State of Nebraska, Department of Health and Human Services

Division of Medicaid & Long Term Care IV&V Services

RFP NUMBER: 109035 O3

TECHNICAL PROPOSAL

Original

November 19, 2021 – 2:00 PM CT

Andy Budell, Holly Glasgow
Department of Health and Human Services
301 Centennial Mall S
Lincoln, NE 68508
dhhs.rfpquestions@nebraska.gov

NTT DATA State Health Consulting, LLC
7950 Legacy Drive, Suite 900
Plano, TX 75024
www.nttdataservices.com

November 19, 2021

Andy Budell, Holly Glasgow
Department of Health and Human Services
301 Centennial Mall S
Lincoln, NE 68508
dhhs.rfpquestions@nebraska.gov

Dear Mr. Budell,

NTT DATA State Health Consulting, LLC (NTT DATA) is pleased to submit this proposal to the State of Nebraska (State) Department of Health and Human Services (DHHS). We look forward to serving as the Independent Verification and Validation (IV&V) services provider to support the Division of Medicaid and Long Term Care (MLTC) in implementing enterprise improvements. In this proposal, we include relevant information that demonstrates our capacity and capability to meet the solicitation requirements. We also confirm receipt of Addendum One Questions and Answers and Addendum Two Revised RFP Sections, on November 1 and have adjusted our response accordingly.

DHHS began its Medicaid Enterprise System (MES) improvement journey several years ago and has made notable progress, including the upcoming certification of a new Data Management and Analytics (DMA) module. Projects such as this come with numerous complexities. Viewing the projects from a portfolio perspective assures a more holistic solution for the State and its residents. NTT DATA gained this experience while working as the trusted advisor on MES projects in several states and we are excited to bring this industry-leading expertise to DHHS.

For Nebraska residents relying on these important services, it is critical that, during this phased implementation, the programs and systems function properly. Nebraska needs an experienced MES IV&V vendor that can bring value to all project aspects from day one. Because of our expertise and long history helping dozens of states with their MES implementations, we understand better than most vendors the various interdependencies of DHHS' services and systems involved in the modernization. This experience enables correct implementation and eliminates interruption to these important services. While DHHS is focused on the MES improvements, it is smart to consider the impact the declining Fee-for-Service (FFS) population will have on the services and how process re-engineering and automated solutions can be utilized to improve services for the future.

Through this RFP, DHHS has demonstrated its understanding of the important role a trusted IV&V vendor will have in the successful implementation and certification of the five upcoming modules in this project. NTT DATA is honored to be considered as the vendor for the IV&V services. We bring DHHS our following strengths:

- **Leading Vendor Providing MES IV&V and Project Management Solutions.** NTT DATA has provided numerous IV&V services for various MES planning, procurement, and implementation projects—including the five modules within this scope. We successfully delivered on more than 200 IV&V projects and worked on MES modernization projects in almost all 50 states, plus the District of Columbia (DC) and Puerto Rico. We also supported certification efforts in 37 states, including 22 as the IV&V vendor.
- **Resources to Meet the State's Evolving Project Needs.** With more than 20,000 consultants in the NTT DATA consulting group, we are focused on supporting the State's agencies and

customers' needs. We can scale our resources to meet varying project needs over the course of each module implementation. Our team is familiar with the DHHS' project and we will bring value to Nebraska on day one as the IV&V vendor.

- **Highest Quality MES IV&V Methodologies.** Our IV&V Advantage methodology was developed based on our experience providing IV&V services for more than 30 years. Unlike other vendors, NTT DATA provides the highest quality IV&V services in the industry and our clients attest to this year after year. We specifically designed our IV&V Advantage solution for state government IV&V projects. IV&V Advantage includes adaptable tools and templates that enable our team to mobilize quickly and can be customized as needed for each of the modules in DHHS' Medicaid systems.

Thank you for considering our response and we look forward to the opportunity to work with DHHS—to contribute to the success of your MLTC projects—as the IV&V vendor. Please do not hesitate to contact Deirdre Mccormick, Business Development Consultant at (207) 649-0885 or at Deirdre.McCormick@nttdata.com if you have any questions about our proposal or the services we offer.

Sincerely,

Timothy Conway
EVP and Group President, Public Sector

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Table of Figures

The Matrix of Proposal Requirements in Figure 1 is listed in the order presented on page 3 of 109305_O3_Addendum_TWO_REVISED_RFP_Sections. For each RFP requirement, we indicate the proposal section where our response is located.

Figure 1. Matrix of Proposal Requirements.

RFP Requirement	Proposal Location
1. Completed Sections II-IV	Appendices C-E
Section II	RFP Section II. Terms and Conditions
Section III	RFP Section III. Contractor Duties
Section IV	RFP Section IV. Payment
2. Attachment A - Business Requirements Traceability Matrix	Section 2.6 – Attachment A - Business Requirements Traceability Matrix
Attachments to Attachment A	
IV&V Project Schedule Example	Appendix G – Schedule, Templates, Plans, Reports
IV&V Product Review Worksheet Example	Appendix G – Schedule, Templates, Plans, Reports
IV&V Weekly Status Report Template	Appendix G – Schedule, Templates, Plans, Reports
IV&V Weekly Status Report Example	Appendix G – Schedule, Templates, Plans, Reports
Monthly IV&V Report Template	Appendix G – Schedule, Templates, Plans, Reports
Monthly IV&V Report Example	Appendix G – Schedule, Templates, Plans, Reports
Operation and System Readiness Plan Example 1	Separate submission file
Operation and System Readiness Plan Example 2	Separate submission file
Operation and System Readiness Review Reports Example	Separate submission file
3. Section VI - Corporate Overview	Section 1 – Corporate Overview
Attachment to Corporate Overview	
Financial Statements	Separate submission file
4. Original Request for Proposal for Contractual Services Form Signed Using an IndelibleMethod	Appendix A – Original Request For Proposal For Contractual Services
5. Form A Contractor Proposal Point of Contact Request for Proposal Number 109035 O3	Appendix B – Form A Contractor Proposal Point of Contact Request for Proposal Number 109035 O3
6. State Cost Proposal Template	Separate submission file
7. Completed HIPAA Agreement	Appendix F – HIPAA Agreement
Additional RFP Requirements	
8. Section V – C. Organizational Staffing	Section 2.7 – Organizational Staffing
9. Section V – D. Logistics	Section 2.8 – Logistics
10. Section V – E. Privacy and Security	Section 2.9 – Privacy and Security
Attachment to Privacy and Security	
IV&V Privacy and Security Plan Example	Appendix G – Schedule, Templates, Plans, Reports

1 Corporate Overview (RFP I P.1.a-e, VI A.1)

The NTT DATA Advantage

NTT DATA offers Nebraska industry leading Medicaid Enterprise System (MES) Independent Verification and Validation (IV&V) experience and expertise. We are committed to supporting State Medicaid Agencies and are supported by a Global IT company, bringing the best MES IV&V consultants and MES IV&V methodology to deliver the highest quality project outcomes for DHHS. NTT DATA is Nebraska's ***best value*** for a cross-module IV&V solution vendor, and will be ready on day one.

For the MLTC IV&V engagement, DHHS will be supported by NTT DATA State Health Consulting, LLC, a wholly owned subsidiary of NTT DATA, Inc. Our state healthcare-focused business unit consists of more than 300 employees, currently working with more than 20 state clients. This team brings a wealth of Medicaid and IV&V expertise in complex state information technology (IT) systems to the MLTC project. We have unique knowledge across the modules of the MLTC project and our MES-focused IV&V team will bring valuable multi-state, cross-module expertise to DHHS.

Our parent company, NTT DATA, Inc., provides a wide range of IT services that help our clients create, operate, maintain, and evolve mission-critical IT systems and business processes. With 50,000 IT professionals in the United States, we offer an array of services to help large public and private sector organizations strengthen their operations in measurable, sustainable ways. We do so through an array of services, including consulting, digital, application, and infrastructure service.

Ability, Capacity, and Skill to Deliver on these Projects

As a national leader in providing government operations consulting with a focus on health and human services (HHS) IT modernization, NTT DATA is equipped with the ability, capacity and skills to deliver on this project. We have a long-standing reputation for successfully delivering program modernization efforts on-schedule and on-budget for our state government clients.

NTT DATA Strengths

- NTT DATA has been providing strategy, planning, IV&V, and other services to state governments for over 30 years.
- With more than 300 consultants specifically focused on Medicaid and State healthcare IT in the Health Consulting group, we are focused on supporting MLTC's project needs.

DHHS is seeking a vendor with proven IV&V methodology and established project management expertise. NTT DATA is that vendor. Our industry leading IV&V consulting services, backed by our IV&V Advantage framework, strengthens our ability to deliver the services that ultimately lead to overall success of the State's projects.

Our approach to IV&V is based on our Enterprise Advantage methodology, NTT DATA's proven framework and methodology, aligned to the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and Information Technology Infrastructure Library (ITIL) standards. Enterprise Advantage is developed specifically to deliver services to our Medicaid clients and is comprised of the following eight key areas:

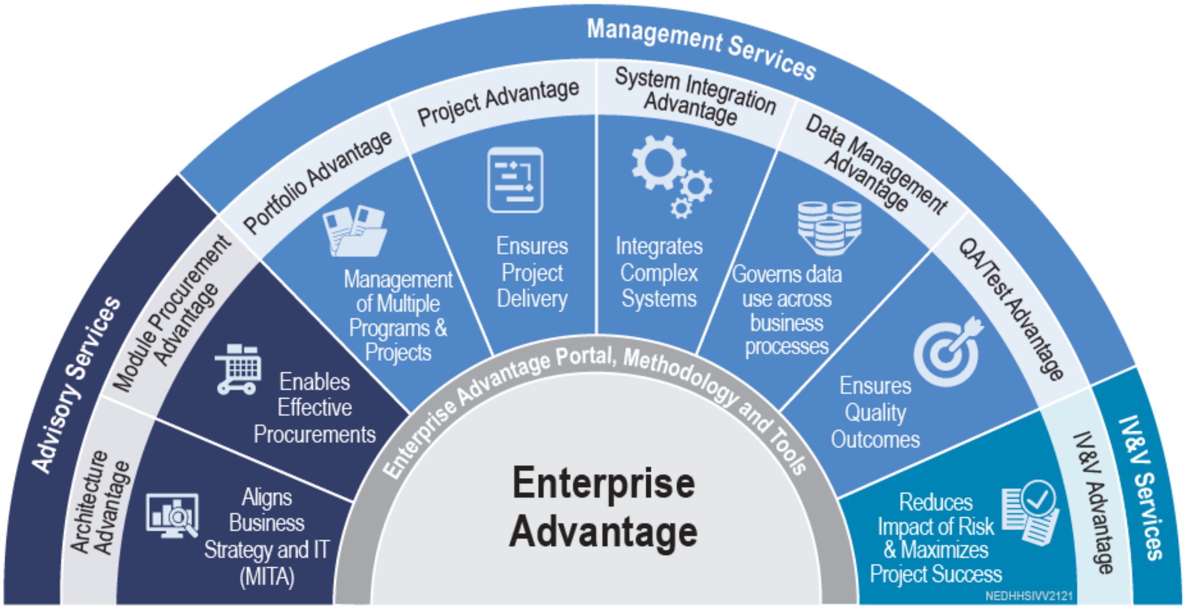


Figure 2. Enterprise Advantage Eight Core Services Areas

For the State of Nebraska, NTT DATA will apply IV&V Advantage as our methodology for delivering this scope of work. The framework provides a modular, highly adaptable, current, and complete approach to support individual projects, as well as a portfolio of projects ranging in size and complexity, such as Nebraska's. IV&V Advantage enables our IV&V activities to proceed on a planned, orderly basis with constant monitoring and adjustments as needed to meet evolving project priorities.

In the Section 2: Technical Approach and in Attachment A of our response, DHHS will find more detailed descriptions of how IV&V will be applied to the MLTC project.

Character, Integrity, Reputation, Sound Judgment, Experience, and Efficiency

As the trusted IV&V vendor for numerous state projects, NTT DATA clearly understands our role as the neutral, third-party partner providing oversight and recommendations to our client. We take this responsibility seriously and state agencies have turned to us for IV&V services for more than three decades. In fact, NTT DATA has never had a contract terminated for cause and many of our clients have opted to extend our services, partnering with us in many cases for more than 10 years. Our client longevity is evidence of the character and integrity that our IV&V consultants bring to our state projects and will bring to Nebraska.

Attestations from NTT DATA's Clients on our Quality Work

"NTT DATA is dedicated to providing superior service, is flexible to changing client business needs, and responsive to inquiries and requests providing guidance to aid success of projects." *—2020 Survey Respondent, State Agency*

"I have worked with NTT DATA on many projects, and they have always delivered flawlessly." *—2020 Survey Respondent, State Agency*

As a foundation for our company and for the performance of our team, NTT DATA incorporates a series of core values that drive the way we serve our clients and fellow team members. These core values of Client First, Foresight, and Teamwork are critical to our business and are also the building blocks for our consistent excellence and growth.

Figure 3. NTT DATA Core Values

Ability to Perform the Contract within the Specified Time Frame

NTT DATA's project team carefully reviewed the project details and timeframe outlined in the RFP and the answers to questions provided by the State. We collaborated with our IV&V and Certification experts to weigh in on timing and effort and meticulously aligned the level of effort and correct resources to the State's modules and deliverables. We recognize that spending this time up front (in project/RFP planning) is critical to assuring project delivery success. We do not cut corners when it comes to delivering services to our clients and we are committed to providing the right resources for this project during every phase.

Historically, NTT DATA has completed all IV&V contracts within time and budget to achieve a record of excellence and highest level of customer satisfaction, evidenced by our long-term relationship with existing clients. We will continue to do the same for the State of Nebraska. We further outline our detailed approach to the project plan and timelines in Section 2.2 and Attachment A, PM-1.

Overall, NTT DATA has engaged in more than 200 IV&V engagements specific to state IT projects. While space is not sufficient to list summaries of all 200+ projects in this proposal, we can attest that many of these past engagements are comparable to Nebraska's IV&V project in terms of scope, complexity, and team size. We are confident that DHHS will benefit from our proven IV&V approach and lessons learned from our past performance. Additional details on our prior experience and contract performance are provided in Section 1.8

Quality of Vendor Performance on Prior Contracts

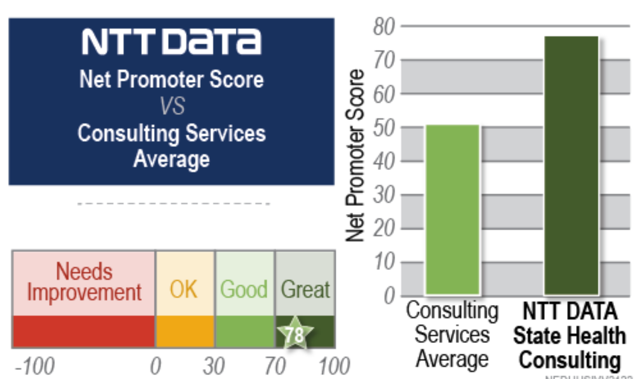


Figure 4. NTT DATA 2020 NPS

More than anything else, our work leads to successful outcomes for our clients. Our quality and performance are evidenced by our high level of repeat business and our exemplary client satisfaction ratings. Each year, we survey clients to gather feedback regarding their satisfaction with our services. In addition to achieving an average score of 9.3 out of 10 points, we received a Net Promoter Score (NPS) of 78. The NPS is the industry standard metric for measuring client satisfaction, with a scale of -100 to 100. Our 2020 NPS of 78 places NTT DATA in the top 1% of consulting companies for client satisfaction, as shown in

Figure 4. In choosing to work with NTT DATA, the State of Nebraska will have a partner reputable for providing high value services and collaborating with state government agencies to achieve successful outcomes for their MES modernizations.

NTT DATA continues to maintain 100% compliance across our contracts in terms of contract costs, schedules, and quality. As a result, our NPS is 30 points higher than our industry peers.

Conclusion. For the State of Nebraska, selecting NTT DATA for this IV&V contract represents a decision that reduces risk, elevates quality, and maximizes the value of the State's large-scale IT initiatives. Our demonstrated experience across multiple states and agencies illustrates our capability and capacity to be Nebraska's trusted vendor on this IV&V contract. Few vendors can compete with the number of IV&V projects our team has **successfully completed in just the past five years: 20 projects in 12 states and 14 agencies with 37 client system certifications supported.** We look forward to applying our real-world knowledge and experience to the advantage of the State of Nebraska's projects.

1.1 Contractor Identification and Information (RFP VI A.1.a)

Figure 5 lists the RFP requirements and our response to each requirement.

Figure 5. NTT DATA Identification and Information

RFP Requirement	NTT DATA Response
Corporate Name and Headquarters Address	NTT DATA State Health Consulting, Inc. 7950 Legacy Drive, Suite 900 Plano, TX 75024
Entity Organization (corporation, partnership, proprietorship)	NTT DATA State Health Consulting, LLC is a Limited Liability Company
State Incorporated or Otherwise Organized to do Business	NTT DATA State Health Consulting, LLC (under the name of Cognosante Consulting, LLC) was incorporated in the State of Delaware
Year First Organized to do Business and Name and Form of Organization Changes	• NTT DATA State Health Consulting, LLC was organized to do business as FOX Systems in 1987 • FOX Systems merged with Cognosante in 2010 • FOX Systems officially changed its name to Cognosante in 2011 • Cognosante's Health Consulting Services business unit became Cognosante Consulting, LLC in 2016 • NTT DATA, Inc. acquired Cognosante Consulting, LLC in April 2019 and we began doing business as NTT DATA State Health Consulting, LLC (NTT DATA)

1.2 Financial Statements (RFP VI A.1.b)

For tax and financial reporting purposes, financial results for NTT DATA, Inc., are consolidated at the level of the NTT DATA Corporation, a publicly-traded corporation listed on the Tokyo Stock Exchange. NTT DATA abides by regulations that strive to protect investors by governing the disclosure of financial information. In light of these regulations on publicly-held companies and this corporate and financial structure, it is infeasible for NTT DATA to share financial information outside of quarterly and annual financial reports consolidated at the NTT DATA Corporation level and other carefully-planned disclosures.

NTT DATA Corporation financial statements are audited by KPMG AZSA LLC. Audited financial statements and associated independent audit reports are provided each year to corporation shareholders in notices to shareholders issued annually about two months after the March 31 close of the fiscal year. Later, annual reports are issued that contain additional financial detail.

To address the State's requirement for audited financial statements, we provide a separate PDF of the NTT DATA Annual Report 2020. The report includes audited financial statements and independent audit reports. To review additional annual reports on our website, please use the following link https://www.nttdata.com/global/en/investors/financials?year=2021.

The fiscally responsible representative is:
Dave Mahony, Senior Vice President and Chief Financial Officer
1660 International Dr., Suite 300 McLean, VA 22102
(703) 848-7212

1.3 Change of Ownership (RFP VI A.1.c)

NTT DATA does not anticipate any change of ownership during the 12 months following the proposal due date.

1.4 Office Location (RFP VI A.1.d)

Our U.S. headquarters, based in Plano, Texas, is the executive office responsible for the performance of this contract. The address is 7950 Legacy Drive, Suite 900, Plano, TX 75024.

NTT DATA is committed to having an onsite presence with our state counterparts as necessary during the life of this contract. When not onsite in Nebraska, our employees are accustomed to successfully working remotely throughout the United States to support our various state clients.

1.5 Relationships with the State (RFP VI A.1.e)

NTT DATA has not done business with the State during the previous two years.

1.6 Contractor's Employee Relations to State (RFP VI A.1.f)

NTT DATA is not proposing any project team members who were employees of the State within the past 24 months.

1.7 Contract Performance (RFP VI A.1.g)

NTT DATA has not had a contract terminated for default in the past five years.

1.8 Summary of Contractor's Corporate Experience (RFP VI A.1.h)

IV&V is a core NTT DATA competency. Few vendors can demonstrate the level of dedication to Medicaid IV&V projects that NTT DATA has in our years of serving the public sector. Of particular benefit to DHHS, our IV&V experience includes working with two of the four states in CMS Region 7: Kansas and Missouri. Our current work in these states brings recent, relevant experience and relationships with the CMS regional office overseeing this project with DHHS. We proudly bring this demonstrated experience to Nebraska.

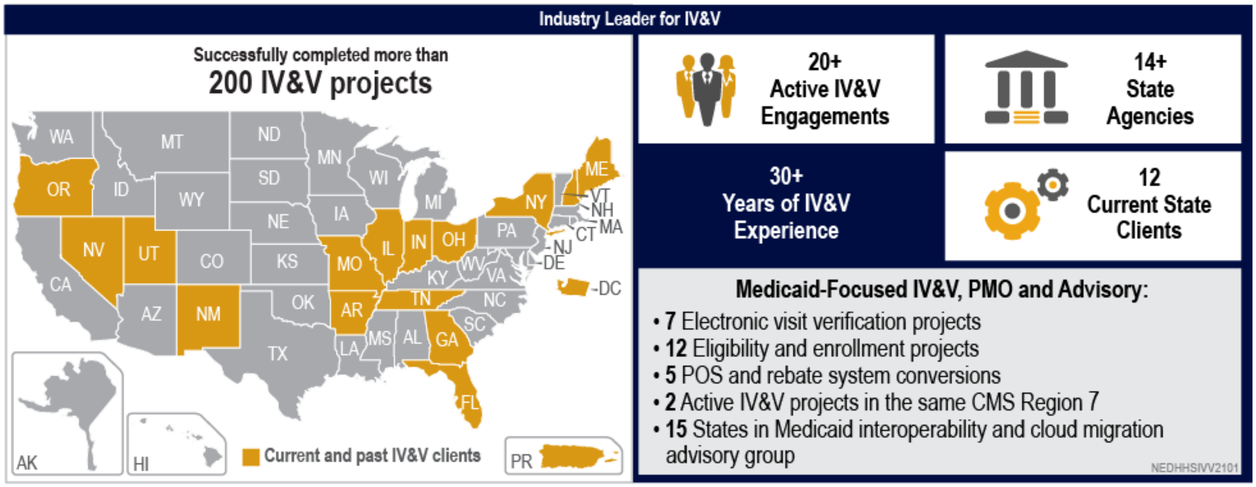


Figure 6. NTT DATA's National Experience and Leadership in MES IV&V

Over the past 30 years, through more than 200 IV&V projects, NTT DATA has helped government agencies throughout the United States transition changes in processes or technology and adopt legislative mandates. Our unique mix of experience, qualifications, and methodologies include:

- **A Medicaid Focus**. For over 30 years, NTT DATA has focused on serving government agencies and programs. We leverage NTT DATA's experience providing IV&V services across multiple state agencies and programs to bring a structured foundation that balances discipline and innovation.
- **The Expertise of Former State Leaders and a Specialized Practice.** Our proposed staffing structure and team includes individuals who have walked in the same shoes as state government leaders and have taken their organizations through enormous transformation in challenging times. Our team will use this first-hand experience and in-depth knowledge of state and federal regulations, technologies, and industry standards and practices to support the State in achieving its vision.
- **Established, Repeatable Methodologies.** Enterprise Advantage is NTT DATA's proven framework and methodology, developed specifically to deliver services to our public sector clients. As we will discuss in Section 2: Technical Approach, IV&V Advantage provides a repeatable structure and a proven toolset to provide objective assessment that minimizes risk and maximizes quality.

Through our consulting work with federal, state, and local government organizations, we have a proven track record of planning, analyzing, and executing technology upgrades, migrations, and transformations. To demonstrate the depth of our experience and expertise to serve the State, the following list provides a sample of projects from our client portfolio similar to Nebraska's project in size, scope, and/or complexity.

Figure 7. NTT DATA's Demonstrated Experience on Similar Projects

State Client	Engagement Type		Systems						MLTC Required Experience						
	PMO, Procurement, and/or MITA	IV&V	MMIS and MES Modernization	Eligibility	EVV	Interoperability and Patient Access Rule	HITECH to MES	Pharmacy / POS / Drug Rebates	Project Management	Operations and System Readiness	Product Reviews	CMS and MITA Compliance	IV&V Deliverables	Reporting	Privacy and Security
Alabama Medicaid Agency	✓		✓		✓			✓	✓			✓		✓	
Alaska Department of Health and Social Services	✓			✓								✓			
Arizona Health Care Cost Containment System	✓		✓				✓		✓			✓		✓	
Arkansas Department of Human Services (DHS)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Connecticut Department of Social Services *Planning for future modules underway		✓	✓						✓			✓	✓	✓	✓
Reference 2 Delaware Health and Social Services	✓		✓	✓				✓	✓		✓	✓		✓	✓
District of Columbia Dept. of Health Care Finance and Homeland Security		✓	✓		✓			✓	✓	✓	✓	✓	✓	✓	✓
Reference 1 Florida Agency for Health Care Administration (ACHA)		✓	✓			✓				✓	✓	✓	✓	✓	
Georgia Technical Authority and Department of Community Health	✓	✓		✓	✓					✓	✓	✓	✓	✓	✓
Hawaii Dept. of Human Services, Med-QUEST Division	✓		✓									✓			

State Client	Engagement Type		Systems						MLTC Required Experience						
	PMO, Procurement, and/or MITA	IV&V	MMIS and MES Modernization	Eligibility	EVV	Interoperability and Patient Access Rule	HITECH to MES	Pharmacy / POS / Drug Rebates	Project Management	Operations and System Readiness	Product Reviews	CMS and MITA Compliance	IV&V Deliverables	Reporting	Privacy and Security
Illinois Department of Healthcare and Family Services and DoIT	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓
Indiana Family and Social Services Administration		✓	✓					✓	✓	✓	✓	✓	✓	✓	✓
Iowa Department of Human Services	✓		✓	✓								✓		✓	✓
Kansas Department of Health and Environment	✓		✓						✓			✓		✓	
Maryland Dept. of Health and Mental Hygiene (MDH)	✓		✓			✓		✓				✓		✓	
Reference 3 Missouri Department of Social Services		✓	✓							✓	✓	✓	✓	✓	
Nevada Dept. of Health and Human Services		✓	✓		✓					✓		✓	✓	✓	✓
New Hampshire Dept. of Health & Human Services		✓	✓	✓						✓	✓	✓	✓	✓	✓
New Mexico Health and Human Services Dept. and Department of Health	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓
New York Dept. of Health		✓	✓						✓		✓	✓	✓	✓	
Oklahoma Health Care Authority	✓		✓	✓				✓	✓	✓	✓	✓		✓	✓
Government of Puerto Rico Department of Health	✓	✓	✓	✓					✓	✓	✓	✓	✓	✓	✓
South Carolina Dept. of Health & Human Services	✓		✓		✓			✓	✓			✓	✓	✓	✓

State Client	Engagement Type		Systems						MLTC Required Experience						
	PMO, Procurement, and/or MITA	IV&V	MMIS and MES Modernization	Eligibility	EVV	Interoperability and Patient Access Rule	HITECH to MES	Pharmacy / POS / Drug Rebates	Project Management	Operations and System Readiness	Product Reviews	CMS and MITA Compliance	IV&V Deliverables	Reporting	Privacy and Security
Tennessee Division of TennCare	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Utah of Health, Division of Medicaid and Health Financing		✓	✓						✓		✓	✓	✓	✓	
Department of Vermont Health Access (DVHA) and Department of Children and Families (DCF)	✓		✓	✓					✓			✓		✓	✓

Our team has extensive experience providing oversight on several similar projects, as the previous table demonstrated. While most of our clients are willing to provide references for our work, we have chosen the following three because of their relevancy to the Nebraska modules and deliverables:

- Florida Agency for Health Care Administration
- District of Columbia Department of Health Care Finance
- Missouri Department of Social Services

1.8.1 Reference 1 – Florida Agency for Health Care Administration (ACHA)

A. Time Period of the Project	
11/2017 – Present	
B. Scheduled and Actual Completion Dates	
Originally Scheduled Completion Date	**Actual (or Currently Planned) Completion Date**
Initial contract end date: 6/30/21 Contract extension: 6/30/2022	Current contract ends: 6/30/2022 (state law requires re-procurement after initial contract period)
C. Contractor's Responsibilities	
Medicaid Enterprise System IV&V	
D. Customer Name and Contact Information	
Name of Contact and Title. Shawn McCauley, IV&V Contract Manager and FX Program Certification lead **Telephone Number.** (850) 528-6640 **Facsimile Number.** N/A **Email.** Shawn.R.McCauley@acha.myflorida.com	
E. Prime Contractor or Subcontractor	**Budget, Size of Project, and Complexity**
Prime Contractor	**Budget**: IV&V budget $19.17 million **Size of project team:** 10+ **Complexity of project:** Highly complex
Description of Work	
Our team has been supporting ACHA in attaining project quality and success on enterprise projects since 1990. In our current engagement, we are focused on IV&V oversight of the FX modular implementation, a multi-module program that includes development design and implementation (DDI) for various modules: Integrated Service and Integrated Platform, Enterprise Data Warehouse, Unified Operations Center (call center consolidation), Core MMIS Replacement, Provider Services Management, Recipient Services Management, Centers for Medicare and Medicaid Services (CMS) Interoperability, Background Screening Single Sign-on, CMS Patient Access Rule, and other smaller module-based projects. The integration services and integration platform (IS/IP) is hosted in an Oracle GovCloud environment while the enterprise data warehouse is being developed on the AWS platform. Our IV&V team provides the State with a federal perspective and understanding of federal requirements for IV&V, certification by the CMS, and enhanced federal funding. Our team participated in CMS-required reviews for Medicaid enterprise certification. As CMS transitions to an outcomes-based certification process, NTT DATA is supporting agency compliance activities.	
Relevance to Nebraska DHHS MMIS IV&V	
Florida's FX IV&V project, similar to Nebraska's, includes several MES modules over an expanded period of time. As the State of Florida transitions from its current monolithic MMIS to modular systems through a series of planning, procurements, and DDI-based projects, NTT DATA continues to serve as the long-trusted IV&V vendor in support of ACHA's project success. AHCA's goal is to transition Florida's MMIS solution to an interoperable, unified MES where individual processes, modules, subsystems, and systems work together to support the Medicaid program.	

1.8.2 Reference 2 – District of Columbia Department of Health Care Finance

<table>
<tr><th colspan="2">A. Time Period of the Project</th></tr>
<tr><td colspan="2">11/2017 – Present</td></tr>
<tr><th colspan="2">B. Scheduled and Actual Completion Dates</th></tr>
<tr><th>Originally Scheduled Completion Date</th><th>Actual (or Currently Planned) Completion Date</th></tr>
<tr><td>December 10, 2022</td><td>December 10, 2022</td></tr>
<tr><th colspan="2">C. Contractor’s Responsibilities</th></tr>
<tr><td colspan="2">Medicaid Enterprise System IV&V</td></tr>
<tr><th colspan="2">D. Customer Name and Contact Information</th></tr>
<tr><td colspan="2">Name of Contact and Title. Maude Holt, Director, Office of Health Care Ombudsman and Bill of Rights
Telephone Number. (202) 299-2114
Facsimile Number. N/A
Email. Maude.Holt@dc.gov</td></tr>
<tr><th>E. Prime Contractor or Subcontractor</th><th>Budget, Size of Project, and Complexity</th></tr>
<tr><td>Prime Contractor</td><td>Budget: IV&V budget $12.8 million
Size of project team: 5-10
Complexity of project: Highly complex</td></tr>
<tr><th colspan="2">Description of Work</th></tr>
<tr><td colspan="2">NTT DATA has been supporting the District of Columbia since 2010 with planning, designing, managing, and implementing IT systems, including the modernization and certification of the Medicaid Management Information System (MMIS) and associated modules. In December 2017, the District of Columbia selected NTT DATA to provide IV&V services in support of the Department of Health Care Finance (DHCF) MMIS Core System and Supporting Services solution as well as the other Medicaid Enterprise modules. The District’s goal is to implement a flexible, configurable solution that maximizes use of cost-effective, industry-related and application-ready commercial off-the-shelf (COTS) technologies.

NTT DATA performs IV&V services for the District’s MMIS Enterprise Module Program, validating the new modules contain all the District’s required functionality. Our IV&V team supports the project by conducting reviews and making recommendations for project management planning and organization; and evaluating and reporting on project progress, resources, budget, schedules, workflow, DDI vendor oversight, and overall project health. Our IV&V services establish quality control (QC) activities for the project, including verification, validation, and quality assurance (QA) processes.</td></tr>
<tr><th colspan="2">Relevance to Nebraska DHHS MMIS IV&V</th></tr>
<tr><td colspan="2">Like the Nebraska IV&V project, the District’s IV&V scope entails multiple, concurrently running projects and modules. As the IV&V vendor, the NTT DATA team is responsible for overseeing six modules:
• MMIS Core System Project
• Provider Data Management System (PDMS) Module Project
• Medicaid Data Warehouse (MDW) Module Project
• Clinical Case Management System (CCMS) Module Project
• Electronic Visit Verification (EVV) Module Project
• Pharmacy Benefit Management (PBM) Module Project

Each of these project components bring relevant experience to the work we will be performing for Nebraska, but in particular, the EVV and the PBM module experience will benefit our methodology and approach as Nebraska’s IV&V vendor.</td></tr>
</table>

1.8.3 Reference 3 – Missouri Department of Social Services

<table>
<tr><th colspan="2">A. Time Period of the Project</th></tr>
<tr><td colspan="2">7/2018 – Present</td></tr>
<tr><th colspan="2">B. Scheduled and Actual Completion Dates</th></tr>
<tr><th>Originally Scheduled Completion Date</th><th>Actual (or Currently Planned) Completion Date</th></tr>
<tr><td>January 11, 2023</td><td>January 11, 2023</td></tr>
<tr><th colspan="2">C. Contractor’s Responsibilities</th></tr>
<tr><td colspan="2">Medicaid Management Information System IV&V</td></tr>
<tr><th colspan="2">D. Customer Name and Contact Information</th></tr>
<tr><td colspan="2">Name of Contact and Title. Rashmi Naik
Telephone Number. (573) 751-8176
Facsimile Number. N/A
Email. Rashmi.Naik@oa.mo.gov</td></tr>
<tr><th>E. Prime Contractor or Subcontractor</th><th>Budget, Size of Project, and Complexity</th></tr>
<tr><td>Prime Contractor</td><td>Budget: IV&V budget $3.9 million
Size of project team: 3
Complexity of project: Medium complexity</td></tr>
<tr><th colspan="2">Description of Work</th></tr>
<tr><td colspan="2">NTT DATA has been partnering with the State of Missouri to provide IV&V services since 2014. Our current engagement began in 2018 to provide IV&V services in support of the implementation of solutions and certification activities for modules procured under their MMIS Procurement and Replacement Program. We are currently providing IV&V services for Missouri’s Business Intelligence Solution/Enterprise Data Warehouse (BIS-EDW) Solution and their Program Integrity Solution.

To date our team has provided support for the Initiation and Planning Milestone Review (R1) for their Program Integrity, BIS-EDW solution, and Developmentally Disabled/Case Management solution (DD/CM) under the CMS Medicaid Enterprise Certification Lifecycle (MECL) process. Our team also provided guidance and transition support for the new CMS Streamlined Modular Certification (SMC) process and supported the Operational Readiness Review (ORR) and the Certification Review (CR) for the Program Integrity and the BIS-EDW solution.</td></tr>
<tr><th colspan="2">Relevance to Nebraska DHHS MMIS IV&V</th></tr>
<tr><td colspan="2">Our IV&V experience with Missouri is particularly relevant as they are also in CMS Region 7, the same as Nebraska.</td></tr>
</table>

1.9 Summary of Contractor's Proposed Personnel/Management Approach (RFP VI A.1.i)

1.9.1 Approach to Manage the Project (RFP VI A.1.i)

We discuss our approach to managing IV&V projects in detail in Section 2.2 and Attachment A, PM-1.

In this section, we discuss our approach to managing our proposed IV&V staffing for the five projects in Nebraska's portfolio. We understand these projects operate under different governance structures, have different State project teams, and may span different State agencies, divisions and/or departments.

NTT DATA knows the importance of bringing the right staff, knowledge, skills, tools, and techniques to an engagement with this complexity. We assigned teams to each of the projects in Nebraska's portfolio and staffed each team with experienced professionals that understand the risks associated with large system integration efforts. Our IV&V team members know that having and maintaining a cross-project, enterprise-level perspective, even in the midst of their individual project assignments, will contribute to the success of all projects in Nebraska's portfolio. This portfolio approach will bring value to Nebraska by:

- Helping to identify, mitigate, and resolve issues and risks that could impact more than one project
- Maintaining a strategic perspective so all projects align with Nebraska's overarching goals
- Streamlining and focusing communications, as appropriate, to project stakeholders
- Consistently applying processes and best practices across projects
- Communicating, applying, and enforcing strategic changes coming from the State or CMS across projects consistently

Staff Management

We will detail our plans for managing the staff in the Staff Management Plan (SMP) which is part of our IV&V Project Management Plan. The SMP will include the NTT DATA project organizational chart, a staffing plan with procedures for staff onboarding and offboarding, team member performance management plans, ongoing project team operations, staff training, and managing DHHS assets assigned to our team (such as security badges, State issued laptops, security key tokens, etc.). The IV&V Lead and the IV&V Project Manager will monitor and update the SMP on a regular basis.

Our weekly IV&V status reports will include our planned team staffing for the upcoming week, as well as travel schedules. It will also include details on meetings attended the prior week and attendance for meetings planned for the upcoming week.

Together, our IV&V Lead and our IV&V Project Manager will perform all staff-related processes in accordance with the documented SMP. They will also be responsible for the performance of our team across all five projects to make sure we are meeting expectations and delivering value to Nebraska.

1.9.2 Key Personnel (RFP VI A.1.i)

To staff our proposed IV&V team with the skills and expertise necessary to complete the work outlined in the RFP, we analyzed the RFP requirements, answers to questions, and timing for the phases for each of the projects. Leveraging our experience and knowledge of IV&V processes, best practices, and other successful IV&V staffing models, we identified the staff roles and skill sets needed to complete the scope of work, deliverables, and CMS reporting. We cross-walked our list of roles and skills with the key positions and qualifications defined in the RFP.

As requested by Nebraska, we assigned at least five key staff to each project and allocated all team members at the start of the project. Based on the RFP and Nebraska's answers to questions, and where project timing and staff skills allowed, we were able to leverage a few team members across projects. We understand that timelines change, and if that happens, we will work with DHHS to maintain skilled and knowledgeable staff on each project. Additional details about our staffing and staff allocations for each project can be found in Section 2.7.3.

Staffing for the Long Term

The IV&V team will be sufficiently staffed throughout the contract as resource management is a key strength of NTT DATA and our state consulting business unit. Key attributes of our staffing capabilities:

- Our Client Partner will work with the IV&V Lead, IV&V Project Manager, and our internal Resource Management team to staff the project with the right resources and skillsets
- We have a dedicated full time Resource Management Director to manage all staff planning, recruitment, and hiring
- Our business unit currently has more than 300 staff (including subcontractors) which consist of consultants and managers and we are growing our team by 15 to 20% each year
- We have multiple dedicated recruiters to quickly source, screen, and staff candidates for open and new positions
- NTT DATA is known in the industry as a great place to work and attracts top industry talent
- We can leverage available staff from NTT DATA's public sector and health care business units to help us fill key vacancies when needed

We understand how to establish and organize an IV&V team to perform efficiently and effectively for an enterprise. Throughout the remaining section, we provide details about our proposed team, including our staff experience and knowledge, a description of our proposed IV&V team organization structure, an IV&V team organization chart, and details on our proposed Key Personnel and their qualifications. We are confident the State will find the IV&V team exceptionally qualified through our experience and expertise and as demonstrated by our long track record of successfully supporting similar projects.

Figure 8 provides a high-level view of our proposed team organization.

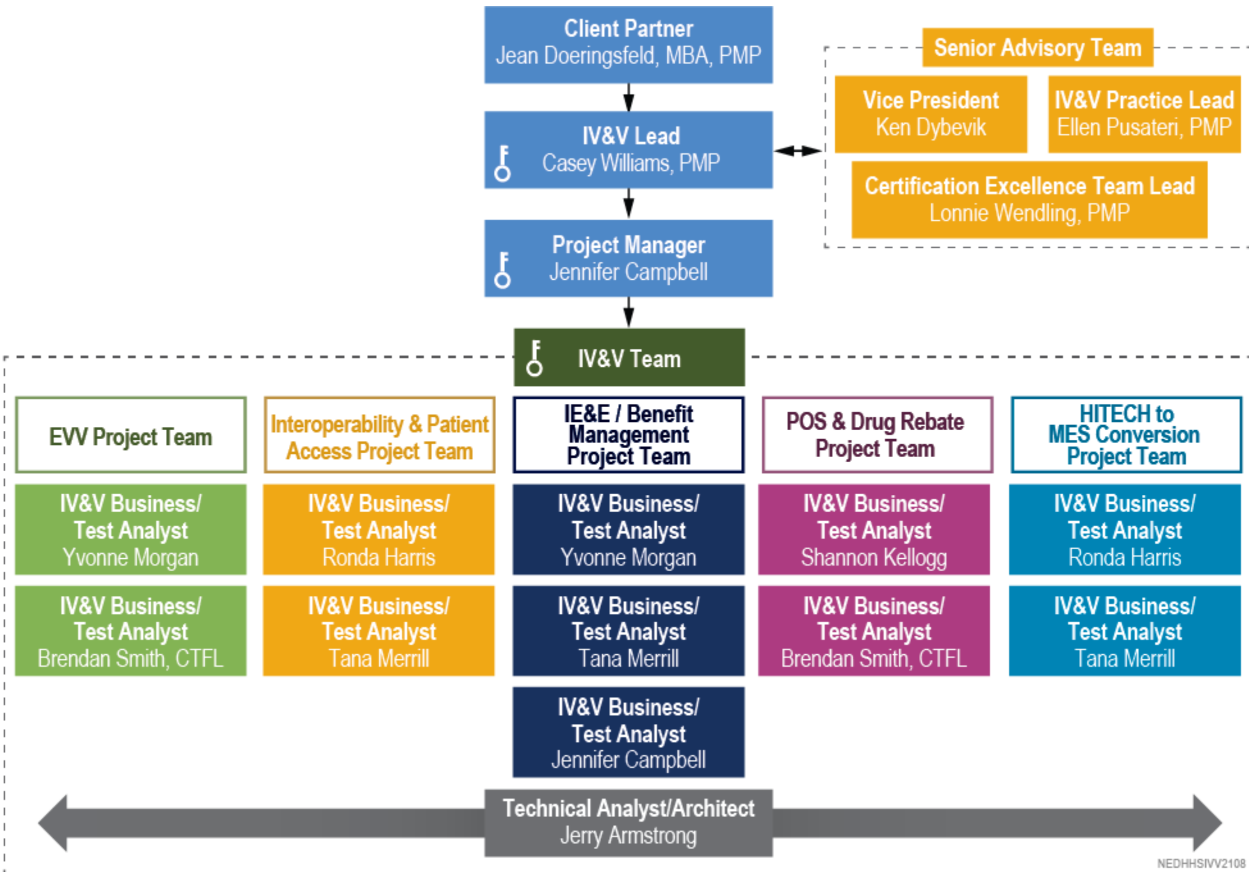


Figure 8. Project Organizational Chart

Each component of our team organization is discussed in more detail, along with details on our proposed team members, throughout the remainder of this section and in Section 2.7.

1.9.2.1 Team Leadership (RFP VI A.1.i)

We are pleased to introduce three senior leaders to lead our IV&V team on this project: Jean Doeringsfeld, Casey Williams, and Jennifer Campbell. Figure 9 depicts the functional reporting structure of the leadership team proposed for this project.

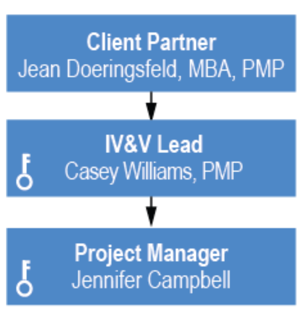


Figure 9. IV&V Leadership Team

Jean Doeringsfeld: Summary of Experience Relevant to Nebraska

- 27+ years leading IT projects in both public and private sectors
- 17+ years working with healthcare IT system projects including Medicaid and Health Information Exchange (HIE)
- IV&V specific oversight in Missouri, Connecticut, and Kansas

Jean Doeringsfeld, MBA, PMP is our proposed Client Partner and brings experience and expertise overseeing large, complex Medicaid, Health Information Technology, and commercial programs and projects in multiple states – including IV&V contracts in Missouri and Connecticut – and a Quality Assurance Management contract in Kansas. She has dedicated most of her professional career to serving public sector IT projects. With more than 27 years of experience designing, leading, and operating IT systems, she is the best candidate for Nebraska's Client Partner. She has a proven record of success in both solution delivery and operational efficiency. Having worked with state agencies in multiple states most of her career, Jean genuinely relates to the responsibility and challenges which are upon DHHS leadership during this MLTC project. She will be a true partner in leading this IV&V engagement with Nebraska, making DHHS' project goals her first priority.

As the Nebraska Client Partner, Jean will provide executive-level decision making on behalf of NTT DATA for this project. She will interact regularly with and support our IV&V Lead to assure efficient and effective management and state satisfaction throughout the project. The Client Partner role oversees the project from a corporate and senior-management level to enable the project team's performance to meet the State's needs, provide senior-level management experience and expertise to address project issues and challenges, and deliver all support and resources needed by the IV&V team to meet project expectations and deliverables. Jean will attend steering committee meetings and meet with the project sponsor, as needed.

Figure 10 provides an overview of Jean's responsibilities and qualifications for her role as Client Partner.

Figure 10. Jean's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Assures efficient and effective management and State satisfaction throughout the project • Provides executive oversight to confirm Nebraska's commitments are met • Verifies services are being delivered on time and with high quality • Participates in executive management meetings to support Nebraska's strategy and projects • Serves as an escalation point for our IV&V Lead, Project Manager, and DHHS leaders to quickly mitigate risks and resolve issues • Provides executive level consultation services to the State • Provides senior-level interface to the state • Organizes and directs the overall performance of the contract • Assures assignment/acquisition of all people and non-people resources by serving as the liaison between the project team and NTT DATA corporate resources
Jean's Qualification Highlights
• Medicaid and HIE implementation and operations experience • Experience providing executive oversight to multiple and concurrent accounts, including Kansas (Quality Assurance), Missouri (IV&V), and Connecticut (IV&V). Kansas and Missouri which are in the same CMS region (Region 7) as Nebraska • HITECH funding familiarization • PMP certified

Our proposed **IV&V Lead is Casey Williams, PMP**. He brings extensive experience in Medicaid-specific IV&V projects and will serve as the IV&V Lead for the MLTC project. Casey has over two decades of experience in planning, procurement, development, and implementation of complex Medicaid systems through post-implementation, with 17 of those years as a project manager or in other leadership roles. Most relevant to the Nebraska MLTC IV&V project is his recent work in the State of Georgia, where he served as the project lead on several IV&V projects, overseeing several highly complex implementations, including modules with Integrated Eligibility, Third-Party Liability (TPL), and EVV.

Casey Williams: Summary of Experience Relevant to Nebraska

- 22+ years managing complex Medicaid systems through all project phases
- 17+ years as the lead project manager on Medicaid system implementations
- 7+ years of IV&V specific expertise across multiple modules

In the role of IV&V Lead for this project, Casey will be the State's main point of contact throughout the project. He will coordinate and attend leadership meetings, review and submit deliverables, and implement IV&V best practices across Nebraska's portfolio of projects. He will also serve as the first line for IV&V escalations. Casey will work with our proposed IV&V Project Manager, Jennifer Campbell, to track and coordinate staff resources and communicate to the State if any staff-related issues could impact our ability to deliver our IV&V services. Casey will also be responsible for accurately and thoroughly communicating and executing any CMS changes impacting our IV&V services for each of Nebraska's projects.

Figure 11 provides an overview of Casey's responsibilities and qualifications for his role as IV&V Lead.

Figure 11. IV&V Lead – Casey's Responsibilities and Qualifications

IV&V Lead Primary Work, Roles, Responsibilities
• Oversees IV&V for all projects, applying IV&V best practices and processes • Provides portfolio-level IV&V oversight for consistency, effectiveness, and efficiency across projects • Serves as primary point of contact with DHHS • Develops and maintains working relationships with Nebraska stakeholders for information accuracy and consistency of IV&V activities and assessments • Works with DHHS to fulfill contractual obligations and successfully complete projects • Reviews all deliverables for accuracy and timely submission • Guides enforcement of NTT DATA's IV&V methodology • Acts as the primary coordinator and principal intermediary to help resolve issues • Serves as the authorized point of contact for assigned work • Enforces quality standards and work performance on projects • Identifies areas of risk to cost, schedule, scope, and quality on the projects • Provides recommendations on risk mitigation or contingency options • Identifies and reports deviations from, or execution of, plans that may jeopardize the project(s) • Identifies, documents, and verifies delivery of proper communications • Manages the timely performance and completion of all contractual obligations • Applies consultative and technical expertise in fulfillment of contract deliverables
Examples of How Casey Meets the RFP Qualifications for IV&V Lead
• Minimum of five (5) years of experience in managing or in a key management position for a large-scale healthcare IT development project that encompasses the full system development life cycle from initiation through post implementation – Casey has 15 years of PM experience on large IT

development projects in Georgia, Florida, New Hampshire, North Carolina, Montana, New Mexico, and other states. Currently, he is serving as the Project Manager for the Georgia Department of Community Health – IV&V for TPL and EVV projects. He was also the Project Manager for the Georgia Department of Human Services Gateway MEET Post Operational Review (R3) and the Project Manager for the Georgia Gateway Integrated Eligibility System.

- Previous experience following a standard PM methodology and in using various project management tools in developing project plans, delivering tasks, and tracking timelines and resources – Casey has extensive experience following various standard PM methodologies and using project management tools to develop project management plans, integrated project schedules, and to deliver tasks and track timelines and resources. Standard PM methodologies and tools were used for all of Casey's projects in Georgia, Florida, New Hampshire, North Carolina, Montana, New Mexico, and other states.
- Previous Medicaid experience – Casey has 22 years of Medicaid experience.
- Previous IV&V experience – Casey is currently serving as the PM for Georgia IV&V projects.

Additional Qualifications

- PMP certified
- Casey has experience in the following modules:
  - EVV
  - IE&E/Benefit Management
  - POS/Drug Rebate experience

Jennifer Campbell: Summary of Experience Relevant to Nebraska

- 20+ years leading projects in public healthcare
- Medicaid experience on similar projects in 7 states
- 3 years of Nebraska-specific IV&V experience

NTT DATA is pleased to propose **Jennifer Campbell as our IV&V Project Manager and IV&V Business/Test Analyst.** Jennifer brings extensive experience in project management, business/test analysis, and IV&V. Having worked on Nebraska's IV&V projects for the past three years, she brings state-specific expertise that will allow her to acclimate quickly in this role and bring value to this project from day one as a member of our leadership team. Jennifer has more than 20 years of experience advising, directing, and managing projects and strategic initiatives within the public healthcare industry.

In addition to her recent work in Nebraska, she brings multi-state experience from other relevant projects in South Carolina, Ohio, Pennsylvania, Virginia, Iowa, and New Mexico.

Jennifer will manage the day-to-day work across Nebraska's portfolio of five projects, coordinate and attend meetings, and complete deliverables. She will monitor activities for each project against the work plan and will work with Casey to track and coordinate staff resources across projects. Jennifer will see that project management best practices are followed and promoted.

Based on our current understanding of Nebraska's project schedule, we will also have Jennifer serve as an IV&V Business/Test Analyst for a portion of the IE&E/Benefits Management project. Jennifer has extensive Business Analyst/Test Analyst experience on projects in Nebraska, Pennsylvania, the City of Virginia Beach, Ohio, New Mexico, and South Carolina as well as serving as an IV&V analyst with the State of Nebraska on the Medicaid Management Information System Replacement (MMISR) DMA IV&V project.

Figure 12 provides an overview of Jennifer's responsibilities and qualifications for the IV&V Project Manager and IV&V Business/Test Analyst role.

Figure 12. IV&V Project Manager and IV&V Business/Test Analyst – Jennifer's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Provides portfolio-level program oversight so that consistency, effectiveness, and efficiencies are realized across the projects in Nebraska's portfolio • Manages all projects, applying project management best practices and processes • Works with DHHS to fulfill contractual obligations and successfully deliver projects based on the approved project plans and schedules • Guides timely and successful completion of all NTT DATA tasks • Supports the IV&V Lead with IV&V deliverable creation, submission, and presentation activities • Acts as a coordinator and intermediary to help resolve issues • Monitors and controls project costs • Manages the day-to-day operations of the IV&V team • Plans, directs, controls, schedules, coordinates, and organizes management of tasks • Enforces quality standards and work performance on projects • Identifies areas of risk to cost, schedule, scope, and quality on the projects • Provides recommendations on risk mitigation or contingency options • Identifies and reports deviations from plans or execution of those plans that may jeopardize the project(s) • Identifies, documents, and verifies delivery of proper communications • Provides analysis and assessments for project artifacts including project management plans and schedules, requirements analysis, design and development documents, security plans, testing plans, data conversion and migration plans, and other deliverables • Applies consultative and technical expertise in fulfillment of contract deliverables
Examples of How Jennifer Meets the RFP Qualifications for IV&V Project Manager and IV&V Business / Test Analyst
• A minimum of 5 years of experience in managing or in a key management position for a large-scale healthcare IT development project that encompasses the full system development life cycle from initiation through post implementation – Jennifer has more than 20 years in management roles within the healthcare industry, including a decade serving in management roles within a state department of health and human services. • Previous experience following a standard PM methodology and in using various project management tools in developing project plans, delivering tasks, and tracking timelines and resources – Jennifer has been using and following a standard PM methodology for the past 15 years on all of her Enterprise System Modernization projects. • Previous Medicaid experience – Jennifer has more than 20 years of experience in Medicaid and Managed Care, including five years IV&V experience with the state of Nebraska and New Mexico. • A minimum of 5 years of experience in business / test analyst responsibilities on projects of similar scope – Jennifer has extensive Business Analyst/Test Analyst experience on projects in Nebraska, Pennsylvania, the City of Virginia Beach, Ohio, New Mexico, and South Carolina. For the past three years, Jennifer has been serving as an IV&V analyst with the State of Nebraska on the MMISR DMA IV&V Project.
Additional Qualifications
• IV&V experience (preferred) – Jennifer has five years IV&V experience with the states of Nebraska and New Mexico • IE&E/Benefit Management experience

Together, this Leadership Team will provide sound leadership and direction to proactively address solutions to any challenges that may arise.

Senior Advisory Team

Experience has demonstrated the presence of senior leadership brings success and insight to our projects. Based on our understanding of the scope of work and our experience on similar IV&V engagements, we propose a Senior Advisory Team (SAT) that will support our team and be available to DHHS leadership throughout the project, especially for support of major strategic decisions. The SAT is offered as a value-add to DHHS for this project and they bring executive expertise in complex Medicaid implementation, IV&V leadership, and certification best practices.

Figure 13. Senior Advisory Team

During the first month of our engagement, we will work with DHHS to identify a schedule and set of activities for which DHHS leadership can consult with our SAT. The SAT can be valuable to DHHS by providing status of modular MMIS procurements and projects in other states and facilitating connections with other state leaders if desired. In addition, because the SAT includes executives with strengths and experience in the major areas of the IV&V contract, the SAT can provide consultation to DHHS on a variety of topics that may include:

- Certification guidance
- IV&V best practices
- Contract management guidance and support
- CMS visioning and guidance

Short biographies for our Senior Advisory Team members are included below.

Ken Dybevik – Vice President

Ken brings more than 30 years of experience and expertise managing and providing oversight for NTT DATA's consulting work on large, complex technology replacement and procurement projects in multiple states. As a former Client Partner, he managed teams providing quality assurance, testing, and IV&V for major MMIS enhancement and MMIS replacement projects in the states of Missouri, Utah, and New Hampshire. Currently, Ken is executive oversight for several NTT DATA state engagements (including New Hampshire, New York, Alabama, Missouri, Connecticut, the District of Columbia, and Kansas) and would serve as the executive sponsor for this engagement.

Ken served as Wisconsin's Medicaid Program MMIS Project Director for 20 years. He managed the MMIS Replacement and many other major MMIS system enhancement implementation projects, including HIPAA 5010, National Provider Identifier, and the Medicaid Managed Care implementation. His decades of experience and knowledge in Medicaid is well respected in the HHS industry.

Ellen Pusateri, PMP – IV&V Practice Lead, Enterprise Advantage IV&V Practice

Ellen brings more than 35 years of experience in state healthcare technical consulting, systems development, maintenance, and management of large-scale information technology systems. For the past nine years, she has focused on IV&V, participating in IV&V activities on multiple projects across numerous states. She leads NTT DATA's IV&V practice and helps provide guidance to other IV&V projects and practitioners. Through this practice, she drives standardization and improvements in the IV&V methodology and exchanges of best practices, resulting in reduced risk and improved success rate of the projects served.

Ellen has decades of experience as a technical delivery manager and director of large teams in multi-vendor implementations and data conversions, as well as business experience working with financial management; project management organizations; and writing client proposals, federal funding requests (Advance Planning Documents (APDs)), RFPs, Medicaid Information Technology Architecture (MITA) State Self-Assessments (SS-As), and vendor contracts.

As a result of supporting nine different state healthcare clients, Ellen has amassed broad knowledge of the state healthcare industry. Her work includes involvement in Core Medicaid, Eligibility Verification, Pharmacy Benefits Management, Drug Rebate, and Data Warehousing systems. In each state, she worked with the clients to build systems, compliant with CMS certifications requirements.

Ellen is also a credentialed Project Management Professional (PMP) and currently provides PMO leadership on the Illinois Technical Refresh project which will implement extensive upgrades to the hardware, middleware and software in the data center that houses the Integrated Eligibility System (IES) systems.

Lonnie Wendling, PMP – Certification Excellence Team Lead
Lonnie has nearly two decades of experience in the design, development, and implementation of Medicaid Management Information Systems. He is an experienced executive delivery leader in the implementation and maintenance phases of the account lifecycle. He has implemented multiple MMIS systems during his career, all of which included CMS certification. Lonnie also led regional delivery with responsibilities for 12 MMIS accounts. During this tenure, these delivery teams implemented new systems and enhancements to existing systems including coordinating CMS certification.

Lonnie now supports the Tennessee client in modernizing the state's Medicaid enterprise and provides subject matter expertise specifically on certification. To date, the focus of Lonnie's work with Tennessee has included all module planning and procurement as well as implementation of the Eligibility, PBM, and Provider modules where he partnered with CMS in varied pilot approaches for Outcomes-Based Certification (OBC).

Lonnie leads the Certification Excellence Team (CET) within NTT DATA (the CET is described in more detail in Section 1.9.2.3). Through this team, Lonnie coordinates with all certification resources within the organization supporting certification efforts across 17 state clients. The team coordinates best practices and knowledge sharing with the clients and CMS. The team actively supports clients through transition ultimately to the Streamlined Modular Certification methodology that CMS is still defining.

1.9.2.2 IV&V Team

NTT DATA knows the importance of bringing the right staff, knowledge, skills, tools, and techniques to an engagement of this complexity. We assigned teams to each of the projects in Nebraska's portfolio and staffed each team with experienced professionals that understand the risks associated with large system integration efforts. We describe the benefits of this portfolio approach in more detail in Section 1.9.1.

Right Staff, Knowledge, Skills, Tools, and Techniques for Nebraska

NTT DATA's IV&V team members know that having and maintaining a cross-project perspective, even in the midst of their individual project assignments, will contribute to the success of all projects in Nebraska's portfolio.

We carefully selected the individuals needed to fill the key staff positions on our IV&V team based on how well their skills and experience align with DHHS' description of the roles and responsibilities and based on our experience with similar roles in other states. Each of our proposed team members is highly qualified in their domain (business analysis, test analysis, etc.) and our team provides experience across a wide range of subject areas. Our team depth also provides for significant overlap of skills and experience, giving us the flexibility to refocus our team on the most critical areas without impacting other important areas of a project.

Our staffing plan is designed so that three of our proposed key staff – the IV&V Lead, IV&V Project Manager, and Technical Analyst/Architect – maintain engagement in all five projects. Our experience has shown this will manage and align the full portfolio effectively and efficiently for the State.

Our IV&V business/test analysts are experienced with large system integration projects. Their day-to-day focus will be on the specifics for their assigned projects, but they are adept at identifying issues or risks that could impact the larger portfolio and communicating and managing those issues/risks appropriately. Similarly, they are familiar with and skilled at working in multi-project environments where strategic and portfolio-level processes and decisions impact their individual assignment. Figure 14 depicts our IV&V team members assigned to each project/module.

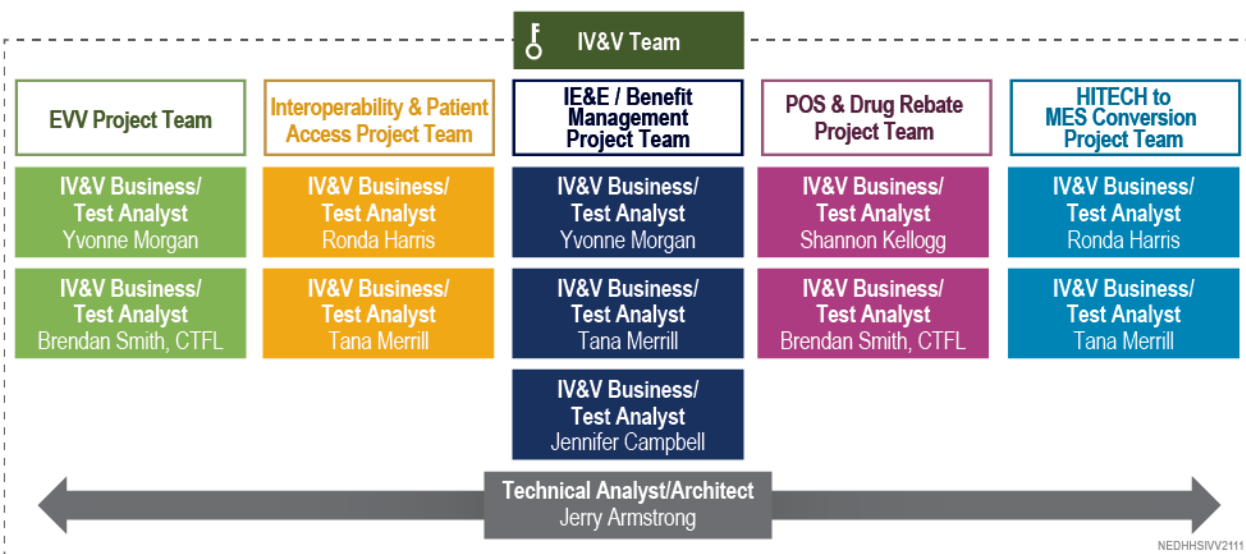


Figure 14. IV&V Project Team Organization Chart

We describe the leadership for our team in Section 1.9.2.1. Throughout the remainder of this section, we provide brief overviews for each team member, along with their roles, responsibilities, and skills for the role in which they are being proposed. Resumes and references are included in Section 1.9.2.5.

Yvonne Morgan – IV&V Business/Test Analyst

Yvonne Morgan: Summary of Experience Relevant to Nebraska

- 30+ years working in complex IT systems
- Expertise across multiple Medcaid modules, including EVV and IE&E

Yvonne Morgan's background encompasses more than 30 years of experience in the planning, development, integration, implementation, and post-implementation of complex systems. She will bring this expertise and deep knowledge of Medicaid system implementations to her role as the IV&V Business/Test Analyst. Before joining NTT DATA, Yvonne worked for Georgia's Department of Human Services as the Project Manager on their IES implementation. The skills and techniques she learned in this role will benefit the Nebraska project because she understands the complexities and importance of her role as part of the IV&V oversight team. Her attention to detail and eagerness to support team members make her a strategic member on this team.

Figure 15 provides an overview of Yvonne's responsibilities and qualifications for her role as IV&V Business/Test Analyst.

Figure 15. IV&V Business/Test Analyst – Yvonne's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Provides analysis and assessments for all project artifacts including project management plans and schedules, requirements analysis, design and development documents, security plans, testing plans, data conversion and migration plans, and other deliverables • Submits status updates, activity reports, and develops and delivers IV&V review checklists • Supports the Project Manager with IV&V deliverable creation and submission activities • Writes IV&V reports or assigned sections of reports • Conducts compliance reviews and assessments of planning, requirements, design, construction, testing, and implementation deliverables • Evaluates assigned projects to determine application of industry best practices, assesses project risks, and identifies recommendations • Verifies deliverables conform to technical and non-technical requirements and quality standards • Provides knowledge and recognized expertise in the testing, test management, and testing best practices
Examples of How Yvonne Meets the RFP Qualifications for IV&V Business / Test Analyst
• A minimum of five (5) years of experience in business / test analyst responsibilities on projects of similar scope – Yvonne has more than five years of experience in business/test analyst and project management on HHS-related projects in both South Carolina and Georgia. She also served as a business analyst for a private company, ADP, for two years. • Previous Medicaid experience is required – Yvonne served as the lead PMO resource for the Medicaid and PeachCare for Kids claims project and on modifications and maintenance of the Georgia Medicaid Management Information System (GAMMIS).
Additional Qualifications
• Yvonne has experience in the following modules: – EVV – IE&E/Benefit Management

Tana Merrill – IV&V Business/Test Analyst

Tana Merrill is our proposed IV&V Business/Test Analyst for three of the MLTC modules: Interoperability and Patient Access, IE&E/Benefit Management, and HITECH to MES conversion. She has more than 10 years of experience working in MMIS implementations and most recently has been supporting the Kansas Department of Health and Environment on the testing team for the MMIS implementation. Her experience across multiple state projects has helped perfect her strengths in requirements validation, gap analysis, training and mentoring, and process improvement. As the Testing Lead in her current role, she is meticulous with details and quality on her projects. Her passion for supporting Medicaid programs and her understanding of the complexities of the various modules are key attributes that will make her successful in this role for the MLTC project.

Tana Merrill: Summary of Experience Relevant to Nebraska

- 20+ years of business analysis and training experience
- 10+ years as Business Analyst and Testing Lead on MMIS implementations

Figure 16 provides an overview of Tana's responsibilities and qualifications for her role as IV&V Business/Test Analyst.

Figure 16. IV&V Business/Test Analyst – Tana's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities

- Provides analysis and assessments for all project artifacts including project management plans and schedules, requirements analysis, design and development documents, security plans, testing plans, data conversion and migration plans, and other deliverables
- Submits status updates, activity reports, and develops and delivers IV&V review checklists
- Supports the Project Manager with IV&V deliverable creation and submission activities
- Writes IV&V reports or assigned sections of reports
- Conducts compliance reviews and assessments of planning, requirements, design, construction, testing, and implementation deliverables
- Evaluates assigned projects to determine application of industry best practices, assesses project risks, and identifies recommendations
- Verifies deliverables conform to technical and non-technical requirements and quality standards
- Provides knowledge and recognized expertise in the testing, test management, and testing best practices

Examples of How Tana Meets the RFP Qualifications for IV&V Business / Test Analyst

- <u>A minimum of five (5) years of experience in business / test analyst responsibilities on projects of similar scope</u> – Tana has more than 20 years of test analysis and training experience and has supported MMIS implementations in both Oregon and Kansas.
- <u>Previous Medicaid experience is required</u> – Tana has more than 14 Years of Medicaid experience and nine years of experience working in MMIS implementations.

Additional Qualifications

- Tana has experience in the following modules:
  - Interoperability/Patient Access Rule
  - IE&E/Benefit Management
  - POS/Drug Rebate

Brendan Smith, PMP, CTFL – IV&V Business/Test Analyst

Brendan's expertise supporting Medicaid projects across various modules makes him a great candidate as a IV&V Business/Test Analyst supporting the EVV and the POS/Drug Rebate modules. He brings more than 20 years of testing and project management experience, most recently working on the Multi-Vendor Integrator project for South Carolina as the Test Manager. Having worked on both small and large enterprise efforts, he is very well versed in different project and test methodologies that can be leveraged and knows how to garner support from other groups around him to achieve any goal. Brendan is a valued member of NTT DATA's Quality Assurance and Testing practice group and he will be a key contributor to bringing best practices to the MLTC project.

Brendan Smith: Summary of Experience Relevant to Nebraska

- 20+ years of testing and project management experience
- Expertise across multiple MMIS modules including EVV

Figure 17 provides an overview of Brendan's responsibilities and qualifications for his role as IV&V Business/Test Analyst.

Figure 17. IV&V Business/Test Analyst – Brendan's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Provides analysis and assessments for all project artifacts including project management plans and schedules, requirements analysis, design and development documents, security plans, testing plans, data conversion and migration plans, and other deliverables • Submits status updates, activity reports, and develops and delivers IV&V review checklists • Supports the Project Manager with IV&V deliverable creation and submission activities • Writes IV&V reports or assigned sections of reports • Conducts compliance reviews and assessments of planning, requirements, design, construction, testing, and implementation deliverables • Evaluates assigned projects to determine application of industry best practices, assesses project risks, and identifies recommendations • Verifies deliverables conform to technical and non-technical requirements and quality standards • Provides knowledge and recognized expertise in the testing, test management, and testing best practices
Examples of How Brendan Meets the RFP Qualifications for IV&V Business / Test Analyst
• <u>A minimum of five (5) years of experience in business / test analyst responsibilities on projects of similar scope</u> – Brendan has more than 15 years of progressive experience as a tester, test lead, and test manager in both private industry and with the state of South Carolina on the Medicaid Multi-Vendor Integrator solution. • <u>Previous Medicaid experience is required</u> – Brendan is currently working on the South Carolina Medicaid Multi-Vendor Integrator project and assigned to ASO and EVV.
Additional Qualifications
• PMP certified • CTFL certified • Brendan has experience in the following modules: – EVV – Interoperability/Patient Access Rule

Shannon Kellogg – IV&V Business/Test Analyst

Shannon Kellogg: Summary of Experience Relevant to Nebraska

- 26+ years of experience with MMIS modernization and replacement projects
- Business Analyst experience in 12 states

Shannon is one of the talented analysts we are proposing for the POS and Drug Rebate module for this project. She has over 26 years of experience as a Business Analyst working with Medicaid enterprise systems in 12 states. This multi-state experience makes her an expert when it comes to requirements gathering, analysis, design, application development, and both system integration and user acceptance testing. Most recently, she worked with both South Carolina and Arkansas as a Senior Business Analyst on the MMIS replacement and modernization projects. Shannon's broad knowledge of the numerous subsystems that make up the MES for a state will be beneficial in her role for the MLTC project. We are confident in the value she will bring to this project and excited to have her as a part of our proposed team for DHHS.

Figure 18 provides an overview of Shannon's responsibilities and qualifications for her role as IV&V Business/Test Analyst. Her resume is included in Section 1.9.2.5.

Figure 18. IV&V Business/Test Analyst – Shannon's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Provides analysis and assessments for all project artifacts including project management plans and schedules, requirements analysis, design and development documents, security plans, testing plans, data conversion and migration plans, and other deliverables • Submits status updates, activity reports, and develops and delivers IV&V review checklists • Supports the Project Manager with IV&V deliverable creation and submission activities • Writes IV&V reports or assigned sections of reports • Conducts compliance reviews and assessments of planning, requirements, design, construction, testing, and implementation deliverables • Evaluates assigned projects to determine application of industry best practices, assesses project risks, and identifies recommendations • Verifies deliverables conform to technical and non-technical requirements and quality standards • Provides knowledge and recognized expertise in the testing, test management, and testing best practices
Examples of How Shannon Meets the RFP Qualifications for IV&V Business / Test Analyst
• A minimum of five (5) years of experience in business / test analyst responsibilities on projects of similar scope – Shannon has more than 26 years of experience as a business analyst for projects including multiple MMIS system implementations. • Previous Medicaid experience is required – Shannon has more than 26 years of Medicaid experience including the states of North Carolina, Alaska, Nevada, Alabama, Ohio, Florida, Massachusetts, Indiana, Colorado, Arkansas, Montana, and South Carolina.
Additional Qualifications
• EVV experience

Ronda Harris – IV&V Business/Test Analyst

Ronda will work closely with our other analysts on this project as the IV&V Business/Test Analyst on the Interoperability and Patient Access and the HITECH to MES conversion modules. Ronda has been with the NTT DATA team for almost 10 years as a Senior Business and Test Analyst. Overall, she brings more than 20 years of relevant experience in MES projects to her role with DHHS. Her in-depth experience with requirements gathering, analysis, design, application development, project implementation, and project Management make her a strong member of this team. Most recently, she has been working with South Carolina on the MMIS replacement project and has strengthened her understanding of various MES modules, including EVV. Also relevant to the MLTC project is her experience in both Puerto Rico and Maryland where she contributed to the project work on the Eligibility and Enrollment projects. Her tenured experience across seven states will be a benefit to her role with DHHS.

Ronda Harris: Summary of Experience Relevant to Nebraska

- 20+ years of experience with MES systems and numerous modules
- Experience across seven states with MMIS projects

Figure 19 provides an overview of Ronda's responsibilities and qualifications for her role as IV&V Business/Test Analyst. Her resume is included in Section 1.9.2.5.

Figure 19. IV&V Business/Test Analyst – Ronda's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Provides analysis and assessments for all project artifacts including project management plans and schedules, requirements analysis, design and development documents, security plans, testing plans, data conversion and migration plans, and other deliverables • Submits status updates, activity reports, and develops and delivers IV&V review checklists • Supports the Project Manager with IV&V deliverable creation and submission activities • Writes IV&V reports or assigned sections of reports • Conducts compliance reviews and assessments of planning, requirements, design, construction, testing, and implementation deliverables • Evaluates assigned projects to determine application of industry best practices, assesses project risks, and identifies recommendations • Verifies deliverables conform to technical and non-technical requirements and quality standards • Provides knowledge and recognized expertise in the testing, test management, and testing best practices
Examples of How Ronda Meets the RFP Qualifications for IV&V Business / Test Analyst
• A minimum of five (5) years of experience in business / test analyst responsibilities on projects of similar scope – Ronda has more than 20 years of experience as a business analyst, most recently with the State of South Carolina's Replacement MMIS system and previously with Departments of Health in Puerto Rico, Maryland, New Hampshire, and the University Health System in Virginia. Additionally, in her role as Senior Business Analyst on the South Carolina RMMIS project Ronda was responsible for evaluating System Integrated Test (SIT)/user acceptance test (UAT) deliverables, developing test scenarios/cases, and assisting with issue resolution. • Previous Medicaid experience is required – Ronda has more than 20 years of Medicaid experience.
Additional Qualifications
• IV&V experience (preferred) – Ronda has four years of IV&V experience on the Puerto Rico MMIS project • PMP certified • PMI-PBA certified • EVV experience

Jerry Armstrong – IV&V Technical Analyst/Architect

The MLTC project will benefit from having the expertise of a Technical Analyst/Architect that is able to provide input and perspective across the portfolio of projects. Jerry brings the skillset and deep expertise ideal for this role. He has more than 36 years of technical Medicaid expertise and has worked with projects through all SLDC phases. He filled numerous roles throughout his career and has been a part of projects in 15 states. Since joining NTT DATA, he immediately brought value to our MES project in Oregon as the Information System Architect. Jerry's understanding of DHHS' projects and the interdependencies of each of the modules will bring consistency across the enterprise project. Jerry is proposed for the Technical Analyst/Architect role for DHHS.

Jerry Armstrong: Summary of Experience Relevant to Nebraska

- 36+ years of technical experience with MMIS proejcts
- Experience across 15 states with complex MMIS projects, including Texas

Figure 20 provides an overview of Jerry's responsibilities and qualifications for his role as IV&V Technical Analyst/Architect. is resume is included in Section 1.9.2.5.

Figure 20. IV&V Technical Analyst/Architect – Jerry's Responsibilities and Qualifications

Primary Work, Roles, Responsibilities
• Provides portfolio-level technical perspective across all five Nebraska projects • Performs technical and information architecture reviews, analysis and assessment activities • Participates in Design Sessions • Reviews, analyzes, and assesses federal and state regulations and standards for, and as applicable to, the projects
Examples of How Jerry Meets the RFP Qualifications for IV&V Technical Analyst/Architect
• A minimum of five (5) years of experience as a solutions architect for solutions of a similar size and scope – Jerry has more than 30 years of experience as Medicaid technical architect include working in the states of Alabama, Michigan, Texas, Oregon, Mississippi, Florida, California, Arkansas, and Ohio. • Previous Medicaid experience is required – Jerry has more than 30 years of Medicaid experience.
Additional Qualifications
• Has experience in the following modules: – EVV – Pharmacy POS/Drug Rebate – IE&E/Benefit Management

1.9.2.3 Interface and Support Functions (RFP VI A.1.i)

Our IV&V Team is supported by several key groups within NTT DATA. These groups are leveraged as needed to support the team and are offered as a value-add to Nebraska DHHS.

Figure 21: NTT DATA offers several value-add services to DHHS for this MLTC project.

Below, we include a brief description of each group and interface that will be leveraged during the course of our engagement with Nebraska.

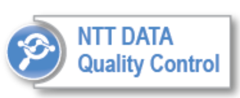
Certification Excellence Team. Internally, within NTT DATA, we have established a CET that focuses on certification compliance, best practices, and other key areas of importance to our clients.

Certification Excellence Team

Our CET is staffed with more than 80 NTT DATA team members from 16 states who meet monthly to review certification activities at the state and national levels.

As the Medicaid Enterprise Certification Toolkit (MECT) and Medicaid Eligibility and Enrollment Toolkit (MEET) have evolved into OBC and SMC, so has our CET. Our team monitors CMS regional office interactions to formulate questions to CMS for clarification and compiles updates to the NTT DATA repository for use to assist state customers in the interim until CMS official guidance is released on SMC. We also make sure training materials include the latest activities and guidance.

As the team shares updates on certification activities, training materials, lessons learned, and other materials, these resources become part of our internal repository and are made available to all our teams engaged in certification activities. Within this library, we track the CMS recommendations from each project to help improve delivery of future certifications. Members of our proposed IV&V team participate in our CET and will bring these resources to Nebraska.



NTT DATA Quality Control. Delivering on our commitments and to the requirements in the RFP means providing quality deliverables the State can use to make decisions and meet program and project objectives. The NTT DATA QA/QC process for deliverable development and review meets strict standards of quality, ranging from the basics of proper grammar, punctuation, and spelling, to more complex areas of internal document consistency, alignment with applicable standards, industry best practices, and the overall message being communicated. Prior to submitting any deliverable to Nebraska, our internal NTT DATA QC person performs a quality review of the deliverable, and the IV&V staff make the appropriate updates.

Staffing and Recruiting. In the event we incur a vacancy on the Nebraska project, the IV&V Lead, Casey Williams, and the Client Partner, Jean Doeringsfeld, will work with NTT DATA's internal Resource Manager to identify consultants with the skills, experience, and availability required for the project.

NTT DATA has close to 15,000 U.S.-based employees. This provides a steady source of IT professionals who become available for new opportunities as they successfully complete other projects for our clients. We can also reach out to our affiliate companies in the NTT Group or subcontractors for support when necessary. This allows us to be responsive and bring the right resources based on the needs of the specific project.

At this time, we do not intend to use subcontractors; however, in the event we do need to search outside of our organization to support project needs, NTT DATA uses multiple talent acquisition strategies to obtain the highest caliber resources.

We meet weekly to review the resource assignments on all our projects, and proactively plan for staff assignments to new projects or changes to staff as project needs evolve. We can respond timely and successfully to fulfill the staffing needs for the State, using NTT DATA's deep resource pool, detailed resource planning, and our ability to manage resources. It is important to note that all our personnel have experience and expertise and know what it takes to function at a high level on multiple concurrent projects in a multi-vendor enterprise environment. Many of the individuals on our teams can perform the responsibilities of more than one role if needed for backup support.

We recruit, retain, and succeed with the best people our industry has to offer, regardless of race, color, religion, sex, national origin, age, disability, genetic information, sexual orientation, gender identity, veteran status, or ethnic background.

Legal / Contracts. Over the course of our engagement with Nebraska, changes in regulations or policies, proposed changes to the priority of deliverables or contract terms, or changes requested by DHHS, may prompt changes to the contract. NTT DATA's internal legal experts review most contract modifications and help support our team so that contractual changes are coordinated across the contract, changes go through the appropriate analysis, and the appropriate leadership is engaged. As appropriate, approved/effected modifications are incorporated into the IV&V scope of work and tracked to completion by the IV&V Lead.

Financial Management. NTT DATA's Finance department will assist our IV&V Lead with any finance-related activities, including invoicing the State. For accuracy, our NTT DATA Finance department will create a draft invoice for approval by our IV&V Lead. Our IV&V Lead validates the draft invoice for accuracy of content and billing amounts and our NTT DATA Finance department makes any updates based on our IV&V Lead's review.

Once approved, our NTT DATA Finance department submits the monthly invoice to Nebraska for approval. The IV&V Lead will be the point of contact regarding deliverables signoff and the invoicing process.

1.9.2.4 Reporting Relationships (RFP VI A.1.i)

Section 2.7.4 Organizational Chart for Each Project Team depicts the reporting relationship for our team for each project.

1.9.2.5 Resumes (RFP VI A.1.i)
Client Partner – Jean Doeringsfeld

Professional Summary
Jean Doeringsfeld has more than 27 years of experience designing, leading, and operating information technology systems for both the private and public sectors. With more than 17 years dedicated to healthcare technology, Jean has a proven record of success in solution delivery and operational efficiency.

Jean spent nearly 10 years managing technology solutions to support the State of Wisconsin's Division of Public Health and Medicaid programs – including systems to support bioterrorism response, maternal and child health, the Wisconsin Well Woman Program, Medicaid Program Integrity, healthcare reform, Health Information Technology (HIT), and the design, development, and implementation of a new Medicaid Management Information System.

Jean also spent five years as Chief Operating Officer for the Statewide HIE in Wisconsin called Wisconsin Statewide Health Information Network (WISHIN). During that time, she worked closely with the State of Wisconsin DHS to ensure data interoperability between Public Health, Medicaid, MCOs, and the HIE.

Currently, Jean provides oversight on IV&V projects in Missouri and Connecticut, as well as a Quality Assurance project in Kansas. She also leads our State Health Consulting Staff development and training initiative.

Education and Training
- Master of Business Administration, University of Wisconsin Madison
- B.S. in Computer Information Systems, University of Wisconsin Stevens Point
- Master Certificate in Project Management (MCPM), University of Wisconsin, Madison
- Project Management Professional Certification (2146846)

Employment Summary

Organization	Position	Date
NTT DATA State Health Consulting	Client Partner/Program Director	11/17 – Present
Wisconsin Hospital Association	Vice President	4/16 – 11/17
Wisconsin Statewide Health Information Network, Inc.	Chief Operating Officer	03/11 – 03/16
Wisconsin Department of Health Services	Deputy Bureau Director, Medicaid Program Integrity	2010 – 2011
Wisconsin Department of Health Services	MMIS Project Manager and Fiscal Agent Contract Manager	2004 – 2010
Wisconsin Department of Health Services	IT Business Consultant	2001 – 2004

Relevant Experience

NTT DATA State Health Consulting, Client Partner/Program Director 11/17 – Present

- Provides leadership and oversight for Medicaid, health and human services, MMIS consulting, and project management initiatives. She oversees IV&V and Quality Assurance consulting teams in Connecticut, Kansas, and Missouri. Additional responsibilities include:
  - Managing teams supporting State clients for major MMIS and health and human services implementations
  - Resolving project-related risks escalated for leadership intervention, establishing and maintaining good working relationships with clients, ensuring appropriate staffing, and performing strategic planning
  - Writing proposals, identifying new opportunities, and providing input on strategic partnering possibilities; accountable for project, product and service timelines, performance, evaluation, and reporting
  - Leading internal staff development and training initiatives to ensure continuous staff skill development

Wisconsin Hospital Association, Vice President 04/16 – 11/17

- Oversaw strategic planning, product development, data analytics, operations, sales, and marketing. Additional responsibilities included:
  - Accountable for product and service timelines, performance, evaluation, and reporting
  - Continuously evaluated existing products and services against the health care market to identify new opportunities, innovations, and capabilities
  - Worked with the Wisconsin Department of Health Services to ensure compliance with state contract for data collection (Chapter 153 Wis. Stats.), coordinated special projects, and fulfilled data requests
  - Led and managed staff including directing staff assignments, hiring/termination, mentoring, and performance management
  - Managed contracts, including data use agreements, business associate agreements, and other legal documents
  - Ensured data collection and dissemination compliance with state and federal laws, including HIPAA and FISMA; served as the organization's privacy officer
  - Facilitated the transition of the data center to the cloud

Wisconsin Statewide Health Information Network, Inc. (WISHIN) 03/11 – 03/16
Chief Operating Officer

- Led internal operations for the start-up of the HIE organization. Additional responsibilities included:
  - Directed, monitored, and evaluated the operational activities and functions required to meet the organization's priorities, goals, and objectives
  - Provided overall technical and operations management to ensure compliance with service levels, standards, and regulations
  - Oversaw marketing, human resources, technical operations, vendor contracting and management, day-to-day financials, customer contracting and legal negotiations, sales planning and strategy, and policy development
  - Assisted in the development and ongoing management of the organization's business plans and budgets and oversaw day-to-day operations including directing staff assignments, hiring/terminations, and performance evaluations
  - Worked with CEO on long-term strategic planning for continued growth and development of the HIE and the organization; presented to Board of Directors and other committees of the board

- Accountable for product and service milestones, timelines, performance measurement, evaluation, and reporting including staffing, product development, and budget
- Continuously evaluated existing products and services against the health care market to identify new opportunities, innovations, and capabilities
- Worked with the State Department of Health Services to coordinate State HIE activities and integration of data between the HIE, Medicaid, and public health
- Performed day-to-day management of vendor contracts and procurements; negotiated contracts and amendments as needed

Wisconsin Department of Health Services, Deputy Bureau Director, Medicaid Program Integrity **2010 – 2011**

- Provided operational oversight of Medical Audit and Review, Medicaid Program Audit and Review, Medicaid Prior Authorizations, and Estate and Casualty Recovery. Additional responsibilities included:
  - Supervised 80 state and contractor staff (40 direct reports)
  - Provided expertise and coordination of policy development and implementation required for the effective and efficient management of the bureau
  - Responsible for identifying and prioritizing software application changes to increase staff efficiencies and address emerging trends in health care fraud, waste, and abuse and Medicaid provider enrollment

Wisconsin Department of Health Services, MMIS Project Manager and Fiscal Agent Contract Manager **2004 – 2010**

- Successfully managed Wisconsin's Medicaid Management Information System replacement from evaluation of proposals, through DDI and successful CMS certification.

Wisconsin Department of Health Services, IT Business Consultant **2001 – 2004**

References

Reference 1	
Client Name	Kansas Department of Health and Environment, Division of Health Care Finance
Client Contact	Bobbie Graff-Hendrixson, Director of Compliance and Contracting
Email	Bobbie.Graff-Hendrixson@ks.gov
Phone	(785) 296-0149
Reference 2	
Client Name	State of Missouri - HealthNet Division
Client Contact	Tisha McGowan, PMP, CPhT, Missouri Medicaid Enterprise PMO Manager
Email	Tisha.A.McGowan@dss.mo.gov
Phone	(573) 522-4294
Reference 3	
Client Name	Department of Administrative Services, Bureau of Enterprise Systems and Technology
Client Contact	Pamela Giacco, IV&V Program Manager
Email	Pamela.Giacco@ct.gov
Phone	(203) 605-4871

IV&V Lead – Casey Williams

Professional Summary

Casey Williams brings 22 years of experience in the planning, procurement, development, and implementation of complex Medicaid systems through post-implementation. He has been serving in a project manager or other leadership role for 17 years. He has an extensive background in managing large scale Medicaid IT projects of high complexity working from both the solution vendor and State perspective, and as a consultant, having spent the last seven years supporting the State of Georgia on the Integrated Eligibility System PMO and as the IV&V project manager over TPL EVV projects. Georgia's EVV vendor was Tellus/ Netsmart, subcontracted to the State through Conduent, providing Casey a strong familiarity with Nebraska's EVV vendor's implementation approach.

His key strengths include IV&V, project management skills, team leadership and mentoring, process improvement, solid customer relationship development, technical expertise, strong communication and presentation skills, and ability to identify and implement positive change. He has extensive experience following standard Project Management (PM) methodologies and using various project management tools to develop project management plans, integrated project schedules, and to deliver tasks and track timelines and resources. These tools include Microsoft Project, Smartsheet, and others. Casey has experience managing project schedules and performing project schedule assessments in an IV&V role leveraging these tools. Methodologies used include Cognosante's COMPASS, and NTT DATA's Project Advantage, among others used by various clients.

Casey participates in our Certification Center of Excellence team on which he is supporting an effort with CMS to establish a common library of outcome statements and metrics to support the APD process, development of certification RFP requirements and SMC process for the states NTT DATA supports. He served as the IV&V lead for the MEET Certification Post-Operational Review for the DHS Georgia Gateway Integrated Eligibility System which successfully completed CMS review in January 2019. He serves as a strategic advisor for Georgia's Vaccine Management System (VMS) IV&V engagement supporting the Georgia Department of Public Health (DPH). Recently, he also supported Georgia in their CR for EVV based on the Tellus/Netsmart solution.

As Project Manager of Integration/Interfaces for the Georgia Gateway IES, with 46 external systems implemented through a State-managed Enterprise Service Bus (ESB) and is an expert in all phases of the process of integration between Medicaid systems. He also has past experience as a developer on a Drug Rebate Management system among numerous other Medicaid modules and analytic solutions.

Education and Training

- B.S. in Business Administration, Central Michigan University

<u>Affiliations, Certifications, and Memberships</u>

- Project Management Professional Certification (430640)
- PMI Atlanta Chapter, Member
- Golden Key National Honor Society

Employment Summary

Organization	Position	Date
NTT DATA State Health Consulting, LLC (formerly Cognosante Consulting, LLC)	Project Manager	2018 – Present
IDR, Inc.	Senior Project Management Consultant	10/14 – 01/18
Cotiviti (formerly iHealth Technologies Inc.)	Director of Implementation Services	01/14 – 10/14
Cognizant Technology Solutions	Director of Business Intelligence (Xerox Business Services Account)	08/13 – 01/14
Consultec LLC., Affiliated Computer Services (ACS) Inc./ Xerox Business Services – State Healthcare	Functional Manager, Technical Project Manager, Senior Developer, Programmer Analyst, Director of Business Intelligence	06/99 – 08/13
Ciba Specialty Chemicals	SAP Implementation Consultant	05/98 – 08/98

Relevant Experience

Georgia Department of Community Health – IV&V for TPL and EVV, Georgia Department of Human Services – IV&V for Georgia Gateway MEET Post Operational Review (R3), Lead IV&V Project Manager **01/18 – Present**

- Manages team providing IV&V and MECT consulting services to the Georgia Department of Community Health's TPL and EVV Medicaid systems projects
- Manages team providing independent project assurance over the entire project lifecycle for Medicaid IT projects
- Performs continuous project assessment, providing observations and recommendations regarding schedule, budget, business objectives, risk, issues, organizational readiness, project management best practices, contract compliance, deliverable quality assurance and knowledge management
- Presents and communicates IV&V assessment to stakeholders including the project team, business owners and State executive leadership

Senior Project Management Consultant **10/14 – 01/18**

- Served on the Georgia Gateway Integrated Eligibility System project as Senior Project Manager for Integration.
- Managed the integration with 46 trading partners, including federal, state and private entities supporting eligibility determination data for the Medicaid, PeachCare For Kids, Temporary Assistance for Needy Families (TANF), SNAP (Food Stamps), LIHEAP (Energy Assistance), WIC (Women, Infants and Children), and CAPS (Child Care Assistance) programs.
- Responsible for managing the integration of the Georgia Gateway Integrated Eligibility System with more than 46 external systems implemented including state and federal agencies as well as private software and service vendors and the CMS Federally Facilitated Marketplace
- Managed full lifecycle project activities for Medicaid member eligibility business functions and all system interfaces including requirements, design, and change management activities, working with business stakeholders from the Medical Assistance, SNAP, TANF, CAP, and WIC nutritional programs
- Managed integration of WebMethods middleware connectivity for all external system real-time web service connections
- Responsible for project schedule, risk, and quality management for all system interface project activities

Director of Implementation Services **01/14 – 10/14**

- Responsible for managing multiple project workstreams including medical policy, technology, communication and training, finance, and testing. Reported project status against key milestones (progress against plans, upcoming activities and issues) as required. Delivered projects in conjunction with the client team, balancing scope, schedule, resources, and quality.
- Responsible for managing the delivery of medical payment policy services and technology to multiple commercial health insurance payers by planning and managing implementation activities from point of sale through production verification
- Responsible for full implementation project lifecycle as primary client contact managing IT interface builds, coordinating communications, testing activities, payment policy design/configuration, coordinating user training, establishing the finance/actuarial component, and transfer of the system to operations
- Managed the cross-departmental implementation team
- Served as the primary client contact

Various State Medicaid Programs, Director of Business Intelligence **08/13 – 01/14**

- Responsible for supporting Xerox Business Services (XBS) in delivery of a $25 million Business Intelligence program for State Government Medicaid program clients including the states of New Hampshire, North Dakota, Alaska, California, and Washington DC.

Served in the following relevant roles for various organizations dating back to 1998.

- New Mexico FADS Development and Implementation, Project Manager (01/06 – 02/17)
- State of Montana DHHS Healthcare Effectiveness Data and Information Set (HEDIS)-Based Healthcare Performance Measures, Project Manager (08/04 – 01/06)
- Medicaid Fraud and Abuse Detection Products, Senior Developer (09/01 – 08/04)
- Medicaid Products, Programmer/Analyst (06/99 – 09/01)
- CIBA Specialty Chemicals, SAP Implementation Consultant (05/98 – 08/98)

References

Reference 1	
Client Name	Georgia Department of Behavioral Health and Developmental Disabilities
Client Contact	Tony McGaughey, Chief Information Officer
Email	tony.mcgaughey@dbhdd.ga.gov
Phone	(470) 814-4519
Reference 2	
Client Name	Georgia Department of Human Services
Client Contact	Jon Anderson, Deputy Commissioner Office of Family Independence
Email	jon.anderson@dhs.ga.gov
Phone	(404) 657-3788
Reference 3	
Client Name	Georgia Department of Human Services
Client Contact	Laura Ellis, Georgia Gateway IES Program Director (retired 2019)
Email	lmellis@lspmconsulting.com
Phone	(678) 447-6024

IV&V Project Manager and IV&V Business / Test Analyst – Jennifer Campbell

Professional Summary

- 20 years of experience in the healthcare industry
- 15 years of experience in Medicaid and Managed Care operations
- 18 years of experience in Management
- 18 years of experience in Quality Assurance
- 15 years of Enterprise System Modernization

Jennifer Campbell brings over 20 years of progressive experience advising, directing, and managing projects and strategic initiatives within the public healthcare industry. Her professional history includes a decade serving in management and leadership roles within the South Carolina Department of Health and Human Services. For the past seven years she has been serving in Senior Consultant, Senior Business Analyst, and Medicaid subject matter expert (SME) roles with state Medicaid programs in Ohio, Pennsylvania, Virginia, Iowa, New Mexico, and Nebraska.

Jennifer's expertise in strategic planning, procurement, contract management and negotiation, project management, business process reengineering, and enterprise system modernization has been foundational in her work of developing and implementing various professionally recognized quality assurance and continuous quality improvement best practices and strategies for the healthcare industry. Jennifer has led multiple large-scale implementations for healthcare agencies and managed budgets up to $2 billion.

Over the past seven years Jennifer assisted state Medicaid agencies with developing and implementing complex solutions in Integrated Eligibility, Provider Screening and Enrollment, Medicaid Services contract procurement, and Medicaid Management Information System modular system replacement using agile, waterfall, and hybrid methodologies. Her specializations include MITA framework, MECL, IV&V, and quality assurance.

Education and Training

- Master of Health Science, Rehabilitation Counseling, University of Florida
- B.S. in Psychology, University of Florida

Employment Summary

Organization	Position	Date
First Data Corporation/FiServ, Inc.	Government Consultant	2019 – Present
Indi Wind, Inc.	Independent Consultant	2018 – 2019
CSG Government Solutions	CMS Certification Lead, Medicaid Procurement SME	2016 – 2018
Deloitte Consulting, LLC	Team Lead, Project Lead, Business Transformation Team Lead/Participant	2014 – 2016
South Carolina Department of Health and Human Services	Program Director, Department Manager, Program Manager, Team Lead	2004 – 2014
South Carolina Department of Juvenile Justice	Management Review Specialist	2003 – 2004
South Carolina Department of Corrections	Clinical Supervisor, Program Manager	1999 – 2003

Relevant Experience

State of Nebraska MMISR DMA IV&V Project, Government Consultant 06/19 – Present

- Provides IV&V services to the State as part of the MMISR DMA project, based upon the MITA Version 3.0 framework and SOA principles
- Reviews state certification for compliance with CMS required certification documentation utilizing the MECT 2.3 throughout both the MECL and system development life cycle (SDLC)
- Reviews MMISR DMA project artifacts for risks and adherence to CMS certification requirements for Project Management Office (PMO) oversight and programmatic critical success factors
- Participates in IV&V project assessments and reporting to support risk review and assessment
- Conducts CMS MMIS Certification Progress Reviews, including identifying and recommending improvements to project artifacts and processes
- Participates in MECL milestone reviews and SDLC gate reviews as scheduled
- Evaluates the client's project and future work to identify risks and develop recommendations to help the client proactively approach the project life cycle, progress, and risk management
- Assesses and provides policy, project management, project organization, and resource recommendations
- Monitors the effectiveness of vendors' quality management practices and evaluates operations and maintenance procedures and any ongoing changes

State of Nebraska MMISR DMA IV&V Project, Independent Consultant 12/18 – 06/19

- Provided IV&V services to the State as part of the MMISR DMA project, based upon the MITA Version 3.0 framework and SOA principles
- Reviewed state certification for compliance with CMS required certification documentation utilizing the MECT 2.3 throughout both the MECL and SDLC
- Reviewed MMISR DMA project artifacts for risks and adherence to CMS certification requirements for PMO oversight and programmatic critical success factors
- Participated in IV&V project assessments and reporting to support risk review and assessment
- Conducted CMS MMIS Certification Progress Reviews, including identifying and recommending improvements to project artifacts and processes
- Participated in MECL milestone reviews and SDLC gate reviews as scheduled
- Evaluated the client's project and future work to identify risks and develop recommendations to help the client proactively approach the project life cycle, progress, and risk management
- Assessed and provided policy, project management, project organization, and resource recommendations
- Monitored the effectiveness of vendors' quality management practices and evaluated operations and maintenance procedures and any ongoing changes

State of New Mexico MMISR IV&V Project, CMS Certified Lead 12/16 – 12/18

- Provided IV&V services to the State as part of the MMISR project based upon the MITA Version 3.0 framework and SOA principles
- Reviewed state certification for compliance with CMS required certification documentation utilizing the MECT 2.2 throughout both the MECL and state SDLC
- Reviewed MMISR project artifacts for risks and adherence to CMS certification requirements for PMO oversight and programmatic critical success factors
- Participated in IV&V project assessments and reporting to support risk review and assessment
- Conducted CMS MMIS Certification Progress Reviews, including identifying and recommending improvements to project artifacts and processes

- Participated in MECL milestone reviews and SDLC gate reviews as scheduled
- Evaluated the client's project and future work to identify risks and develop recommendations to help the client proactively approach the project life cycle, progress, and risk management

Served in the following relevant roles for various organizations dating back to 1999.

- State of Iowa Medicaid Enterprise PMO, Strategic Planning, and Procurement Support Services for Medicaid Operations Modernization, Medicaid Procurement SME (09/16 – 12/16)
- Commonwealth of Pennsylvania Office of Medical Assistance Programs MMIS RFP Procurement, Team Lead (12/15 – 07/16) and Business Transformation Lead (07/14 – 03/15)
- City of Virginia Beach Office of Financial Assistance Division Organizational Efficiency Assistance, Project Lead (05/15 – 10/15)
- State of Ohio Department of Administrative Services Integrated Eligibility and Health and Human Service Business Intelligence, Business Transformation Team Participant (02/14 – 07/14)
- South Carolina Department of Health and Human Services, Office of Managed Care, Program Director (04/11 – 2/14), Department Manager (10/07 – 04/11), Program Manager (04/07 – 10/07) and Team Lead (02/04 – 04/07)
- South Carolina Department of Juvenile Justice Compliance and Inspections, Management Review Specialist (06/03 – 02/04)
- South Carolina Department of Corrections, Division of Substance Abuse Services, Clinical Supervisor (01/00 – 06/03) and Program Manager (03/99 – 01/00)

References

Reference 1	
Client Name	FiServ
Client Contact	Michael Lawson, Project Manager
Email	Michael.Lawson@fiserv.com
Phone	(608) 572-8596
Reference 2	
Client Name	CSG Government Solutions
Client Contact	George Rutter, Technical Lead
Email	Grutter@csgdelivers.com
Phone	(804) 640-9927
Reference 3	
Client Name	University of South Carolina, School of Medicine
Client Contact	James Bradford, MD
Email	bradfdj@scdhhs.gov
Phone	(803) 315-1369

IV&V Business / Test Analyst – Wilyvonne (Yvonne) Morgan

Professional Summary

Yvonne Morgan's background encompasses more than 30 years of experience in the planning, development, integration, implementation, and post-implementation of complex systems. She has successfully served as a people manager as well as an individual contributor throughout her tenure.

Yvonne has in-depth experience in critical corporate and nonprofit financial functions (public and private sectors) as well as large scale IT projects (Medicaid, SNAP, TANF, EVV). Her demonstrated competencies include planning and analysis, strategic and financial planning, post-audit evaluations (financial and system), variance analysis, internal controls and procedures, contract negotiations, system/process integration, information systems implementation, qualitative experience in business analysis, consulting, and business development; mapping business requirements, hands on experience in business analysis and implementation support, proficiency in applying logics and managing all phases of the research process including data analysis and reporting; strong team builder and facilitator; fosters an atmosphere that encourages highly talented professionals to balance high-level skills; maintains superior personal drive, confident nature, and an aggressive attitude in achieving results.

Education and Training

- Master of Management, Stevens Institute of Technology
- Master's Certification in Project Management, Stevens Institute of Technology
- B.S.B.A. in Accounting, Thomas Edison State College

Employment Summary

Organization	Position	Date
NTT DATA	Information Technology Management Consultant	04/21 – Present
Georgia Department of Human Services	IES Project Manager	05/16 – 07/20
Cornerstone Family Ministries	Director of Operations and Finance	11/13 – 07/16
Without Walls International Church	Accounting/HR Manager	06/10 – 02/13
Coca Cola Enterprise	Senior Manager, Payroll Accounting	08/07 – 09/09
PBS&J, Inc.	Payroll Tax/Account Specialist	08/06 – 07/07
ADP	Payroll Service Consultant III	01/04 – 06/06
Lucent Technologies	SAP Payroll Operations Manager, SAP Account Manager, SAP Payroll Operations Assistant Manager, SAP Business Analyst; Accounting Specialist	09/96 – 09/03
Department of Veterans Affairs Medical Center	Program Manager	10/82 – 08/96

Relevant Experience

Information Technology Management Consultant **04/21 – Present**

- Collaborates with multiple vendors, state, IV&V, and consulting personnel in deliverable reviews
- Coordinates receipt and distribution of vendor deliverables for review/comment/approval by applicable stakeholders so that project schedule timelines are met

- Coordinates and facilitates deliverable review meetings (Teams, Zoom, WebEx) as needed
- Updates and maintains deliverable documentation on SharePoint site
- Maintains and reports on deliverable status to project and program management
- Participates in and provides reporting of Program Performance Meetings

Georgia Department of Human Services, IES Project Manager 05/16 – 07/20

- Participated in the build of the new IES [DHS, DCH, DPH, and DFCS] through SDLC project stages during DDI and maintenance and operations (M&O) [requirements, design, development, testing, and implementation]
- Facilitated Joint Application Design (JAD) Sessions with system developers and State stakeholders to gather requirements for system/policy development
- Coordinated and facilitated review of Deliverable Expectation Documents (DEDs) and associated deliverables
- Tracked project budget against project funding sources (federal, state, bond)
- Coordinated processing of system developers (Deloitte) invoices against project deliverables and interagency allocations
- Tracked and reported on project deliverables such as action items, risks, issues, and change requests
- Coordinated trading partner activities in scope, scheduling, testing, and UAT interface exchange sign-off
- Scheduled and facilitated user testing
- Coordinated Critical Projects Panel Review monthly, reporting to GTA with a 100% response rate
- Partnered with IV&V, CMS, Deloitte and State stakeholders in completing the Medicaid Information Technology Architecture (MITRE) checklists
- Coordinated and facilitated IV&V and R3 MITRE system and technical checklists for CMS/MITRE reviews

Director of Operations and Finance 11/13 – 07/16

- Fiscal responsibilities included budget development and management, account maintenance and reconciliation, financial management and reporting, leading the yearend independent audit, and managing day-to-day financial matters (banking, procurement, receivables, etc.)
- Human resource responsibilities included leading and directing all duties relative to on-boarding, transitional, payroll, and compliance activities of organizational staff; developed and administered HR policies and procedures
- Risk/project management included overseeing key risk management functions, monitoring for compliance, identifying and providing recommendations/opportunities for improvement, serving as liaison to legal counsel and HR consultants, reviewing and monitoring all grant contracts to ensure organizational compliance, and full SDLC project participation for new systems implementation (requirements - cutover) using waterfall methodology
- Accomplishments in this role include:
  - Successfully implemented a new HR/payroll system
  - Partnered with external auditors in reclassifying accounts improperly recorded in a previous accounting system conversion
  - Streamlined month-end account reconciliation
  - Reduced outside contract fees by bringing all accounting functions in-house

Accounting/HR Manager **6/10 – 2/13**

- In accounting, responsible for accounts receivable and payable, bank reconciliation, vendor management, cash flow forecast, monthly budget vs. actual analysis, monthly, quarterly and year-end financial reporting, and invoice and payment batch processing
- In HR, managed employee status processing (hire, terminate, disciplinary, benefit administration, weekly payroll processing, and time and attendance maintenance

Served in the following additional roles dating back to 1988.

- Senior Manager, Payroll Accounting (08/07 – 09/09)
- Payroll Tax/Account Specialist (08/06 – 07/07)
- Payroll Service Consultant III (01/04 – 06/06)
- SAP Payroll Operations Manager (2002 – 2003)
- SAP Account Manager (2001 – 2002)
- SAP Payroll Operations Assistant Manager (1999 – 2001)
- SAP Business Analyst (1997 – 1999)
- Accounting Specialist (1996 – 1997)
- Department of Veterans Affairs Medical Center, Program Manager (1988 – 1996)

References

Reference 1	
Client Name	GTA Enterprise Portfolio Management Office
Client Contact	Teresa Reilly, Director
Email	Teresa.Reilly@gta.ga.gov
Phone	(404) 964-9049
Reference 2	
Client Name	U.S. Department of Health and Human Services, CMS
Client Contact	Enitan Oduneye, CMS State Officer
Email	Enitan.oduneye@cms.hhs.gov
Phone	(404) 562-7424
Reference 3	
Client Name	LS Project Management Consulting Services
Client Contact	Laura Ellis, Managing Director
Email	lmellis@lspmconsulting.com
Phone	(762) 441-0186
Reference 4	
Client Name	Deloitte
Client Contact	Jody McHoul, Senior Manager
Email	jmchoul@deloitte.com
Phone	(470) 755-1353

IV&V Business / Test Analyst – Tana M. Merrill

Professional Summary

As Tana Merrill discovered her passion for Medicaid programs, she was already an experienced trainer and business analyst. She brings 14 years of experience in Medicaid and over 10 years of experiences in roles related to large scale MMIS implementations. For the last seven years, she has been serving the Kansas Modular Medicaid System (KMMS) project, first as Lead Business Analyst for the solution vendor, then as a Quality Management Consultant and Testing Lead for KDHE's user acceptance and end-to-end testing efforts. Previously, she served as a Business Analyst and Training Coordinator for the Oregon MMIS Implementation.

Her key strengths include requirements validation, gap analysis, training and mentoring, process improvement, the ability to develop solid customer relationships, and strong communication skills.

Tana participates in our Quality Assurance/Test Methodology team which seeks to integrate quality management activities and testing in a way that capitalizes on the natural synergies of these activities.

Education and Training

- B.S. in Psychology, Emporia State University

Employment Summary

Organization	Position	Date
NTT DATA	Testing Lead	2018 – Present
Self Employed	Independent IT Consultant	2017
DXC Technology	Lead Business Analyst/DDI Training Manager	2014 – 2017
Self Employed	Independent IT Consultant	2009 – 2014
Electronic Data Systems (EDS)	Business Analyst, Training Coordinator, Call Center Trainer, Operations Specialist, Call Center Representative	2002 – 2009

Relevant Experience

Kansas Department of Health and Environment, Testing Lead — 2018 – Present

- Testing lead for the Kansas Department of Health and Environment Testing team
- Guides testers through test case design, requirements analysis, planning, and execution
- Quality management tasks as required, including testing, deliverable, and reporting QA

Various Projects, Independent IT Consultant — 2017– 2017

- Hardware acquisition
- Computer and network installation and maintenance
- Software training

Kansas Fiscal Agent, Lead Business Analyst/DDI Training Manager — 2014 – 2017

- Managed BA functions of large and complex projects involving multiple areas of operations
- Consulted through each stage of drafting the KMMS proposal
- Responsible for acclimation of new business analysts, requirements validation, design session facilitation, test architecture, oversight of testers, vendor management, deliverable creation, and client interaction

- Assisted Certification staff in identifying gap analysis of MITA and MECT requirements
- Responsible for oversight of project staff through creation of training-related deliverables, course creation, and training delivery
- Collaborated with operations training staff to create train-the-trainer acclimation for project business analysts
- Streamlined process and schedule for all training-related tasks of the project
- Managed staff of six technical writers and development specialists

Various Projects, Independent IT Consultant **2009 – 2014**

- Advised startup client through website development, staffing, hardware acquisition, network structure and security, and process development and improvement
- Performed staff training, quality analysis, and oversight of vendors

Kansas Fiscal Agent, Business Analyst **2008 – 2009**

Business analysis functions for two projects:

- Drove requirements validation and design sessions for the Kansas Department of Transportation WinCPMS implementation
- Analyzed contract adherence and service level agreement metrics for the Kansas Medical Assistance Program

Oregon Department of Human Services, Training Coordinator **2005 – 2008**

- Responsible for drafting the training plan, environment, materials, and report deliverables for Oregon State MMIS
- Created the acclimation materials, materials creation work pattern, training delivery schedule, and progress checkpoints for each of the end user trainers involved in the project
- Drafted 3 courses and managed a vendor through the creation and delivery process of an additional course
- Served as owner of the MMIS User's Manual and managed the various business and technical specialists as they drafted their portions of the document

Kansas Fiscal Agent, Call Center Trainer **2004 – 2005**

- Acclimated new employees to their duties and helped all employees improve their skills in the areas of quality and productivity
- Created a comprehensive quality program that allowed each staff member to pinpoint areas of opportunity and track their progress over time
- Expanded the MACSC Customer Service Website to a format that supported the entire account
- Called upon often to update the Provider Web Portal and assist the Operations team with Variable Intelligent Postscript Printware (VIPP) coding issues

Kansas Fiscal Agent, Operations Specialist **2003 – 2004**

- Chief responsibilities involved format programming using Variable Intelligent Postscript Printware (VIPP) coding, creation, and distribution of a variety of reports for the Kansas Medical Assistance Program
- Assisted with issues in areas of security, networking, PC repair, telephony, and training of EDS employees and SRS personnel
- Served as administrator of comprehensive resource website for the Customer Service team

Kansas Fiscal Agent, Call Center Representative **2002 – 2003**

- Answered calls and assisted medical cardholders and medical providers with a variety of issues
- Served as a call center lead, handling escalated customer service issues
- Created and maintained comprehensive resource website for the Customer Service team

References

Reference 1	
Client Name	Kansas Department of Health and Environment, Division of Health Care Finance
Client Contact	Bobbie Graff-Hendrixson, Director of Compliance and Contracting
Email	Bobbie.Graff-Hendrixson@ks.gov
Phone	(785) 296-0149
Reference 2	
Client Name	Kansas Department of Health and Environment, Division of Health Care Finance
Client Contact	Maria Montgomery, Medicaid Operations Senior Manager
Email	Maria.Montgomery@ks.gov
Phone	(785) 296-7763
Reference 3	
Client Name	Kansas Department of Health and Environment, Division of Health Care Finance
Client Contact	Nicole Musquiz, CPM, Testing Supervisor
Email	Nicole.Musquiz@ks.gov
Phone	(785) 250-8054

IV&V Business / Test Analyst – Brendan Smith

Professional Summary

Brendan Smith delivers over 20 years of testing and project management experience. His experience covers a variety of industries and applications, suiting him well in the leadership roles he played on projects requiring a dynamic testing and quality assurance focus.

Brendan has spent the last 3.5 years supporting the State of South Carolina. He is currently serving in the role of Test Manager for the State's EVV project within the Health and Human Services division. Prior to that he played an integral role in the successful implementation of the State's new Child Support System in the Department of Social Services which brought the State into compliance with the OCSE.

Before supporting the State of SC Brendan fulfilled Test Management, Test Lead, Test Design/ Analysis, and Business Analyst roles in the commercial, Medicare, and Tricare health domains for over 15 years. He also worked side-by-side with IV&V groups throughout his testing career, providing and addressing findings to foster collaboration in quality assessments of the products being delivered.

Brendan's core strengths are communication, team leadership and development, process development and improvement, and test planning/strategy. He participates regularly within our internal Quality Assurance and Testing Practice group which focuses on development and improvement of our skills and methods by sharing experiences among our test practitioners. Their current focus is developing Test and Requirements traceability that is laser focused to the State Health Care client segments that NTT DATA supports.

Education and Training

- B.B.A, Florida Metropolitan University
- PMP, Project Management Institute (1939202)
- Certified Tester Foundation Level (CTFL), American Software Testing Qualifications Board

Employment Summary

Organization	Position	Date
NTT DATA	Multi-vendor Integrator Test Manager	03/21 – Present
iCap	Multi-vendor Integrator Test Manager, Senior Test Analyst/Release Lead	03/18 – 3/21
UGTG	Senior Systems Test Analyst	09/17 – 03/18
Optum Technologies	Test Execution Manager	12/15 – 03/17
BlueCross BlueShield of South Carolina	Team Lead - Release Services and Enterprise Testing (RSET)	04/06 – 12/15
South Carolina State Retirement Systems	Quality Assurance/Business Analyst	07/07 – 10/07
First Data Corporation	Quality Assurance Analyst	09/98 – 10/05
U.S. Army Reserves	Specialist/E-4 Chemical Operations	02/94 – 02/00

Relevant Experience

South Carolina Department of Health and Human Services, Multi-Vendor Integration Test Manager **11/19 – Present**

- Provides specialized leadership, knowledge, and expertise of testing methods, processes, and tools for a large multi-vendor healthcare IT project with focus on vendor integration and enterprise end-to-end and user acceptance testing to develop and deploy a modularized MMIS to the state of SC
- Created the overall Master Test Strategy; monitors compliance by all Solution Providers (SPs)
- Develops standard test reporting metrics and procedures for a defect management lifecycle with multiple SPs and tracking systems in use. Delivers testing progress and status metrics updates to stakeholders via written and verbal communication methods
- Objectively evaluates processes, work products, and services against applicable process descriptions, standards, and procedures for multiple modules/components (from small to large in size), with a mix of waterfall and agile methodologies
- Monitors, tracks, and aligns SP test deliverables to project schedule and work plans. Ensures SP resourcing is sufficient to meet targeted dates and goal
- Actively participates in handling issues, risks, and decisions from both enterprise and system project/modules

South Carolina Department of Social Services, Senior Test Analyst/Release Lead **03/18 – 11/19**

- Assisted in managing 12 testers on the team and associated workloads for each
- Tracked, scheduled, assigned resources for test, and approved all code moves for daily code builds including scheduling of weekly production releases through multiple development paths
- Resolved code dependencies and conflicts in scheduling of releases by adjusting schedules or merging environment code prior to deployments
- Planed, estimated, and provided resource schedules for system-wide enhancement requests in a continuous development model
- Peer-reviewed test cases written by test analysts and provided guidance on scope of tests and execution flows
- Ensured traceability of requirements, design, and bugs were maintained throughout the test cycles using Team Foundation Server (TFS) and Microsoft Test Manager (MTM) tools
- Performed functional black-box testing, generated daily/weekly test report metrics, ensured Entry and Exit criteria were met for each test objective and conducted defect triage/release management meetings
- Participated in interviews, managed timesheets, and coordinated team-calendars
- Accomplishments in this role include:
  - Implemented a centralized child support enforcement system for the State of SC, bringing the State into compliance with federal regulations and ending penalties and fees
  - Successfully planned and executed a 2-month long UAT involving resources from across the State
  - Procured and implemented Microfocus UFT into existing workstreams to automate testing for regression purposes within multiple development paths

Palmetto GBA, Senior Systems Test Analyst **09/17 – 03/18**

- Served as sole Test Analyst on an Agile Scrum team, responsible for testing medical review and case management systems tied to CMS in a perpetual/iterative maintenance effort
- Participated in user story sizing and requirements grooming to determine scope of testing work items to be created

- Wrote, stored, and executed test scripts as Tester User Stories in the VersionOne tool
- Performed functional black-box testing, user interface testing (UIT), SIT, and compatibility testing on various software
- Reviewed and consulted with end-users during UAT on validity of defects, workarounds, and impacts to business operations if not resolved

Test Execution Manager **12/15 – 03/17**

- Shared oversight with other test execution managers to drive six test teams representing distinct value streams for end-to-end (E2E) business testing in a single integrated environment
- Responsible for development and implementation of agile methodologies to be applied in a 'test-only' approach to support E2E testing
- Collaborated with project managers to identify schedules of functionality deliverables required to enable E2E testing
- Coordinated support services to ensure environment, application, configuration, and test data representing immediate scope was in place to support testing
- Managed resource assignment, billing, forecasts, and adjusted program budgets and estimates based on changing environmental factors within the PPM Optics tool. Reconciled and reported to senior leadership weekly deviations from forecasts of previous reports
- Maintained issues, risks, actions, and decisions (IRAAD's) in program logs and communicated up and downstream through the test organization
- Conducted interviews, managed timesheets, and coordinated team calendars
- Accomplishments in this role include:
  - Created virtual environment and schedules to maximize communications from all time zones in USA and India
  - Developed an 8-week sprint cycle that successfully facilitated full-cycle E2E testing

Served in an additional relevant role dating back to 2006.

- Release Services and Enterprise Testing, Team Lead - Release Services and Enterprise Testing (RSET) (04/06 – 12/15)

References

Reference 1	
Client Name	BlueCross BlueShield of South Carolina (BCBSSC)
Client Contact	Paul D. Wilson, Test Manager, Release Services and Enterprise Testing
Email	Paul.D.Wilson@bcbssc.com
Phone	(803) 360-3095
Reference 2	
Client Name	iCap Solutions
Client Contact	Barry Newkirk, Chief Revenue Officer
Email	BNewkirk@icapsolutions.net
Phone	(864) 236-4371
Reference 3	
Client Name	Entech
Client Contact	Susan Chaplin, Senior Consultant
Email	Susan.Chaplin@scdhhs.gov
Phone	(678) 464-8103

IV&V Business / Test Analyst – Shannon Kellogg

Professional Summary

Shannon Kellogg brings over 26 years of experience with Medicaid Enterprise systems to include: requirements gathering, analysis, design, application development, and both system integration and user acceptance testing. She has participated in all stages of the SDLC including documenting user requirements, designing business process flow structures, testing functionality, implementation, and working through any post implementation issues for various State Medicaid Enterprise Systems. Shannon has broad knowledge of several functional subsystems that comprise a Medicaid Enterprise and how the MMIS works and communicates within an enterprise environment. She has experience assisting state clients with replacing monolithic Medicaid systems with a modular Medicaid Enterprise.

Shannon most recently led the gathering of EVV UAT case scenarios for both South Carolina's Department of Health and Human Services and Department of Disabilities and Special Needs to ensure business test integration and requirement coverage across both programs.

Shannon has worked with multiple state programs including North Carolina, Nevada, Alaska, Alabama, Florida, Ohio, Indiana, Massachusetts, Colorado, Arkansas, and South Carolina as the lead in analyzing and providing recommendations and/or solutions to various system solutions, including but not limited to gathering requirements, developing design/ technical solutions, and working to develop applications/functionality based on the State's business needs. She assisted and provided guidance in various stages of testing, to include developing test scenarios and cases, execution of the test cases, creation of testing and defect metrics, and reporting testing status to management.

Education and Training

- B.S. in Business Administration, Fontbonne University
- Lean Six Sigma – Yellow Belt

Employment Summary

Organization	Position	Date
NTT DATA	PMO Senior Business Analyst	2016 – Present
The Computer Merchant	Functional Area Product Owner Consultant	2015 – 2015
HP Enterprise Services	Senior Business Analyst Functional Area SME Business Analyst/Product Owner	2006 – 2015
First Health Services Group	Senior Business Analyst	2004 – 2006
Electronic Data Systems	Lead Business Analyst/Provider Services Analyst	1995 – 2002

Relevant Experience

South Carolina RMMIS, MVI, PMO Senior Business Analyst 10/19 – Present

Working on the South Carolina RMMIS (Medicaid Management Information System) replacement design and development life cycle as a senior level Business Analyst. In this role:

- Attends the ASO Model Office sessions
- Reviews ASO deliverable documentation
- Documents the SC DHHS policy within the NTT DATA Policy Toolkit
- Assists with conversion of business rules for Provider and Member data

- Mapping existing 834 X 12 mapping for existing vendor for replacement by the MES data hub as part of the replacement of the Legacy MMIS
- Assists with the MVI ASO project turnover to the State staff
- Attends the RMMIS EVV Project Sessions
- Reviews EVV deliverable documentation, including the RTM, functional design documents, and Master Test Plan
- Guides and oversees EVV UAT test scenario/test case script development
- Assists with closeout activities related to the MVI turnover to SC DHHS
- Additional responsibilities include:
  - Keeping lines of communication open between the clients, vendors, business staff, technical staff, and project management team to meet timelines and deliverable due dates
  - Ensuring the designs of project specific enhancements are aligned “closest possible” with the platform design and are necessary per the contractual requirements
  - Collaboration with relevant functional and technical teams for design, development, and testing activities around client requirements. Oversees successful completion of project deliverables including requirements documentation, change control artifacts, traceability matrices, etc.

Arkansas MMIS, AME PMO Senior Business Analyst **09/18 – 09/19**

Worked on the Arkansas MMIS design and development life cycle as a Senior Business Analyst. In this role:

- Conducted JAD/RAD sessions
- Reviewed and approved requirement definition and documentation
- Reviewed and approved design approach including detailed business design documentation
- Reviewed and approved SIT Plan and test cases
- Created testing strategies and test cases for UAT
- Executed UAT test cases
- Captured defects and completed re-test of resolved defects
- Kept lines of communication open between the clients, vendors, business staff, technical staff, and project management team to meet timelines and deliverable due dates
- Responsible for the ownership of Provider-Led Arkansas Shared Savings Entity (PASSE) and the Dental Managed Care (DMC)
- Additional responsibilities included:
  - Ensuring the designs of project specific enhancements are aligned “closest possible” with the platform design and were necessary per the contractual requirements
  - Collaborating with relevant functional and technical teams for design, development, and testing activities around client requirements
  - Overseeing successful completion of project deliverables including requirements documentation, change control artifacts, traceability matrices, etc.
  - Ensuring appropriate functional and technical resources are allocated and maintained to facilitate successful completion of the project

Arkansas Juvenile Justice Information System, IT PMO Senior Business Analyst **02/19 – 09/19**

Worked on the Arkansas Division of Youth Services (DYS) RFP for replacement design and development life cycle. In this role:

- Conducted JAD/RAD sessions
- Reviewed and approved requirement definition and documentation
- Kept lines of communication open between the clients, vendors, business staff, technical staff, and the project management team to meet timelines and deliverable due dates

- Responsible for the ownership of the Arkansas Juvenile Justice Information System (JJIS) replacement

South Carolina RMMIS, MVI DASO, PMO Senior Business Analyst 04/18 – 08/18
Worked on the SC RMMIS replacement design and development life cycle. In this role:
- Conducted JAD/RAD sessions
- Reviewed and approved requirement definition and documentation
- Reviewed and approved design approach including the detailed business design documentation
- Additional responsibilities included:
  - Keeping lines of communication open between the clients, vendors, business staff, technical staff, and project management team to meet timelines and deliverable due dates
  - Ensuring the designs of project specific enhancements are aligned "closest possible" with the platform design and are necessary per the contractual requirements
  - Collaborating with relevant functional and technical teams for design, development, and testing activities around client requirements
  - Overseeing successful completion of project deliverables including requirements documentation, change control artifacts, traceability matrices, etc.
  - Ensuring appropriate functional and technical resources are allocated and maintained to facilitate the successful completion of the project

Served in the following relevant roles for various organizations dating back to 1995.
- Arkansas MMIS, PMO Senior Business Analyst (03/16 – 04/18)
- Functional Area Product Owner Consultant (2015 – 2015)
- Medicaid Management Information Systems, Functional Area SME Business Analyst/Product Owner for Colorado, Indiana, Ohio, Massachusetts, Florida, and Alabama (05/06 – 09/15)
- Nevada and Alaska MMIS Systems, Senior Business Analyst (2004 – 2006)
- North Carolina MMIS, Lead Business Analyst/Provider Services Analyst (1995 – 2002)

References

Reference 1	
Client Name	State of Ohio – Medicaid
Client Contact	Jeannie Bautista, Financial Business Lead
Email	jeanniebautista@yahoo.com
Phone	(208) 602-2835
Reference 2	
Client Name	TM Floyd and Company
Client Contact	Jill Waggoner, Project Manager
Email	jillwaggoner@comcast.net
Phone	(248) 318-7175
Reference 3	
Client Name	Carewell Benefits
Client Contact	Alice Cobb, Director
Email	alicecobb@rocketmail.com
Phone	(503) 910-3211

IV&V Business / Test Analyst – Ronda Harris

Professional Summary

Ronda Harris brings over 20 years of experience with Medicaid Enterprise systems to include: requirements gathering, analysis, design, application development, project implementation, and project Management. She has participated in all stages of the SDLC including planning project objectives, documenting user requirements, designing data flow structures, coding, testing functionality, implementation, and working through any post implementation issues for various State's complex Medicaid Enterprise systems. Ronda has a broad and thorough knowledge of the functional subsystems that comprise a Medicaid Enterprise and how the MMIS is intertwined within an enterprise environment. Ronda also has experience assisting state clients in replacing monolithic Medicaid systems with a modular Medicaid Enterprise. She has led the gathering of enterprise requirements across the Medicaid Enterprise to ensure business integration across the Medicaid System integration and architecture, and that test scenarios and test cases have complete requirement coverage across the Medicaid Enterprise.

Ronda assisted multiple states (Virginia, Nevada, Alaska, New Hampshire, Puerto Rico, Maryland, and South Carolina) as the lead in analyzing and providing recommendations and/or solutions to various system solutions including but not limited to, gathering requirements, developing design and technical solutions, working with the development team to develop applications/functionality based on the State's business needs. In addition, she assisted and provided guidance in various stages of testing, to include developing test scenarios/cases, execution of test cases, creating testing and defect metrics, and reporting testing status to management.

Education and Training

- B.S. in Information Systems, Virginia Commonwealth University
- Professional Management Institute – Professional in Business Analysis

Employment Summary

Organization	Position	Date
NTT DATA	Senior Business Analyst	06/18 – Present
Cognosante, LLC	Senior Business Analyst, Testing Lead	06/12 – 05/18
TekSystems	Business Systems Analyst	10/11 – 06/12
Affiliated Computer Services	Lead Data Analyst, Team Lead,	09/05 – 10/11
First Health Services Corporation	Project Manager, Senior Programmer/Analyst	07/98 – 09/05
University of Virginia	Senior Programmer/Analyst	08/96 – 07/98
Department of Medical Assistance Services	Senior Programmer/Analyst, Programmer/Analyst	07/92 – 08/96
Computare, Inc.	Programmer/Analyst	12/90 – 06/92
Synoptic Systems Corporation	Functional Analyst	05/88 – 12/90

Relevant Experience

South Carolina Replacement Medicaid Management Information System (RMMIS), Senior Business Analyst **10/20 – Present**

As the Senior Business Analyst – Business Analyst (09/21 – Present)

- Reviews, updates, and evaluates SIT and UAT test deliverables created by solution vendor(s) for EVV application
- Assists DHHS with development of UAT test scenarios and test cases for EVV
- Participated in various EVV work sessions to assist with issue resolutions

As a Senior Business Analyst – Project Mgr. Enterprise Requirements Team (04/21 – 09/21)

- Defined Enterprise Requirements methodology using JIRA as a repository tool
- Participated in Enterprise Architecture work sessions to define business needs and scope for project phases across the enterprise
- Defined specific enterprise business requirements for various functional areas using existing business processes, existing RFPs, CMS federal requirements, and other system documentation
- Defined and designed various reports to report requirements metrics, traceability, and inventory
- Coordinated with Enterprise Test Manager to sync enterprise testing with scope of enterprise requirements for various phases of testing

As a Senior Business Analyst – Business Analyst (10/20 – 04/21)

- Participated in Model Office (MO) Sessions with the client and vendor for the Design phase of the project to validate that function meets the client's business needs during design, development, and testing phases of the MMIS project
- Reviewed, updated, and evaluated project deliverables created by project vendor(s) for various workstreams (subsystems) to ensure client's business needs and/or functionality were accurately documented

Puerto Rico Department of Health – Enrollment and Eligibility, Senior Business Analyst **06/18 – 10/20**

- Participated in JAD Sessions with the client and vendor(s) at various phases of the project to validate requirements/function meets the client's business needs during design, development and testing phases of the MMIS project
- Reviewed, updated, and evaluated project deliverables created by project vendor(s) for various workstreams (subsystems) to ensure client's business needs and/or functionality were accurately documented
- Coordinated with the IV&V team to report on project status and assess on a weekly (Weekly Status Report) and monthly (Monthly IV&V Report) basis

Maryland Department of Health, Senior Business Analyst – Testing Lead **08/17 – 05/18**

- Conducted end-to-end testing between Maryland Enrollment and Eligibility System and Maryland Medicaid Management Information Systems to meet client business needs
- Identified, assessed, and managed defects uncovered in different phases of testing
- Reported issues and tested results as required for the different phases of testing
- Served as liaison between SMEs and technical development team

Puerto Rico Department of Health – Medicaid Management Information System, Senior Business Analyst **10/16 – 08/17**

- Reviewed and made recommendations for the required certification evidence artifacts, agreed upon by the State and CMS, for accuracy and thoroughness for each certification milestone review
- Coordinated with the IV&V team to pull together IV&Vs project assessments and recommendations for the MMIS IV&V Progress Report
- Participated in project meetings with the client and vendor
- Assisted with IV&V in other areas of the project as needed

New Hampshire Department of Health and Human Services, Senior Business Analyst **06/12 – 10/16**

- Acted on behalf of NH as the Lead Analyst/SME for the T-MSIS Project in design and analysis, working with the development team (DDI vendor) for problem solving, defect resolution and testing, and coordinating meetings/issue resolution with CMS
- Worked with SMEs and the State to gather data requirements and files for the interfaces for the different phases of testing
- Coordinated and developed processes for external interfaces to support Reference, Claims Payment, Member, Service Authorization and TPL applications for New Hampshire Health Enterprise System (New Hampshire MMIS)
- Identified, assessed, and managed defects uncovered in different phases of testing
- Reported issues and tested results as required for the different phases of testing
- Supported the PMO
- Conducted IV&V of the MMIS

Served in the following relevant roles for various organizations dating back to 1996.

- Virginia Commonwealth University Health Systems (VCUHS), Business Systems Analyst (10/11 – 06/12)
- New Hampshire and North Dakota MMIS, Lead Data Analyst (07/08 – 10/11)
- New Hampshire MMIS, Team Lead (09/05 – 07/08)
- Virginia, Nevada, and Alaska MMIS, Project Manager (02/00 – 09/05)
- Virginia Medical Assistance Program, Senior Programmer/Analyst (07/98 – 02/00)

References

Reference 1	
Client Name	New Hampshire Department of Health and Human Services
Client Contact	Uma Bhusari, Business Systems Analyst – Data Analytics and Reporting
Email	uma.m.bhusari@dhhs.nh.gov
Phone	(603) 271-9625
Reference 2	
Client Name	Maryland Department of Health
Client Contact	Nevis Smith, Deputy Director MA Provider Resolution Division and Institutional Medicaid Provider Services Administration
Email	nevis.smith@maryland.gov
Phone	(410) 767-5178
Reference 3	
Client Name	Dominion Power
Client Contact	Angela Friend, Senior Information Security Analyst
Email	angela.friend@dominionenergy.com
Phone	(804) 771-6076

IV&V Technical Analyst / Architect – Jerry Armstrong

Professional Summary

Jerry Armstrong brings 36 years of Medicaid technical experience in the design, development, implementation and maintenance of multiple MMIS projects. Jerry has been serving as a System Architect for the past 25 years. His background includes system development and support for multiple State MMIS projects including New Mexico, Texas, Wisconsin, Kentucky, Connecticut, Massachusetts, Oregon, Ohio, Arkansas, Alabama, Florida, California, Mississippi, Indiana, and Tennessee. He filled multiple roles over his career including entry level developer, technical leader, system architect, and technical integration manager. A highlight of Jerry's career is acting as the Lead System Architect for the ground-up design, development, and implementation of the Texas MMIS.

One of Jerry's key strengths is his ability to translate complex technical ideas and jargon into words that non-technical business leaders can understand and act on. He is an excellent problem solver and offers unique approaches to resolving problems effectively. His depth of experience has allowed him, in recent assignments, to move from a technician role to more of a managerial role. In these recent roles he frequently interacted with other State contractors including PMOs, IV&Vs, and other vendors supplying MMIS components (i.e., PBM, EVV, etc.).

Education and Training

- B.S. in Industrial Management, Purdue University

Employment Summary

Organization	Position	Date
NTT DATA	Information System Consultant	2020 – Present
DXC Technology	System Architect, Technical Integration Manager, System Architect, Solution Architect, Application Architect	1992 – 2020

Relevant Experience

Oregon Medicaid Enterprise System,
Information System Consultant **2020 – Present**

- Participating in the evaluation of the current Oregon Health Authority Medicaid environment. The project includes assisting the State in performing a MITA State Self-Assessment. The result of the assessment will be input into a modularity plan that the State can employ to move from a single monolithic MMIS system to a modular solution. Focus on this project is to assist in the evaluation of the current system and development of the modularity plan.

Alabama Modularity Project, Information System Consultant **2020**

- Assisted in developing requirements for a System Integrator contractor to provide services to the State as they moved to a modular solution

Mississippi MMIS DDI, System Architect **2020**

- Oversaw the installation of DXC's interChange MMIS into the Azure Cloud environment for the Mississippi Medicaid Program. Involved porting the batch applications from an HPUX environment to a Linux based environment. Also integrating with the Azure utility services (DevOps) for management of source code versioning, release management, and disaster recovery.

- Worked with approximately 20 technical area system leads to complete the installation and customization of the applications

Florida MMIS DDI, System Architect **2019 – 2020**

- As Technical Architect, assisted in multiple projects for the State of Florida MMIS account.

California Medicaid, Technical Integration Manager **2019**

- Directed the activities of eight project managers who were responsible for delivering multiple MMIS business-side (pre-claims processing) functions.
- Delivered the technical solution meeting the State of California's requirements for document/ claim scanning and optical character recognition, mailroom processing (open, sort, batch, etc.), interactive voice response, plastic ID card production, customer relationship management (CRM)/call center processing, learning management system, and integrated those functions with the existing California MMIS, supported and maintained by IBM. All solutions were integrated together via a cloud environment (both Amazon Web Service (AWS) and Microsoft AZURE)

Arkansas Medicaid, Technical Integration Manager **2015 – 2019**

- Directed the activities of 17 project managers who were leading 200+ developers
- Responsible for delivering the technical solution meeting the State of Arkansas' requirements for a new Medicaid Management Information System
- Interacted daily with the State's designated PMO and IV&V teams to meet the requirements and address issues
- Acted as the primary contact for the State's IV&V contractor (Cognosante) to address questions related to the technical aspects of the system

Leveraged Applications, System Architect **2013 – 2015**

- Reviewed the COTS products utilized by the MMIS solution to determine suitability of shared cloud-based deployments
- Negotiated pricing structures with COTS product providers to support a cloud-based installation
- Worked with HP global purchasing to implement the negotiated pricing structures with formal binding documentation
- Designed the approach to develop the Transitioned Medicaid Statistical Information System (TMSIS) data submission process for HP Medicaid accounts
- Created a set of common database tables that could be populated by the accounts
- Designed a set of applications to process those tables and produce the required data for submission to CMS
- Designed the approach to implementing the Affordable Care Act (ACA) requirements related to the exchange of healthcare transactions between doctors and the claims processing system
- Translated the ACA language into design specifications for use by programmers to modify their systems
- Produced requirement and design documents
- Conducted bi-weekly meetings with account technical teams to address questions and concerns with the required modifications

Ohio Medicaid, System Architect **2010 – 2013**

- Led group of more than 100 developers to modify a standard product to meet the customer's specific requirements

- Interfaced with customer daily to resolve issues and address concerns with project schedule and solution

Oregon Medicaid, System Architect **2005 – 2010**

- Led group of more than 100 developers to modify a standard product to meet the customer's specific requirements
- Interfaced with customer daily to resolve issues and address concerns with project schedule and solution
- Acted as the primary contact for the State's IV&V contractor (Fox Systems) to address questions related to the technical aspects of the system

Washington MMIS, Solution Architect **2002 – 2005**

- Participated in the development of proposals for the Washington MMIS and Oregon MMIS replacement projects

Texas Medicaid, System Architect **1998 – 2002**

- Developed/approved the solution for an Eligibility Verification System in the State of Texas
- Led a junior architect in designing a solution for a Biometrics Identification System for a State Medicaid Program
- Led a junior architect in designing a solution for a Healthcare Provider Services System for a State Medicaid Agency
- Participated in the development and review of multiple responses to RFPs from state agencies
- Created the system level design of a large-scale Medicaid Management Information System (claims processing system) for the State of Texas
- Performed additional pertinent responsibilities for this position

Served in the following relevant role dating back to 1992.

- Alabama Medicaid and Michigan Medicaid, Application Architect (1992 – 1998)

References

Reference 1	
Client Name	Arkansas Office of Information Technology/Division of Medical Services
Client Contact	Kevin Jones, Arkansas Medicaid Enterprise Deputy IT Director of Operations
Email	Kevin.Jones@DHS.Arkansas.gov
Phone	(501) 320-6204
Reference 2	
Client Name	Retired (formerly Electronic Data Systems)
Client Contact	David Mills, Retired (formerly Deputy Account Executive)
Email	davidmills@suddenlink.net
Phone	(931) 623-9205
Reference 3	
Client Name	Retired (Formerly Xerox Business Systems)
Client Contact	Nancy Beaird, Retired (Formerly Account Executive)
Email	texnan@gmail.com
Phone	(757) 871-4601

1.10 Subcontractors (RFP VI A.1.j)

Currently, NTT DATA is not proposing any subcontractor staff as part of this engagement. If we identify that subcontracting is needed or desired, our subcontracting plan will engage subcontractors based on engagement-specific requirements and skill sets. We only engage subcontractors that have a commitment and reputation for excellence and client delivery. We understand Nebraska may have requirements for bringing on state contractors and we will comply with those requirements.

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2 Technical Approach (RFP I P.2, V B-E, VI A.2, Atch A)

MLTC is seeking to modernize and integrate its FFS Medicaid components amid a continuing shift to managed care, while at the same time meeting federal mandates and shifts in funding sources. This diverse portfolio of overlapping projects has its own unique challenges and therefore requires focused IV&V oversight to succeed.

NTT DATA's IV&V services provide a holistic view across projects that is essential to effective MLTC portfolio governance. Our approach to delivering for Nebraska is designed to support portfolio governance by concentrating on project aspects which may have an impact on the entire portfolio such as cross-cutting risks and issues, dependencies, and key decisions.

Figure 22 demonstrates how our consistent approach to MLTC projects will inform governance decisions and provides NTT DATA's unique differentiators to contribute to the success of this broad set of initiatives.

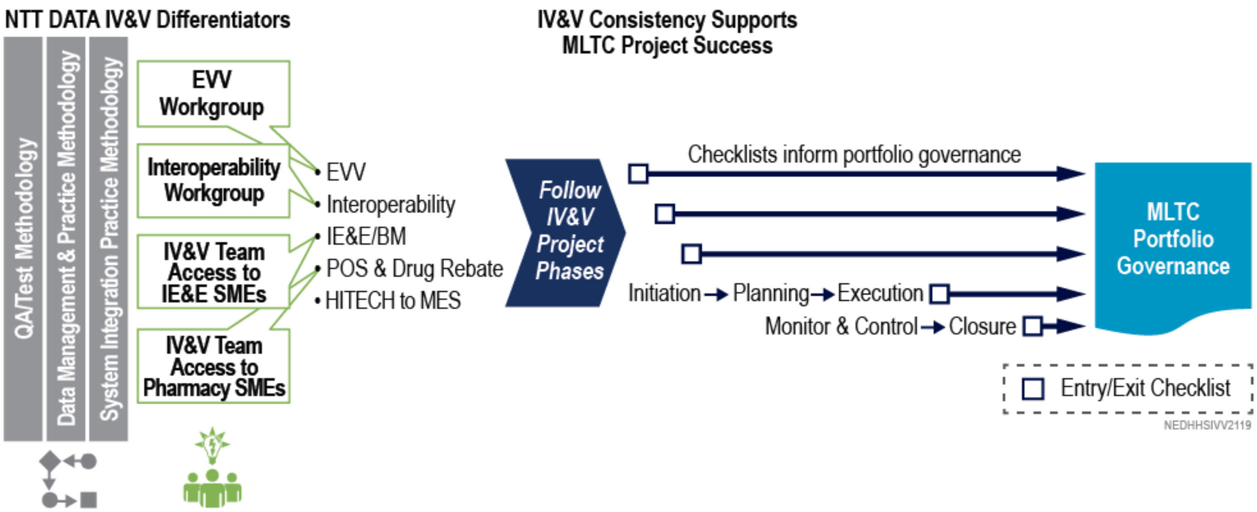


Figure 22. NTT DATA's IV&V Approach and Differentiators

Figure 23 demonstrates NTT DATA's experience-based understanding of the challenges and risks inherent in MLTC's in-flight and planned projects. By proactively understanding the risks and challenges, we will identify areas that require extra focus from our team.

Figure 23. NTT DATA's Understanding of the Special Focus Areas

Project	Key Risks and Challenges	IV&V Special Focus Areas
Electronic Visit Verification (EVV)	• Outcomes-based certification • Stability of the underlying platform • Provider claim submission impediments • HHCS Mandate	• KPI reporting • EVV adoption statistics • New software releases • Disaster recovery • Data quality • Lessons learned for subsequent projects
Interoperability and Patient Access	• Data mapping • Patient Privacy concerns • Foster care/adoption scenarios	• Data management • Security and privacy

Project	Key Risks and Challenges	IV&V Special Focus Areas
	• Third-party application access • Member identity and authentication • Fast Healthcare Interoperability Resources (FHIR) standards still evolving, as are CMS interoperability rules	• Member education and communication • Solution design review and considerations • Compliance with current rules and standards with an eye towards future regulation and industry trends
Integrated Eligibility and Enrollment/ Benefits Management (IE&E/BM)	• Extraction of business logic stored in legacy system • Data quality • Unique issues involved with identifying families/family members • Cost allocation complexity • Expensive long-term maintenance	• Member experience • Requirements definition • Federal compliance and funding • Master Data Management • FFS integration for member data • IE&E/BM change orders
Point of Sale Drug Claim Processing (POS)	• Vendors pushing aggressive implementation timelines and pressuring clients to make high stakes configuration decisions • Disruption to the rest of the MES • Commercial PBM deliverables not meeting Medicaid needs	• Parallel testing • Deliverable compliance • FFS integration for claims payment • Certification
HITECH to MES Transition	• Securing implementation and maintenance funding • Cost share complexity • Data sharing challenges	• Leverage conditions of Enhanced Funding from other NTT DATA clients tackling HITECH funding transition

Figure 24 provides a graphical view of four key pillars that NTT DATA believes are critical to the successful integration of the in-scope MLTC projects. As with the previous Special Focus Areas table, these pillars show our IV&V team's attention-guiding principles for MLTC project oversight.

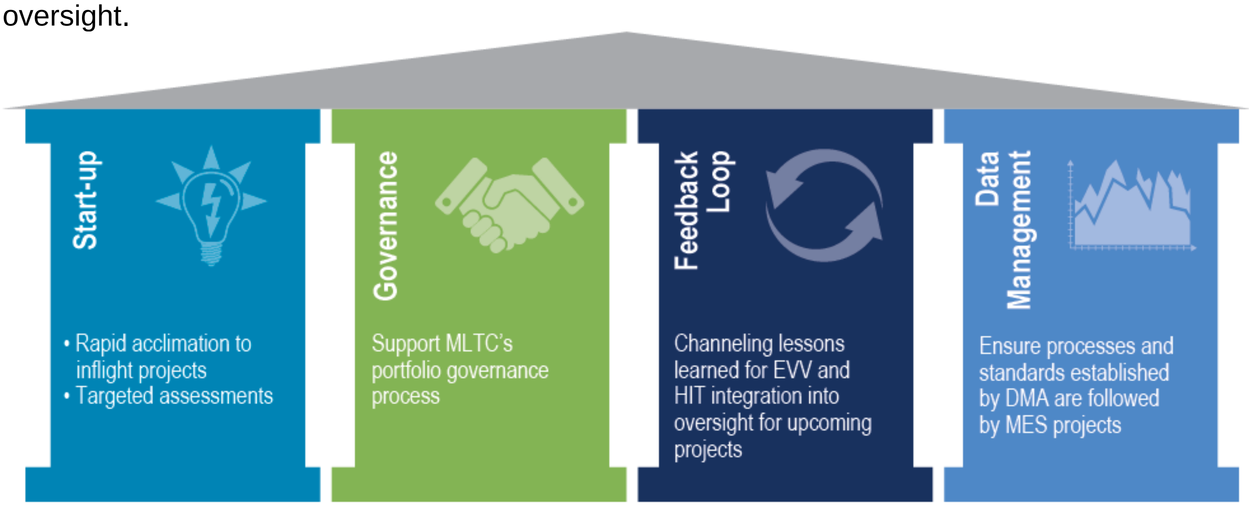


Figure 24. NTT DATA's IV&V Critical Pillars of Success for Nebraska's MES Projects

Our technical approach for the MLTC project is based on NTT DATA's Enterprise Advantage framework. In this framework, IV&V Advantage is one of our eight domain practices. Enterprise

Advantage is a mature, flexible set of methodologies developed specifically for state HHS clients.

Consisting of the practice areas shown in Figure 25, Enterprise Advantage includes proven methodologies, activities, templates, and tools that reduce project startup time and provide repeatable processes based on federal requirements, industry standards, and best practices. Figure 25 also provides examples showing how NTT DATA's IV&V Services for the MLTC project will be supported by our MES focused management services practices. **This is a key differentiator for NTT DATA over vendors who provide generic IV&V services, without MES-specific supporting disciplines available to their teams.**

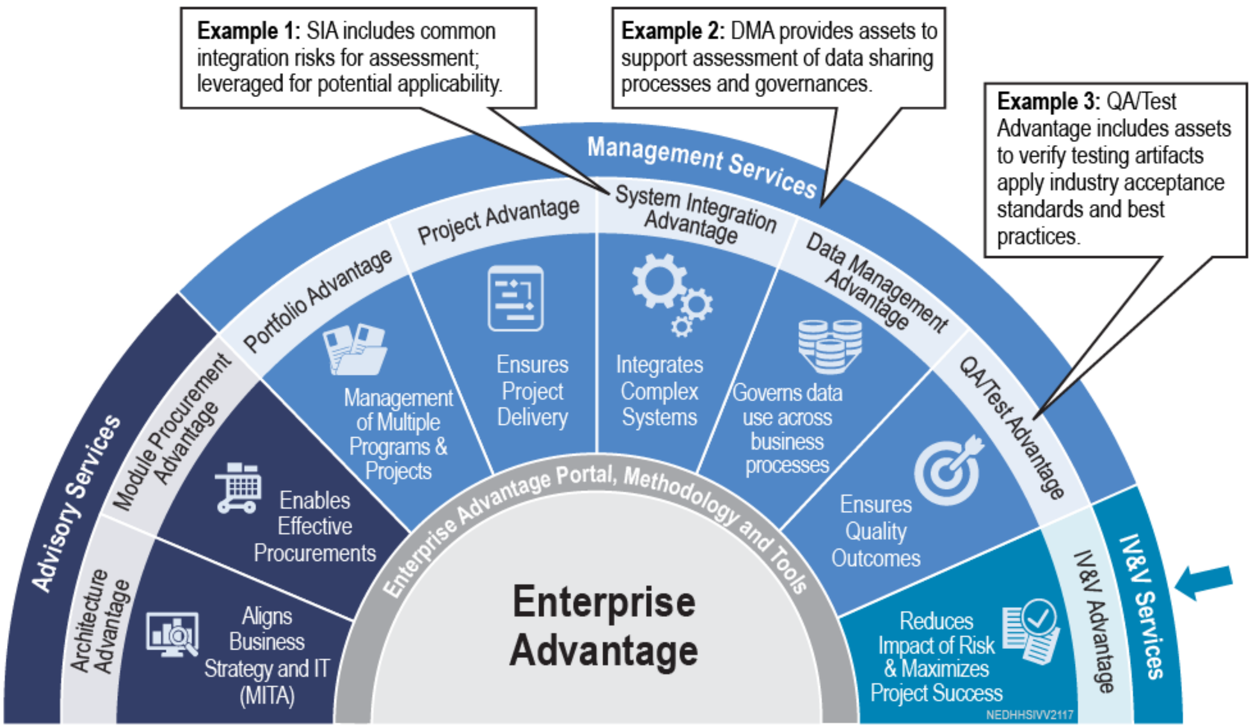


Figure 25. NTT DATA's Enterprise Advantage practices support Nebraska's MLTC project.

Based on more than 30 years of experience performing IV&V services for various state agencies, including enterprise-wide and large-scale IT projects, NTT DATA has deep experience and a keen understanding of the scope of work, technical requirements, and level of effort needed for the MLTC project. For example, NTT DATA has followed Title 45 Code of Federal Regulations (CFR) § 95.626 which sets forth the requirements for IV&V of federally funded software development for public welfare projects, including the review of both the management and technical aspects of projects and the requirement that IV&V must be provided and managed by an organization that is technically and managerially independent of the subject software development project. The federal requirements for IV&V are a subset of the full software IV&V standard defined by IEEE Std 1012-2004. NTT DATA's approach to IV&V takes into consideration that activities included under IV&V engagements vary by agency and program and we bring that expertise and flexibility to DHHS' project.

NTT DATA complies with state and federal requirements for each IV&V engagement we perform under this contract throughout the project lifecycle, we will maintain organizational independence and autonomy from the project's organization. In addition, we will represent the interests of both the State and its federal partners and, as such, provide an independent, unbiased perspective on development progress and the integrity and functionality of the entire system.

As one of the nation's leading public sector consulting organizations, we have supported multiple agencies in 49 states in a broad spectrum of systems and project roles. This breadth of experience provides our team with the perspective of a strategic partner always focused on client success. Our IV&V Advantage will set the baseline for the State's IV&V projects using scalable tools, templates, and processes.

IV&V Approach and Methodology

The IV&V Advantage framework is the backbone for the IV&V services which NTT DATA will provide to Nebraska. IV&V Advantage provides customizable tools, templates, and processes that enable our team to work efficiently. Through this framework, we can tailor our services based on the State's interest in accommodating the current and future needs of varying project requirements. IV&V Advantage allows IV&V activities to proceed in a planned and orderly process. Activities are constantly monitored and adjusted to meet evolving project priorities.

IV&V Advantage uses a structured approach that facilitates early detection and correction of errors, variances, and discrepancies. This approach provides clearly documented findings of deficiencies with associated risks and recommendations. We adapt our approach to the project work plan and development lifecycles, assuring stakeholders that reviews are completed at the appropriate time within the development lifecycle.

Figure 26 provides a high-level view of the phases, typical timing, our continuous feedback framework in our IV&V methodology, and how they may apply to Nebraska.

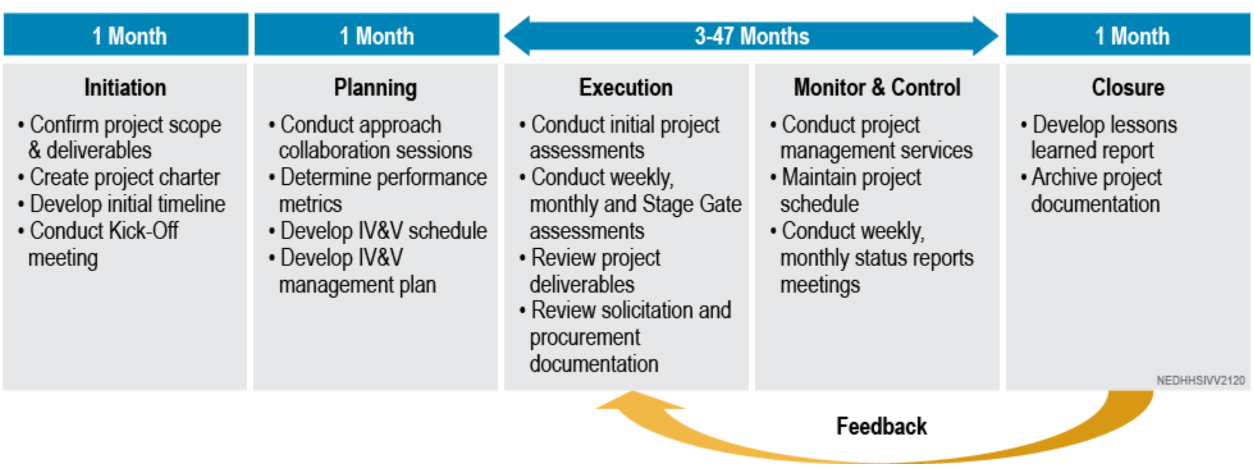


Figure 26. IV&V Advantage Phasing and Continuous Feedback

In our responses found throughout the remainder of this section and in Attachment A, we further describe how our IV&V Advantage framework specifically applies to the MLTC IV&V project.

2.1 Understanding of the Project Requirements (RFP VI A.2.a)

Our methodology, approach, and staffing support our overall understanding of Nebraska's project requirements. We understand the needs of the individual modules and maintain a combined perspective – or portfolio view – across all modules. Figure 27 provides a high-level view of Nebraska's portfolio of projects, including key activities, deliverables, and considerations that are unique to the individual MLTC projects.

	EVV	Interoperability & Patient Access	IE&E/Benefit Management	POS & Drug Rebate	HITECH to MES Conversions
Key Activities	• Review vendor deliverables • Review requirements, design and technical documentation, perform gap analysis and traceability • Review security plan and security assessment artifacts • Review testing plans and results • Review Certification Plan and Artifacts including ORR intake and support evidence, KPI reporting, etc.				• Support APD processes • Identify Federal funding for HIEs & HITECH • Advise/support MES certification • Identify opportunities to integrate HIEs with MES applications & data • IV&V Key Activities as listed for other projects
Key Deliverables	• Required weekly/monthly/status/federal reporting • Deliverable Review Findings reports • Project risk and issues reporting • Project recommendations reporting • IV&V Workplan and Schedule				• Outcome recommendations • Recommendations/ findings on intake forms, CEF forms • IV&V key deliverables as listed for other projects
Key Considerations	• Registration & adoption metrics • Impact to self-directed members • Impact to providers • EVV vendors COTs solution challenges • Programmatic penalties ties to 21st Century Cures Act deadlines for PCS and HHCS	• Track member adoption to platform • Technical adherence to Interop, standards • Patient privacy, restrictions/ access to member data (caregivers, foster care, and adoption) • Evolving CMS guidance • Evolving FHIR standards	• Support requirements of other Federal agencies • High complexity of interfaces & integration • MARS-E requirements for integration with Federal Services Hub and Marketplace	• Industry confidentiality regarding rebates • Pharmacy cost containment opportunities	• Maximize State opportunity to replace funding • Monitor and advise to support the more complex cost sharing required NEDHHSIVV2116

Figure 27. Portfolio Understanding of MLTC IV&V Project

As the State's trusted vendor for IV&V, NTT DATA first and foremost understands our primary role is to assist Nebraska in achieving project success. Throughout the remainder of this section, we discuss our methodology, approach, and experience to support the full portfolio of MLTC projects.

Industry Leader in IV&V and Modular Medicaid Implementations

Through our experience initially as Fox Systems, then Cognosante, and now even stronger with NTT DATA, we have strengthened our methodology to support not only the five projects outlined in this RFP, but also Nebraska's full MES roadmap. We stand ready to support the State's management of their MES IT portfolio through executive level reporting of risks and issues and we will provide strategic recommendations based on lessons learned from our vast experience and wide industry participation. Through this process, projects will meet the State's desired outcomes and we will significantly reduce the risk of project failure.

Our IV&V Lead will provide consolidated aggregate reporting across DHHS' MES IT portfolio, focusing on portfolio level risks and issues, cross-module dependencies, and will provide recommendations to respond and mitigate risks based on the complex interdependencies of the multiple concurrent projects. These reports will be effective in supporting agency level decision making and will highlight the items appropriate for executive level response.

We have experience with the CMS Federal Certification process going back to its inception and evolved our certification approach to support our State clients, based on the various advancing methods CMS provided for states to approach certification of MES systems and modules. We are actively supporting SMC with our state clients and the District, including but not limited to, the EVV modules which are being certified under the OBC guidance. Our experienced team will bring this competency to benefit Nebraska.

Under SMC, IV&V's role has changed and we will focus our efforts on supporting MLTC's success with certification efforts, acting as a trusted advisor, by providing recommendations, identifying risks and issues, assessing certification materials, and providing advance feedback to DHHS so submissions and milestone reviews with CMS and MITRE are successful.

We are familiar with the challenges that states face in implementing MES modules working with COTS vendors that are often hosted in a multi-tenant cloud hosted environment. Our IV&V methodology includes tools, tailored to addressing oversight and providing recommendations in support of the approach needed to address requirements, security, certification, and testing under this type of vendor offering.

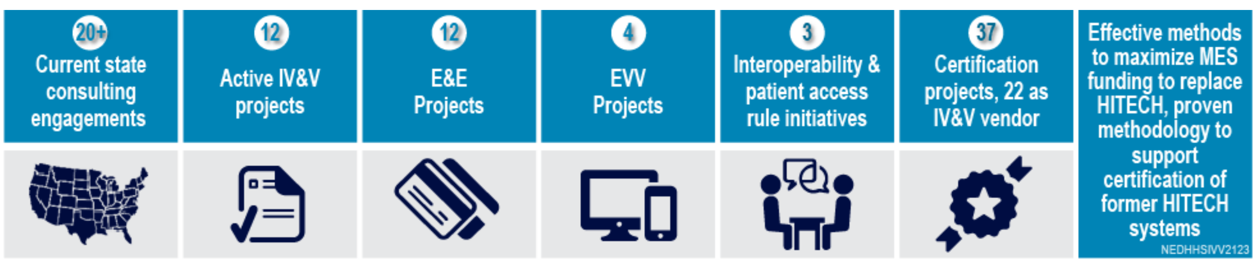


Figure 28. NTT DATA brings extensive MES project experience to the MLTC project.

NTT DATA delivered results for other clients on the specific five project initiatives described in this RFP:

- Eligibility and Benefits Enrollment
- Electronic Visit Verification
- Interoperability and Patient Access Rule
- Point of Sale Drug Claims Processing and Drug Rebate Processing
- HITECH to MES Transition

NTT DATA Benefit

NTT DATA brings experience supporting Elegibility and Benefits Enrollment projects as PMO, IV&V, and other roles across multiple states.

The following subsections highlight our experience, lessons learned, and approaches taken to support other states in successful initiatives within these specific project domain areas.

Eligibility and Benefits Enrollment Experience

We have recent experience supporting Eligibility and Benefits Enrollment systems as an IV&V, PMO, or Planning vendor in 12 states and territories.

Our proposed team is experienced in certification under the previous MEET and is now supporting clients under the SMC process for Eligibility and Benefits Enrollment systems. We also participated in an OBC pilot for an E&E system for the State of Tennessee.

Our IV&V team is positioned to serve as an advisor to the State under SMC, with tools customized to SMC as described in Section 2.2 including our library of CMS-approved outcome statements for Eligibility and Benefits Enrollments from other state efforts. Figure 29 is a sample of our relevant experience supporting E&E services.

Figure 29. State Eligibility and Benefits Enrollment Projects

Alabama
NTT DATA was selected by the State of Alabama to provide a MITA SS-A and Business Process Re-engineering (BPR). We also supported development of an IAPD, Medicaid E&E Request for Proposals (RFP), and the IV&V RFP for the E&E DDI. The project was successfully completed in 2012. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** We will apply our experience developing Alabama's Eligibility and Enrollment RFP and the framework knowledge from developing the RFP for E&E to Nebraska's IV&V services.
Alaska
NTT DATA was selected to complete a Medicaid E&E MITA SS-A. The MITA SS-A supported development of an E&E RFP. The project was successfully completed in 2012. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** We will bring relevant MITA SS-A process knowledge to support IV&V oversight of the E&E project.
Arkansas
We have been partnering with the State of Arkansas since 2009 for planning, designing, procuring, managing, and implementing IT systems. Since 2015 our team served as the Arkansas Integrated Eligibility System (ARIES) PMO providing the Arkansas DHS with the structure, discipline, and accountability needed to successfully implement the Deloitte NextGen solution for integrated eligibility. During this engagement our team assisted with the support and oversight of the legacy eligibility systems. We are currently supporting the certification efforts which started as MEET, moved to Streamlined Certification (SLC), and are now proceeding under SMC, with final certification being planned for 2022. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Tools, methodologies, and lessons learned from our E&E PMO experience in Arkansas will be leveraged to support our IV&V services and certification support for Nebraska, including experience with gate reviews involving FNS and other agencies in addition to CMS E&E SMC certification experience.
Illinois
NTT DATA was selected by the State of Illinois to serve as the PMO for Illinois' Department of Innovation and Technology (DoIT) Technical Refresh project to update their software defined data center (SDDC). This data center houses the IES and the Application for Benefits Eligibility (ABE) system for the Healthcare and Family Services (HFS) and DHS agencies within the state. The project will enhance the IES M&O capabilities by improving system performance, increasing the number of environments for testing, and allowing for easier maintenance. Our period of performance is May 2021 through April 2023. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Tools, methodologies, and lessons learned from our E&E PMO experience in Illinois will be leveraged to support our IV&V services.

Iowa
NTT DATA was selected by the State of Iowa to provide development of the Medicaid E&E RFP. The project was successfully completed in 2012. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Planning/procurement and detailed contract requirement knowledge gained through the Iowa RFP effort will be applied to supporting IV&V services.
New Hampshire
Since 2013, we have been supporting the IES project in partnership with the State of New Hampshire as their IV&V vendor. IES supports a variety of programs, such as Medicaid and Medicare Savings Program, SNAP, TANF, Long Term Care, Child Care Scholarships, State Supplemental Programs, and NH EASY, which is a client-self-service web portal and mobile app. Our primary role in this project is to verify and validate New HEIGHTS Medicaid-related processes and products for conformance with CMS guidelines published in the MITA 3.0 and checklist items published as part of the CMS MEET. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** IV&V tools and methods developed specific to eligibility and benefits enrollment in the IV&V support for New Hampshire as well as lessons learned will be leveraged by our team in support of Nebraska's effort.
Oklahoma
NTT DATA was selected by the State of Oklahoma to support development of a statement of work and to conduct PMO support for the Medicaid E&E ACA system implementation. We also provided PMO and IV&V services for the project that was successfully completed in 2014. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Through our role in supporting ACA changes to the eligibility system in Oklahoma, we developed project management and testing oversight tools specific to ADA compatibility of eligibility and benefits enrollment systems that will be leveraged to support Nebraska's project.
Tennessee
We have been assisting with managing, planning, designing, monitoring, tracking, and reporting the progress of TennCare's Medicaid Enterprise System including the TennCare Management Information System (TCMIS), the TennCare Eligibility Determination System (TEDS), and HITECH systems since 2000. In 2006, NTT DATA supported DHS with business analyst and consultants in the planning, design, and development of the Vision Integrated Platform (VIP) Integrated Eligibility System. Currently, we are providing IV&V for the MMIS Transformation project which will transform TennCare's existing MMIS into multiple interoperable modules. Throughout our projects, we worked with multiple vendors including the State, Deloitte, and Public Consulting Group, Inc. (PCG). **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** We have recent certification experience from Tennessee's OBC pilot for E&E with CMS and have many lessons learned and tools for conducting effective IV&V for Nebraska, based on our longstanding efforts supporting Tennessee.
Puerto Rico
We were engaged with the Government of Puerto Rico Department of Health for their E&E project from 2017 through 2020. Our team supported the planning phase for the E&E project and has continued to provide IV&V services as the project has progressed into the current DDI phase. This is an integration of Medicaid and Children's Health Insurance Program (CHIP) programs. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** IV&V tools and methods developed specific to eligibility and benefits enrollment in the IV&V support for Puerto Rico, as well as lessons learned, will be leveraged by our team in support of Nebraska's effort.
Georgia
From June 2018 to January 2019, we served as the IV&V vendor for the Georgia Gateway IES IV&V MEET Operational Review project which supported multiple programs. Our oversight on this project incorporated several programs in the IES including Medicaid, TANF, SNAP, WIC, and Childcare. The IV&V review included the six MEET checklists and associated artifacts and evidence. As an independent reviewer, we confirmed all operational conditions were in accordance with CMS guidelines and federal

regulations. Our team worked with Georgia DHS and Deloitte to support them through the CMS and MITRE Corporation on-site presentation. The final CR with CMS and MITRE was held October 27, 2021. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Our team will apply their experience from the Georgia Gateway IES project MEET certification effort to the eligibility certification process for Nebraska's system.
New Mexico
New Mexico's Human Services Department (HSD) ASPEN project was initiated to replace its 23-year-old legacy system, Integrated Service Delivery 2 (ISD2). ISD2 supported eligibility determination and benefit issuance for TANF, SNAP, Low-Income Home Energy Assistance Program (LIHEAP), and over 30 categories of Medicaid. Deloitte was selected as the system integrator and NTT DATA was selected as the IV&V vendor to provide oversight of Deloitte's performance from requirements development, design, testing, and training to implementation. Our period of performance was from September 2011 through June 2014. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Our team will apply their experience from this New Mexico eligibility system effort including experience integrating various non-Medicaid programs under different federal oversight.
Vermont
NTT DATA was selected by the State of Vermont to serve as a Technical Assistance Vendor over a 5-year period extending through 2025. As part of this scope of work, NTT DATA was requested to perform a detailed assessment of the State's Integrated Eligibility and Enrollment (IE&E) System. The purpose of this assessment activity was to provide the necessary information for NTT DATA to develop and deliver a System Integration Gap Analysis and a detailed 7-9-year Roadmap that addresses replacement of the current legacy IE&E System. These documents provide the framework and guidance needed for the Department of Vermont Health Access (DVHA) and the Vermont Department of Children and Families (DCF) to successfully procure and execute the next phase of IE&E modernization efforts. **Relevance to Nebraska's Eligibility and Benefits Enrollment Project.** Our team will leverage various eligibility system business and technical gap analysis frameworks to our IV&V approach to support Nebraska as well as our experience with reviewing roadmaps.

Electronic Visit Verification

We bring extensive experience providing IV&V and PMO services supporting EVV in six states and the District. This includes IV&V services performed in Georgia with the Netsmart/Tellus EVV solution. NTT DATA also facilitates a monthly State EVV Networking group with 21 states, districts, and territory participants. This forum is available for the State to participate in. We have a working familiarity with the OBC certification process for EVV including the required intake evidence required, KPI reporting requirements, and OBC process.

We developed an effective IV&V oversight approach specific to EVV. This approach includes monitoring of EVV system registration and adoption metrics for trends and providing recommendations to address root causes of gaps identified as a result of data trends. This supports State decision making based on the progress in bringing provider agencies and caregivers onto the system. NTT DATA will monitor third-party EVV systems integration if an open model is employed in addition to the State EVV system. We will closely monitor for risks of impact to self-directed member populations.

The Tellus/Netsmart EVV solution acts as a claims billing agent, which requires support for linkage of replacement claims to original claims if providing the providers access to claims payment data and claims correction capabilities within the EVV web portal. Claim adjustments and voids are challenges in other states. We are also familiar with issues with cost share/patient liability, rounding rules impacting time units, and numerous other common challenges which can occur with this specific solution. Our understanding of the Tellus/Netsmart solution will enhance our ability to identify potential risks and to develop effective mitigation strategies based on our recent experience with Georgia's EVV implementation.

We will closely monitor alternate third-party integration status if Nebraska chooses to implement an open vendor model with a data aggregator in addition to offering the State EVV system.

Figure 30 lists the States where we have experience supporting EVV projects for state clients.

Figure 30. NTT DATA EVV Engagements

Alabama
NTT DATA has been providing PMO services for the Alabama Medicaid Agency's (AMA) Modular EVV implementation since March 2021 to meet compliance with the 21st Century Cures Act. NTT DATA PMO services collaborated with the Alabama Medicaid Agency to successfully procure an EVV vendor by providing answers to vendor questions, recommendations for contractual language, gap analysis, and IAPD updates to CMS. Also, NTT DATA PMO services implemented extensive project management methodologies for the EVV vendor to adhere to for the preparation of a more controlled modularity approach across vendors. NTT DATA PMO services continues to provide the following for the AMA Modular EVV project to meet the planned go-live of February 2022: • Collaboration with AMA state operating agencies including their vendors and the procured vendor so that risks, issues, action items and decisions are logged and tracked and all items that can impact the success of the project are mitigated for minimal to no impact. • Reviewing and providing recommendation on over 20 project deliverables to overcome the project challenges pertaining to the procured vendor's experience in developing project deliverables. • Collaboration with AMA state operating agencies including their vendors and procured vendor to verify there is no gap between the contractual requirements and business functionality and the vendor's solution. • Providing oversight of all provider communications, interface discussions, testing, and training. The PMO services efforts directly support the timely and successful implementation of the AMA Modular EVV project. **Relevance to Nebraska's EVV project.** Our team will leverage tools and lessons learned from our PMO and certification support experience supporting Alabama in providing IV&V oversight to Nebraska's EVV implementation. Our team can assist from day one in proactively identifying risks based on past EVV projects.
Arkansas
NTT DATA has been providing RFP, DDI, and operational support to the Arkansas DHS EVV efforts to meet compliance with the 21st Century Cures Act since 2018. We provided project management support and oversight of the chosen EVV vendor (Fiserv) from start-up through implementation. During the development effort, NTT DATA assisted in coordination of project training and communications to external vendors. We also coordinated and conducted UAT. In preparation for system go-live, we provided guidance and oversight of the CMS OBC based ORR, completed in November 2020. The system went live in December 2020. Since go-live, NTT DATA has been providing oversight of application defects and project enhancements along with coordination of quarterly CMS KPI reporting. In addition to project oversight, NTT DATA also provides organizational change management (OCM) activities for EVV. The EVV support for AR DHS is a great example of how NTT DATA has created a strong partnership with the State to manage projects from inception through operations. **Relevance to Nebraska's EVV project.** Our team will leverage tools and lessons learned from our

PMO and certification support experience supporting Arkansas in providing IV&V oversight to Nebraska's EVV implementation.

District of Columbia
In Fall of 2019, the District of Columbia DHCF selected Sandata Technologies to design, develop, and implement their EVV system in its entirety. This provides a "hybrid" EVV system which allows the District to contract with a single EVV contractor, allows Providers to utilize their own EVV system when applicable, and includes an aggregator capacity that provides comprehensive oversight of the entire EVV program. The system was implemented on December 7, 2020. The DC DHCF EVV PCS system met the federal compliance deadline of January 1, 2021. In April 2021, the EVV PCS system certification efforts began, and NTT DATA's IV&V team provided oversight services for DHCF throughout the required CMS OBC efforts, including attending certification meetings and conducting in-depth assessments of the DHCF EVV KPI Reports for Q1 and Q2 prior to submittal to CMS on June 30, 2021 and September 27, 2021, respectfully, providing key feedback and recommendations. The DHCF EVV Certification Review with CMS is scheduled for November 4, 2021 and NTT DATA, as the IV&V for the District, will support the client in the certification meetings NTT DATA's IV&V team provided IV&V management oversight services to DHCF throughout the entire EVV PCS DDI, including attending EVV project meetings, identifying, documenting, and tracking project risks, and conducting in-depth assessments of all DDI vendor deliverables to validate compliance with federal and District requirements. IV&V deliverables include weekly project status reports and schedule updates, monthly IV&V reports, and quarterly quality assurance oversight reports. On a monthly basis, NTT DATA's IV&V team conducts a meeting with the CMS District State Officer focused on risks and progress. On a quarterly basis, NTT DATA's IV&V team facilitates an IV&V Updates Presentation with the DHCF Director, Medicaid Director, and Chief of Staff focused on project risks and progress. In October 2021, DHCF and Sandata conducted an EVV Module Project planning session for the Home Health Care Services (HHCS) system, which has a federal compliance deadline of January 1, 2023. NTT DATA's IV&V team will continue to provide oversight services to DHCF throughout the HHCS DDI and certification efforts. **Relevance to Nebraska's EVV project.** Our EVV IV&V project oversight experience in D.C., including support for the certification under MECT and later shifting to OBC, and through all project phases brings opportunity to leverage successful approaches for identifying risks and issues based on lessons learned to support Nebraska's EVV implementation.
Georgia
We have been providing IV&V services for the Georgia Department of Community Health's (DCH) EVV implementation since 2018. Georgia procured and implemented a Netsmart/Tellus EVV system. We provided IV&V support for an R1 MECT certification review in June 2019 prior to a shift to OBC. Certification support continued under OBC where we supported the ORR in March 2021 and the preparation for the CR in October 2021. Georgia's EVV project is a great example of how an agency project team can use IV&V input to support a project more effectively by elevating overall quality and responding to risks and issues as they are detected. Project challenges were overcome as over 60 deliverables for a COTS implementation were submitted to the State by the solution vendor without a vendor gap analysis against State-contract requirements. Over a 5-month period, our IV&V team reviewed and provided corrective feedback on the vendor deliverables to align them with contract requirements. This included a detailed review of the requirements traceability matrix, which our staff (along with the State EVV business owner) reviewed to bring all requirements to full acceptance in accordance with the project timeline and acceptable quality standards for the project. These efforts supported the DCH project team in a successful recovery effort and raised confidence in the quality of project deliverables provided by the solution vendor. Ultimately, successful recovery efforts enabled the EVV system to go live within the planned project timeframe with a phased approach, focusing first on compliance with the 21st Century Cures Act. This allowed DCH to avoid federal medical assistance percentage (FMAP) reduction penalties beyond the first quarter of calendar year 2021 after facing significant challenges, including unavoidable contract and procurement delays and the impact of

the pandemic. **Relevance to Nebraska's EVV project.** In addition to applying lessons learned and effective oversight tools from our IV&V support of Georgia's EVV implementation, from the planning and procurement phase through to full operations, we will also bring a number of IV&V deliverable assessment tools that we specifically incorporated into our methodology to support the Nebraska EVV effort.
Nevada
After our IV&V services support role for the successful MMIS project, our team remained engaged to support the Agency's EVV project as IV&V started in 2019. NTT DATA's IV&V team participated in project meetings with the vendor and State PMOs, Fiserv, and CMS. Our IV&V team provided technical counsel and certification support in an advisory role. Nevada did a soft EVV go-live in October 2019 and NTT DATA's IV&V team assisted in reviewing materials for the OBC certification. **Relevance to Nebraska's EVV project:** Our team will bring our experience regarding implementation challenges and lessons learned as well as identified best practices and OBC certification approaches specific to supporting EVV to assist Nebraska in their effort.
South Carolina
For South Carolina's EVV implementation, NTT DATA is engaged in project management support of the Department's EVV system integration into the SC Medicaid Enterprise. NTT DATA provides focused project management and leadership support in the areas of testing, training, and organizational change management, as well as a team of business analysts to support requirements management, traceability of requirements through test validation, user story identification, test case development, test execution, and defect resolution. **Relevance to Nebraska's EVV project:** Our team will bring our experience regarding testing best practices, implementation challenges and OBC certification approaches specific to supporting EVV to assist Nebraska in their effort.
Tennessee
NTT DATA attended EVV workstream sessions in 2021 as part of Tennessee's Department of Intellectual and Developmental Disabilities (DIDD) implementation of Therap system. Through attending these sessions, NTT DATA developed a high level understanding of how EVV will be managed through the Therap system and worked with the DIDD subject matter experts to develop Tennessee's "to be" flow for EVV business models. **Relevance to Nebraska's EVV project:** Our EVV experience in Tennessee produced business model methods specific to addressing enhancements to EVV outcome statements and objectives which have been incorporated into our IV&V methodology and will be used to provide support to Nebraska's effort.

We will bring our EVV experience and lessons learned to benefit MLTC's EVV implementation and certification effort.

Interoperability and Patient Access Rule

NTT DATA supports our clients in meeting the Final Interoperability and Patient Access Rule (CMS-9115-F) requirement as set forth in the standards and conditions for Medicaid IT listed in 42 CFR Part 433.112(b) required to secure enhanced funding, supporting integration and open standards between human services, public health, and federal systems. Such integrations not only meet the federal requirements, but also allow for a greater correlation of data to support enhanced experience for Medicaid members and visibility into data trends, driving towards maturity in understanding data from a Population Health perspective.

MLTC will benefit from our experience with other state clients and our independence in the IV&V role, enabling us to make sure vendors and managed care organizations meet the regulatory requirements of the rule, and that the open standards are being effectively implemented.

Projects where we provided support for the planning, procurement, and implementation of Interoperability solutions compliant with CMS-9115-F, utilizing FHIR Application Programming Interfaces (APIs), and Mobile Data Platforms (MDPs) for our state clients include: Arkansas, where we developed the APD to receive funding and provided project management and testing support; Maryland, where we are advising and supporting Interoperability planning; and Florida, where we are also providing IV&V oversight for an Interoperability and Patient Access Rule implementation.

Interoperability and Patient Access Rule

Experience and Benefits to MLTC:

- Experience with Arkansas, Maryland and Florida
- Networking forum currently consisting of 15 states
- Interoperability Advisory Team

NTT DATA facilitates a networking forum for states to share knowledge and perspective on Medicaid Interoperability and Cloud Migration projects. With CMS Interoperability regulation and industry trends driving both healthcare interoperability and cloud hosting. This forum provides informal, collaborative discussion for states to share status, solutions, lessons learned, and best practices on these topics. The group formed in July 2020 and the roster includes participants from 15 states and the District. Participation in the state forum is available to the State.

NTT DATA also has an Interoperability Advisory Team to support and collaborate with our State Interoperability Advisory engagements, creating artifacts to assist with advisory, and tracking industry trends and upcoming regulation. This group addresses topics such as patient privacy considerations, security risks, and delegate access, as well as evaluating the strengths and weaknesses of the different approaches available in the marketplace and how those can align with State strategies. The IV&V team serving MLTC will have direct participation in the Interoperability Advisory Team which will benefit the project as our team will be fully informed of the latest developments.

Point of Sale Drug Claims Processing and Drug Rebate Processing

Pharmacy POS Claim processing and Medicaid Drug Rebate administration are complex aspects of state Medicaid operations. NTT DATA has significant experience with POS and rebate system conversions along with expertise in APD development and CMS systems certifications; our experience includes projects in Arkansas, Delaware, Illinois, Indiana, and Tennessee. This experience includes most PBM venders and MMIS environments along with our in-depth knowledge of CMS requirements and industry best practices.

Our experience allows us to provide states with comprehensive support and the ability to be proactive on everything from project planning, vender onboarding, data conversions, validation, testing, reporting, and post implementation stabilization. Our experienced staff can assist states with enhancing their reimbursement strategies, Preferred Drug Lists (PDLs), Pharmacy and Therapeutics (P&T) processes, clinical criteria, and POS edits for optimal trend management and risk avoidance. We can also assist states with integration of medical claim data into the pharmacy program with the goals of creating advanced prior authorization capabilities and expanding the rebate claim pool. Additionally, we have experience managing 340B entities, pharmacy program integrity, avoiding spread-price misuse and creating disruption analysis with targeted member and provider communications.

Our IV&V recommendations will include specific recommendations to utilize technology, apply optimal systems, and methodologies that support the State and stakeholder objectives. We are committed to assisting our state clients in the delivery of high quality and cost-effective programs by leveraging our SMEs in pharmacy to help create individualized solutions.

HITECH to MES Transition

Based on Nebraska's HITECH projects including the HIEs integrated by Nebraska Health Information Initiative (NeHII), and Electronic Behavioral Health Information Network (eBHIN), as well as the Nebraska Prescription Drug Monitoring Program (PDMP) tool, we will work to maximize the funding through integration to the MES system and supporting APDs and SMC processes. With HITECH funding ending in September 2021, the HIEs will need to be certified and cost allocated for the Medicaid portion.

MES strategy should consider maximizing Medicaid funding for former HITECH initiatives. MES would benefit from the integration of additional data sources and other opportunities such as Interoperability initiatives, All Payers All Claims (APAC) database, and/or Medicaid reporting from the HIEs.

We have developed a mechanism to determine how to maximize funding through the APD and SMC certification process based on the State's unique HITECH funded initiatives. This mechanism includes an approach with defined responses to Conditions of Enhanced Funding (CEF) to support MES certification for former HITECH initiatives under the SMC process. We will advise the State on effective responses as shown in Figure 31.

In addition to our library of CEF OBC materials, we also have a library of State-specific outcome statements and metrics to support certification efforts for the HITECH to MES transition which we can leverage in advising Nebraska (see Figure 32).

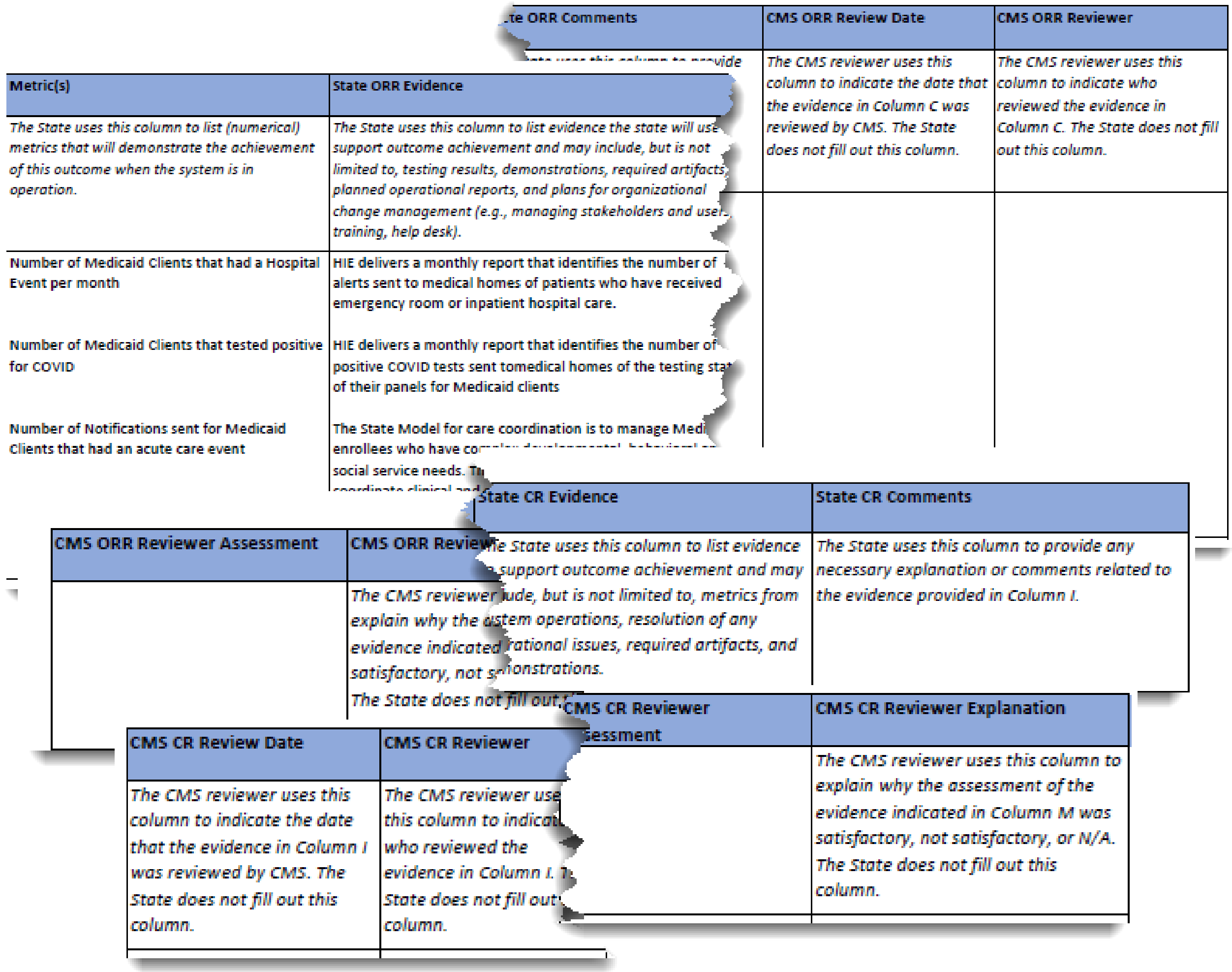


Figure 31. Conditions for Enhanced Funding Responses for MES SMC Certification for Former HITECH Initiatives

State-Specific Outcome	Source(s)	Metric(s)	State ORR Evidence
The State uses this column to provide the State-specific outcomes the state is trying to solve with a given project.	The State uses this column to provide the statutory, regulatory, sub-regulatory guidance source (i applicable) which is the basis for state-specific outcome.	e State uses this column to list will ment of this n is in	The State uses this column to list evidence the State will use to support outcome achievement and may include, but is not limited to, testing results, demonstrations, required artifacts, planned operational reports, and plans for organizational change management (e.g., managing stakeholders and users, training, help desk).
The State program is about to start its seventh year. Nearly 1000 community based primary care physicians participate and care for over 83% of eligible Medicaid recipients. The program has facilitated substantial transformation of office-based practice to include more patient centered functionality such as live voice access 24/7 and colocation of behavioral health services. State sites must report quality metrics for continued participation, and substantial incentive bonus awards are available to sites that manage hospital utilization	N/A	nts that had a er month	HIE delivers a monthly report that identifies the number of alerts sent to medical homes of patients who have received emergency room or inpatient hospital care.

State ORR Comments	CMS ORR Review Date	CMS ORR Reviewer	CMS ORR Reviewer Assessment	CMS ORR Reviewer Explanation
The State uses this column to provide any necessary explanation or comments related to the evidence provided in Column D.	The CMS reviewer uses this column to indicate the date that the evidence in Column D was reviewed by CMS. The State does not fill out this column.	The CMS reviewer uses this column to indicate who reviewed the evidence in Column D. The State does not fill out this column.		The CMS reviewer uses this column to explai why the assessment of the evidence indicate Column H was satisfactory, not satisfactory, or N/A. The State does not fill out this column.

State CR Evidence	State CR Comments	CMS CR Review Date	CMS CR Reviewer	CMS CR Reviewer Assessment	CMS CR Reviewer Explanation
The State uses this column to list the evidence the State will use to support outcome achievement and may clude, but is not limited to, metrics from system operations, resolution of any operational issues, required tifacts, and demonstrations.	The State uses this column to provide any necessary explanation or comments related to the evidence provided in Column J.	The CMS reviewer uses this column to indicate the date that the evidence in Column J was reviewed by CMS. The State does not fill out this column.	The CMS reviewer uses this column to indicate who reviewed the evidence in Column J. The State does not fill out this column.		The CMS reviewer uses this column to explain why the assessment of the evidence indicated in Column N was satisfactory, not satisfactory, or N/A. The State does not fill out this column.

Figure 32. State specific metrics and outcome statements supporting MES SMC certification for former HITECH initiatives.

We are currently assisting Arkansas in their HIE system certifications to support their transition to Medicaid funding and have access to standard APD outcome statements which can be used. We are experienced with effective intake form responses and CEFs. We are also able to consult and provide recommendations regarding how to maximize the MES funding through the APD process based on the State's vision and objectives. The transition from HITECH to MES funding creates a higher level of effort and complexity that the State must manage to address the additional cost sharing for funding sources. In the IV&V role, we have the expertise to monitor these processes and to provide recommendations based on our experience performing IV&V and PMO services in other States such as Arkansas and Tennessee.

2.2 Proposed Development Approach (RFP VI A.2.b)

Based on more than 30 years of experience performing IV&V services for HHS and Medicaid enterprise projects and the corresponding maturity of our IV&V Advantage methodology, NTT DATA has a deep understanding of the scope of work and level of effort that will be needed for the Nebraska MLTC projects. IV&V Advantage allows IV&V activities to proceed in a planned and orderly manner, constantly monitored and adjusted to meet evolving project priorities. Our IV&V methodology supports the NTT DATA team and State stakeholders in the following areas, which are summarized in Figure 33.

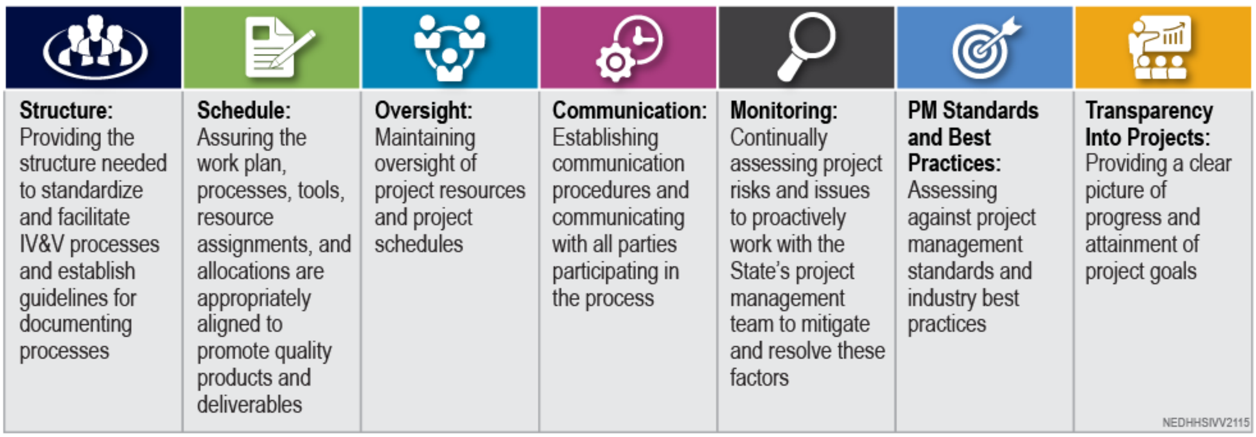


Figure 33. IV&V Advantage brings the state a range of benefits where IV&V is needed.

We have considered the multiple concurrent MLTC MES implementations into how we developed our portfolio-level approach to IV&V support in order to maximize benefit to the State and eliminate rework across the projects.

When a risk/finding is identified it is analyzed. We will determine if there is an impact to a single or multiple projects and will track and report appropriately, identifying enterprise items.

The same approach applies to supporting testing, certification, and operational readiness activities; for example, our team has the tools to support the holistic view and can provide recommendations to leverage opportunities and reduce risks across the portfolio.

Industry Leading IV&V Methodology

Our proven IV&V Advantage methodology is a key to our success in more than 20 recent IV&V projects across multiple state agencies and will be leveraged from day one for Nebraska. This methodology is highly adaptable and is based on industry, federal, and state standards and best practices for providing IV&V services.

Our IV&V methodology also benefits from our perspective, including proven success factors and methods, lessons learned, and experience from providing services outside of IV&V to large scale system implementations. We then incorporate some of our own standards and disciplines to establish the best fit for the MLTC project; these include but are not limited to:

- Project Management Institute's PMBOK, Sixth Edition (currently being updated to 7th Edition)
- Institute of Electrical and Electronics Engineers (IEEE) standards
- Information Technology Infrastructure Library (ITIL)
- National Institute of Standards and Technology (NIST) 800-53 Security and Privacy controls
- CMS certification and enhanced funding requirements

The IV&V Advantage framework is built on our long-standing and extensive experience providing IV&V services, with a focus on providing the guidance and tools necessary to help clients attain their strategy and objectives with success. We will adapt our approach to the Nebraska project work plan, providing confidence to stakeholders that reviews are completed at the appropriate time within the development lifecycle. In addition, our team will apply their business process knowledge, including MITA maturity requirements, industry best practices, and CMS SMC or OBC requirements (as appropriate for the project).

Throughout this section and in Attachment A we provide additional details about how our IV&V Advantage framework will be leveraged for the success of Nebraska's MLTC project.

Independent Perspective

Our IV&V team will contribute to the success of Nebraska's projects while maintaining an independent perspective. The main objective of IV&V is to provide an independent view of the project to all levels of management. The effectiveness of IV&V is greatly increased by the reviewer's ability to assess progress from an independent perspective to support the State's objectives and NTT DATA brings this ability as an asset to Nebraska.

IV&V Oversight Supporting Project Management Best Practices

Providing effective program oversight and adherence to project management best practices can be challenging. Our teams are well versed in IV&V oversight based on waterfall or agile, or hybrid processes, and our tools are aligned to any of these approaches.

Our IV&V Advantage toolkit includes checklists that align to managing hybrid and agile development approaches. We update the IV&V Advantage framework and tools as needed so evaluation criteria are based on the latest industry standards, with the current checklists based on PMBOK, 6th Edition. We are in the process of refreshing the IV&V Advantage framework, tools, and checklists to incorporate the recent 7th Edition updates, which will be ready prior to the start of this engagement. These updates remove rigidness of approaches under previous PMBOK editions and will include 12 delivery principles focused on outcomes rather than deliverables to better accommodate project tailoring, hybrid approaches, and delivery of value. The updated IV&V Advantage framework will apply the most current industry standard project management best practice oversight to the MLTC projects.

Our team can immediately tailor the IV&V Advantage methods, tools, templates, and checklists based on each of the individual MLTC project roadmaps and further refine them based on work plans and evolving priorities.

We will use multiple information-gathering approaches, including reviewing vendor work products, schedules, and deliverables; conducting process evaluations and interviews; and attending and monitoring project meetings, to:

- Verify vendor plans, processes, policies, and procedures
- Monitor adherence to these plans, processes, policies, and procedures
- Determine the quality and effectiveness of plans, processes, policies, and procedures
- Monitor for project risks and issues over the entire lifecycle
- Identify and document findings of deficiencies and make recommendations
- Track and document the status of findings
- Conduct independent assessments of project progress and status
- Assess project alignment with Nebraska's State IT policies, standards, and guidelines

- Based on our IV&V assessments, we document and track our findings using IV&V Advantage tools and templates. We then prepare and submit IV&V dashboards, report on our findings and recommendations for improvement, and provide management briefings for Nebraska DHHS leaders.

Our team will apply the following IV&V best practices to the MLTC projects:
- Maintain independence from the project team while supporting the best interest of the State
- Independent validation and verification of findings
- Communicate to appropriate stakeholders at appropriate times to support effective action
- Include appropriate technical recommendations based on lessons learned with other Medicaid implementations that we support for other clients
- Verify artifacts, deliverables, test results and outcomes against the contractual requirements and RTM, and provide recommendations towards State improvement goals
- Provide documented IV&V findings that are objective, relevant, actionable, and justifiable

The following subsections describe the components of our IV&V Advantage methodology in more detail.

Performing IV&V Activities Based on Checklists
Our IV&V Advantage checklists provide a mechanism to analyze various aspects of the project, including project work products and processes, to objectively identify findings of deficiencies, risks, and issues. Our checklists contain questions that adhere to government and industry best practices and standards, covering all phases of the project life cycle and, when needed by the specific project, certification guidelines.

The methodology includes the use of various NTT DATA checklists for the following activity components, as shown in Figure 34.

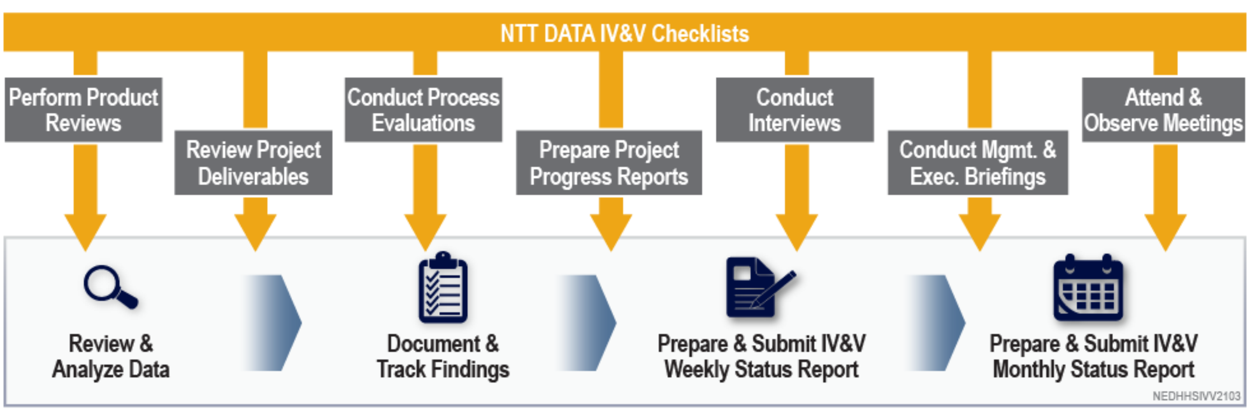


Figure 34. IV&V Activities

Perform Product Reviews
Our standard IV&V product review includes review of artifacts/ deliverables to verify the product complies with the contract and meets industry best practices, standards, and customer expectations. Using our IV&V assessment checklists, our analysts document the review approach, summary of the review, product review results and observations, and reference materials.

We use the Product Review Worksheet as input for the Project Artifact Review Report, Deliverable Review Comment Log, or other deliverable review documentation. NTT DATA will work with the State to adjust our product/deliverable review process to the needs of MLTC.

Our checklists include the following four categories of tools to help the NTT DATA IV&V team perform the needed activities:

- **Management Checklists**. Used to monitor and assess plans, practices, procedures, and project progress to make sure the system implementation vendor, PMO, and State apply sound project management practices that comply with standard practices.
- **Development Checklists**. Used to monitor and assess the various phases of the systems development lifecycle to provide product and process quality.
- **Implementation Checklists**. Used to monitor and assess implementation tasks as well as stakeholder and system readiness.
- **Operations Checklists**. Used to monitor and assess preparedness for operations to confirm the system performs as expected and that program goals are met.

IV&V Checklists

Our IV&V Advantage toolkit includes over 90 IV&V checklists as a mechanism for analyzing various aspects of the assigned project.

The IV&V Advantage checklists provide a **proven and consistent approach to evaluating compliance** of project processes and products with government and industry standards. Figure 35 is one example of the more than 90 checklists included in our IV&V Advantage methodology. Our checklists also serve as the basis for verifying and validating compliance of contractors and PMO work products with contractual requirements, correctness, and completeness. These processes are all used as an input to the Monthly IV&V Report. The State will benefit from NTT DATA's commitment to providing a coordinated IV&V approach, as we will help assure project objectives are achieved using these tools to create a structured IV&V approach.

Our staff has the specific MES subject matter expertise to use the checklists and knowledge to apply them effectively. For instance, our team will not simply verify a test plan is present and has all the components listed on the checklist. Instead, they understand if the test plan is appropriate for a given MES module, is comprehensive, and makes sense. Our ability to reach out to a multitude of experienced Medicaid IT industry SMEs in very complex areas is a strength of our organization to which DHHS will have access.

IV&V Advantage Checklist – Test Plan						
Question Number	Checklist Question	Applicable Standard	Criteria Met			IV&V Comments
			Yes	Partial	No	
State Reference(s): Contract Requirements						
1.						
Industry/Best Practice Reference(s):						
2.	Testing strategies include unit testing, functional testing, regression testing, integration testing, user acceptance testing, performance testing, manual and automated and/or scripted testing, disaster recovery and end-to-end integration testing.	IEEE 12207-2017				
3.	Test Plan describes the approach used to demonstrate bi-directional traceability to requirements and design.	IEEE 12207-2017				
4.	Test Plan documents the plans for preparing the test/staging environment.	IEEE 12207-2017				
5.	Test Plan includes information describing how on test cases are added as design progresses.	IEEE 12207-2017				
6.	Test Plan identifies the general test conditions that apply to all of the tests or a group of tests.	IEEE 12207-2017				
7.	Test Plan describes the progression of tests or the planned sequence.	IEEE 12207-2017				
8.	Test Plan identifies the data recording, reduction, and analysis procedures to be used during or after the tests.	IEEE 12207-2017				
9.	Test Plan identifies the software item and software systems integration tests based on the software and system requirement.	IEEE 12207-2017				
10.	Test Plan provides schedules for test/retest activities.	IEEE 12207-2017				

Figure 35. IV&V Advantage Checklists Example – Test Plan

An integral part of our IV&V Advantage methodology is the use of tools that align with industry and government standards and best practices. Our methodology promotes project success by delivering what is required, not just what is documented. Because IV&V Advantage provides a standardized framework for our IV&V projects, we can easily adapt to any of the MLTC projects under this contract.

Conduct Process Evaluations

Our IV&V process evaluation is an evaluation of project processes to verify the project follows standard processes according to documented project plans, policies, processes, procedures, and directives. Using our IV&V assessment checklists and Process Evaluation Worksheet, our IV&V analysts document the evaluation approach, summarize our evaluation, provide our process evaluation results and observations, and list reference materials.

Conduct Interviews

Interviews and observations of project stakeholders are a standard component of our IV&V services. Our IV&V process includes conducting interviews with State and vendor project management, solution vendors and other project staff for clarification, to gather additional information, or confirm facts. Prior to the interview, our analyst provides the purpose of the interview and the interview questions to the person interviewed. For each interview, the analysts complete an Interview Worksheet.

Output of Interviews and Benefit to MLTC

These interviews benefit MLTC by allowing us to validate IV&V observations and, with the identification of risks and issues in product and process, determine what activities are having a positive impact.

Attend and Observe Meetings
As part of the application of our IV&V Advantage methodology, we attend and observe project meetings with the project development contractor staff, PMO, and other project staff.

Attendance in meetings has multiple purposes. In addition to gaining an understanding of the processes, procedures, and tools used in the project environments, NTT DATA monitors for compliance with PMI PMBOK standards, industry best practices, state agency expectations, and compliance to project-level decisions. Meetings are also a venue to review, discuss, and update risks, and to observe stakeholder and staff interactions.

For effective IV&V observations, members of the IV&V team respectfully request invitations and attend some or all of the following meetings:
- Regular project status meetings
- Steering Committee meetings, if requested
- Meetings related to development, including requirements, design, testing sessions, and agile sprints
- Security-related meetings
- Project management meetings including risks, issues, and change management
- Schedule/Project Plan review meetings
- Regular agency meetings with the federal partner, as appropriate
- Meetings leading up to implementation, including go/no-go sessions

Meeting attendance enables the IV&V team to gain a comprehensive and detailed understanding of the project and to provide thoughtful, accurate, and useful observations and findings.

Documenting and Tracking Findings
Our IV&V Advantage methodology includes tools to help the IV&V team with documenting and tracking project findings, which are defined as any area of weakness that is a risk to the project. In response, NTT DATA provides a recommendation for corrective action. Findings are identified as a result of attending project meetings, reviewing project documents, conducting product reviews, conducting process evaluations, and interviewing project staff.

For each finding, our analyst will document finding descriptions, recommendations for remediation, time criticality, probability of project impact, and the degree of project impact. As progress is made on the finding, the finding is updated with a description of the progress observed on remediation. If desired, we can include the finding in the IV&V project assessment reports or we can provide a summary table of the findings.

Preparing and Submitting IV&V Assessment and Status Reports
Based on the review of our findings, we will produce our IV&V assessment and status reports which will go through our quality review process. This includes peer review of content (providing multiple perspectives from our diverse team) as well as our QC process which involves a QC document review by our documentation specialist of all deliverables to verify high quality prior to submission to DHHS.

For details on our IV&V assessment reports and status reports see Sections 2.1.1, 2.8 and other sections of this response.

Conducting Management Briefing

At least monthly, our IV&V Lead will meet with the State Project Manager and other project team members. These meetings will follow an agreed upon agenda and allow NTT DATA and the State to discuss relevant topics, which may include:

- Project progress and status
- Project metrics
- Compliance with approved project processes
- Significant risks
- Escalated issues
- Quality issues
- IV&V findings and recommendations

Industry Standards

Federal standards and requirements coupled with industry standards and best practices, form the basis of the NTT DATA's IV&V Advantage methodology and are infused throughout the IV&V Advantage framework. Our IV&V Advantage checklists contain questions that adhere to government and industry best practices and standards, covering the project life cycle for management, development, implementation, and operations.

NTT DATA applies specific state standards and guidelines to support DDI and operations activities for every project. This practice safeguards the DHHS MLTC solution contractor's work aligns with the State's specific needs and will fit into the overall enterprise architecture. Figure 36 lists standards that NTT DATA utilizes for our work efforts.

Figure 36. Industry Standards

Practice area standard	Reference name	Subject
Project Management	PMI PMBOK PMI PMBOK CMMI-DEV (PMC) CMMI-DEV (PP) CMMI-DEV (IPM) CMMI-DEV (QPM) CMMI-DEV (DAR) CMMI-DEV (OPD)	Project Management Body of Knowledge Agile Practice Guide Project Monitoring and Control Project Planning Integrated Project Management Quantitative Project Management Decision Analysis and Resolution Organizational Process Definition
Software Project Management	IEEE 16326-2009 IEEE 12207-2017	Project Management Software Lifecycle Processes
IT/Software Architecture, Design, and Development	IEEE 26512-2017 IEEE 42010-2011 IEEE 23026-2015 IEEE 12207-2017 MITA Version 3.0 CMS Conditions and Standards	Systems and Software User Documentation Standards Systems and Software Engineering— Architecture Description Systems and Software Engineering— Engineering and Management of Websites for Systems and Software, and Services Information Software Lifecycle Processes Business, Information, Technology Architecture for MITA CMS Technical Guidelines
Work Breakdown	PMI PMBOK CMMI-DEV (MA)	PMI Practice Standard for Work Breakdown Structure Measurement and Analysis
Risk Management	IEEE 16085-2006 CMMI-DEV (RSKM)	Risk Management Risk Management

Practice area standard	Reference name	Subject
	PMI PMBOK	PMI Practice Standard for Risk Management
Requirements Management	IEEE 29148-2011 IEEE 12207-2017 IEEE 1012-2016 CMMI-DEV (REQM) PMI PMBOK PMI PMBOK	Requirements Engineering Software Lifecycle Processes Verification and Validation Requirements Management PMI Practice Standard for Scope Management PMI Practice Standard for Requirements Management
Configuration Management	IEEE 828-2012 CMMI-DEV (CM)	Software Configuration Management Configuration Management
Quality Management	PMI PMBOK IEEE 730-2014 IEEE 1012-2016 IEEE 1028-2008 IEEE 1061-1998	PMI Practice Standard for Quality Management Software Quality Assurance Processes Verification and Validation Standard for Software Reviews/Audits Software Quality Metrics Methodology
Process Improvement	CMMI	Software Engineering and Organization Development Process Improvement
Test Strategy and Plans	IEEE 829-2008	Standard for Test Documentation
S/W Maintenance and Operations	IEEE 14764-2006	Software Engineering—Lifecycle Processes—Maintenance
Security Standards	HIPAA Privacy and Security NIST	Standards for protection of Protected Health Information (PHI) Information and computer security publications and standards
Training	CMMI-DEV (OT)	Organizational Training

Federal Standards

Adherence to strict guidelines and standards set by CMS is required to obtain system certification and continued financial participation support for operational activities. As a result, NTT DATA is vigilant about maintaining the Federal Reference Library housed in our IV&V Advantage Knowledge Base to authenticate the latest information is available for access by the project team. The library includes:

- CMS Conditions and Standards
- MITA
- EVV Certification Toolkit 1.0
- Streamlined Modular Certification Guidance
- CMS New Rules and Directors Letters
- Guidelines for Third-Party Independent Security Assessments
- Additional Federal Reference Documents, including regulations for developing APDs, security regulations, information regarding Eligibility systems, and funding and grant information

2.3 Technical Considerations (RFP VI A.2.c)

Our IV&V team will leverage specific components of our IV&V approach for verification and validation of the technical objectives of this project, including IEEE, ITIL NIST, and CMS requirements described in previous sections of our proposal. For example, the Interoperability and Patient Access, Integrated Eligibility and Enrollment/Benefits Management, and HITECH to MES Transition modules associated with this project must share a common data and interoperability architecture. This will be a critical success factor for these systems to work together in an enterprise environment, to effectively manage the integration of data and services to meet the business needs of Members in Nebraska.

As our IV&V team launches the initiation, planning, execution, monitoring and control, and closure phases of this project, we will leverage the Practice Area standards to support technical considerations including:

- **Design.** Leverage the design standards provided in IEEE 26512-2017, IEEE 42010-2011, IEEE 23026-2015, IEEE 12207-2017 to verify each module includes the data elements and interfaces needed to meet individual business needs and promote a single source of truth for member related data.
- **Business Delivery.** Leverage the structure provided by ITIL to verify that business services have been defined, module functionality has been mapped to these business services, and service level metrics have been included so that module functionality meets the business needs.
- **Security.** Leverage the security framework and controls provided through NIST to verify and validate that information security and confidentially is maintained from design, implementation, and ongoing operations.
- **Compliance.** Finally, our team has unmatched knowledge of statute and regulatory requirements defined by CMS to verify system design, capability, and operational components meet the needs for certification and ongoing funding.

Our IV&V Team has integrated process and standards into our approach to confirm technical considerations for this project have been identified, validated, verified, and tracked to support resolution.

2.4 Detailed Project Work Plan/Schedule (RFP VI A.2.d)

Our IV&V team will prepare a detailed IV&V project work plan/schedule that includes IV&V activities for each of the MLTC projects. Please refer to details about our work plan/schedule in Attachment A, Sections PM-2 and PM-4.

2.5 Deliverables and Due Dates (RFP VI A.2.e)

NTT DATA is prepared to provide all deliverables described in the RFP in accordance with the due dates required for each of the MLTC projects.

IV&V Project Deliverables

Deliverable	Submission Timeline
IV&V Project Management Plan	Submit an IV&V Project Management Plan within 30 days of project start.
IV&V Weekly Status Report	Submit an IV&V Weekly Status report within one business day from the end of the weekly reporting period.
Monthly IV&V Report	Submit a Monthly IV&V Report within five business days after month end.
Project Schedules	Submit a project schedule within 30 days after project start. Subsequent update will be completed weekly.
Systems and Business Operations Readiness Review Plan	Submit the Business Operation Readiness Review Plan 90 days prior to acceptance testing.
Privacy and Security Plan	Privacy and Security Plan must be approved prior to contractor having access to project materials.

IV&V assessment deliverables including formal schedule reviews, reviews of solution vendor deliverables and work products, certification materials, test plans and results, Requirements Traceability Matrix (RTM), risk/issue assessments, and all other IV&V deliverables not listed in the previous table, will be aligned with the scope, schedule, and MLTC/solution vendor work plans for each project.

Deliverables and due dates for the IV&V deliverables including those outside of this table will be documented in the Deliverables Management Plan of the IV&V Project Management Plan. The State will have the opportunity to review our proposed process and to provide input prior to finalization, and we will have an opportunity to review detailed State and vendor contracts and work plans as input. The specific due dates will be based on actual project schedules and current statuses when our team comes onboard and will be defined within 30 days after contract start.

For additional details on IV&V Deliverables and Work Products, see Attachment A, Section IDW-1.

2.6 Attachment A - Business Requirements Traceability Matrix

Attachment A begins on the next page.

Attachment A

Business Requirements Traceability Matrix

Request for Proposal Number 109035 O3

Bidders are instructed to complete a Business Requirements Traceability Matrix for independent verification and validation (IV&V) services. Bidders are required to describe in detail how their proposed solution meets the conformance specification outlined within each Business Requirement.

The traceability matrix is used to document and track the business requirements from the proposal through testing to verify that the requirement has been completely fulfilled. The contractor will be responsible for maintaining the contract set of Baseline Requirements.

The traceability matrix should indicate how the bidder intends to comply with the requirement and the effort required to achieve that compliance. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. DHHS will consider any such response to the requirements in this RFP to be non-responsive and the bid may be rejected. The narrative should provide DHHS with sufficient information to differentiate the bidder's business solution from other bidders' solutions.

The bidder must ensure that the original requirement identifier and requirement description are maintained in the traceability matrix as provided by DHHS. Failure to maintain these elements may render the bid non-responsive and result in for rejection of the bidder. How to complete the traceability matrix:

Column Description	Bidder Responsibility
Req #	The unique identifier for the requirement as assigned by DHHS, followed by the specific requirement number. This column is dictated by this RFP and must not be modified by the bidder.
Requirement	The statement of the requirement to which the bidder must respond. This column is dictated by the RFP and must not be modified by the bidder.

Project Management

Business Requirements	
Req #	**Requirement**
PM-1	Describe Bidder's proven methodology, approach, and process for Project Management of Medicaid IV&V activities,

Response:

Methodology, Approach, and Process for Project Management of Medicaid IV&V Activities (RFP V B.1.c.i)

NTT DATA has successfully completed IV&V projects using our tools and templates that have been developed, documented, and updated with lessons learned from our extensive project experience. This experience will bring value to DHHS by enabling us to thoughtfully and knowledgeably oversee the MLTC projects. More information about our experience can be found in Section 1.8 of this response.

For the MLTC project, NTT DATA will apply IV&V Advantage, one of eight Enterprise Advantage domains. IV&V Advantage is our framework for providing IV&V services in projects, including the development and modernization of government IT systems. The adaptability of IV&V Advantage will enable our proposed NTT DATA project manager to start work immediately without having to spend valuable time creating processes and procedures. The approach to managing the MLTC IV&V project is described below for each project phase.

Initiation

In the initiation phase, we will start the MLTC project IV&V effort. Our team will meet with designated State leadership to validate the project governance structure, scope of services, deliverables, and the proposed timeline. We will then facilitate a kickoff presentation with DHHS stakeholders to review the project governance, roles, IV&V approach, timeline, and deliverables. Figure 37 defines initiation activities, deliverables, and work products.

Figure 37. Focus Area – Project Initiation

Focus Area	Tasks	
Work Breakdown Activities	• Meet with the project sponsor(s) and designated DHHS stakeholders for each project • Gather lessons learned from similar projects • Review the project scope • Review and confirm the scope of IV&V deliverables • Define stakeholder roles and responsibilities	• Prepare initial timeline • Prepare draft work breakdown structure • Prepare kickoff meeting materials (agenda and presentation)

Project Specific Inputs	• IV&V scope of work and IV&V contract • Collaborative discussions and agreements with the DHHS • Lessons learned and industry best practices from other projects
Deliverable(s)/Work Products	• IV&V kickoff presentation

Planning

The purpose of the planning phase is to develop an IV&V Project Management Plan that defines project practices, methodologies, tools, standards, activities, a meeting cadence, deliverables, personnel resources (including roles and responsibilities), and schedules for conducting IV&V assessments and reviews. The plan will serve as the guide for performing all IV&V activities.

We recognize the need to develop internal and external communication protocols and to coordinate with other State agencies and their vendors. During the planning phase, we will develop a coherent approach for all oversight activities, so our processes work seamlessly with established governance structures for DHHS projects. Figure 38 defines planning activities, deliverables, and work products.

Our IV&V team will deliver value throughout the lifecycle of MLTC's projects. During the planning phase, we will have the greatest impact in providing the State support to avoid pitfalls and identify opportunities to support success at the individual project as well as the portfolio or enterprise level.

It is also important that we effectively plan our IV&V activities to align to the project activities, deliverables, approaches, and outcomes, and to tailor our approach and activities accordingly. This alignment will be informed by work plans, contracts, and desired outcomes among other artifacts, and will result in the IV&V Project Management Plan for each project. We will continue to monitor and adapt our ongoing services to provide continuous alignment and successfully support the State portfolio of projects.

Shortly after we onboard, we will identify the appropriate stakeholders by project as we develop the communication plan section of the IV&V Project Plan. This planning will enable us to monitor the right meetings with the right stakeholders to gather and share information including executive level touchpoints.

Our IV&V plan for each individual MLTC project will be unique based on the unique considerations of each project including the approach, current phase, stakeholders involved, communications approach, and numerous other factors.

The details describing how we will meet the requirements for all DHHS projects is addressed in the response to PM-4. The following table outlines the planning activities, deliverables, and work products.

Figure 38. Focus Area – Planning

Focus Area	Tasks
Work Breakdown Activities	• Confirm IV&V tasks and deliverables • Confirm appropriate standards are applied per NTT DATA's methodology • Collaborate with the DHHS and their vendors to define an approach for identifying, communicating, and escalating project issues and risks • Collaborate with DHHS stakeholders on project meetings that IV&V will observe or participate in, onsite and/or remotely, to support IV&V analysis and tasks • Collaborate with DHHS stakeholders in documenting an approach for the development of deliverables • Draft an IV&V schedule according to DHHS project schedules, including all deliverables and major IV&V activities • Identify project milestones • Determine project performance metrics, reporting methods, and reporting frequencies • Develop an IV&V Project Management Plan • Review the IV&V Project Management Plan periodically to reflect changes
Project Specific Inputs	• DHHS project schedules and management plans • IV&V scope of work as defined in the IV&V contract • Vendor contract requirements • Vendor project management plans • Collaborative discussions and agreements with the DHHS and their vendors
Deliverable(s)/Work Products	• IV&V Project Management Plan (initial) • IV&V Project Management Plan (subsequent updates) • IV&V project schedule (initial) • IV&V project schedule (subsequent updates) • Weekly Status Report template • Monthly IV&V Report template

Execution

The purpose of the execution phase is to begin IV&V activities as documented in the IV&V Project Management Plan and IV&V project schedule. Our team will then carry out all planned activities, develop deliverables, and present regular status updates to DHHS stakeholders. The primary objective of IV&V is to provide independent review and oversight of IT projects and the planned business outcomes that the organization hopes to achieve. Our team will assess the accuracy and quality of DHHS project products and processes, provide an independent perspective on project activities, and promote early detection of project and product variances. This will allow the implementation of corrective actions that restore alignment with agreed upon expectations for projects. Assessment reports produced by NTT DATA will also provide supporting evidence that products and processes satisfy documented requirements.

The detailed IV&V approach we have defined will facilitate early detection and correction of issues and provide clearly documented findings of deficiencies with recommendations and associated risks. This approach is adaptable to the

DHHS project work plans, and it will drive completion of assessments and reviews at the appropriate time in the project lifecycle. Figure 39 defines the activities, deliverables, and work products of the execution phase.

Figure 39. Focus Area – Execution

Focus Area	Tasks	
Work Breakdown Activities	• Attend project meetings • Engage in conversations and interviews with key project stakeholders • Conduct first-hand observations of actual project management practices and processes • Monitor previously identified risks and progress in managing and mitigating those risks • Monitor previously identified issues and progress toward resolving these issues • Identify and document new issues and risks to the project along with recommended mitigation strategies	• Conduct and report results of project assessments • Conduct and report results of deliverable reviews • Conduct and report results of product and process evaluations • Gather data and develop IV&V Weekly Status Report(s) • Gather data and develop Monthly IV&V Report(s)
Project Specific Inputs	• MLTC project schedules and work plans • Vendor contract requirements and work plans • MLTC project artifacts • IV&V's meeting notes, observations, and recommendations • Risk and issue registers	• State standards and requirements • Vendor project management plans • Collaborative discussions and agreements with DHHS • Collaborative discussions, project meetings, and stakeholder interviews and agreements
Deliverable(s)/Work Products	• Verification and validation of project deliverables and work products • Assessment results • Identified risks and issues • Weekly Status Report • Monthly IV&V Report	

Monitor and Control. In the monitor and control phase, we provide valuable insight into the health of projects and identify areas requiring immediate attention. This phase spans across the entire project lifecycle. The purpose is to monitor project activities to prevent scope creep, track performance metrics and variances, and provide continuous and proactive feedback.

As the IV&V services provider for one of our state clients supporting an EVV project, we have observed a number of quality management issues, such as the vendor closing state defects without validation or resolution, system specifications not being updated as a result of change orders, and the vendor not notifying the State of changes implemented to production until after deployment. Our early detection of these issues and immediate reporting to the right stakeholders enabled our client to enact our recommendations to remediate the process with the vendor ahead of more complex change orders, which resulted in several defects and would have impacted accurate provider payment for services.

NTT DATA will develop IV&V status reports and conduct regular status update meetings with the designated DHHS stakeholders.Through these activities, we will provide a snapshot of overall project health against key project metrics defined in the project planning phase. Figure 40 defines the activities, deliverables, and work products of the monitoring and control phase.

Figure 40. Focus Area – Project Monitoring and Control

Focus Area	Tasks	
Work Breakdown Activities	• Monitor and control communication • Monitor and control costs • Monitor and control quality • Validate and control scope • Monitor and control risks and issues • Monitor and control stakeholder engagement	• Monitor and control change • Monitor and control configuration management • Monitor and control resources • Develop status reports • Conduct status meetings
Project Inputs	• Project status reports • Project schedule • Project action item log • Project risk log • Project issue log	• Project decision log • Project lessons learned log • IV&V Project Management Plan • Meeting minutes • Project artifact and deliverable reviews
Deliverable(s)/Work Products	• Weekly IV&V Status report • Monthly IV&V Report • Updated plans and project artifacts • Updated risk and issue logs • Project schedule updates • Ongoing	

Closure. Once the project enters the final activities of the implementation phase, closeout activities will begin with the purpose of communicating completion to project stakeholders and completing project lessons learned activities. This is a critical step in the project lifecycle as it allows the team to evaluate and document the project, use this information to prevent mistakes from occurring in future projects, and build on successes that strengthen processes. Figure 41 defines the closeout activities, deliverables, and work products of this phase.

Figure 41. Focus Area – Project Closeout

Focus Area	Tasks
Work Breakdown Activities	• Conduct post-project reviews • Document lessons learned • Assess team performance and release resources • Closeout procurement activities and termination of relevant agreements • Record impacts to tailored processes • Obtain approval to formally close the project • Complete transition plan activities • Archive project documentation
Project Inputs	• Project lessons learned log
Deliverable(s)/Work Products	• Updated project lessons learned log for the closure of each MLTC project

Adaptable and Tailorable IV&V Approach for each MLTC Project

The multiple concurrent MLTC critical initiatives in-progress, including EVV, POS Drug Claim processing, Interoperability and Patient Access Rule, HITECH to MES transition, and Integrated Eligibility and Enrollment/Benefits Management, present unique challenges to DHHS. These challenges include coordinating multiple large-scale initiatives concurrently with a resource workload spread across multiple teams and departments. In addition, several factors may impact the implementations such as solution type (including SaaS, COTS, or custom development), SDLC, types of stakeholders, etc., creating a need to tailor the approach for each project to align with structured project management best practices. For example, a modified implementation approach focused on gap analysis is appropriate for COTS products. For cloud-hosted module solutions, differences exist between cloud-native solutions and traditionally hosted solutions, which were later migrated to the cloud.

NTT DATA's IV&V methodology offers flexibility to address these, and other, challenges. Our approach benefits MLTC by providing:

- **Scalability.** IV&V Advantage includes scalable tools, templates, and checklists that can easily be tailored based on the size, scope, and implementation approach of the modular solution.
- **Holistic Reporting.** For aggregate IV&V scorecard reporting at the MLTC program level, we provide a holistic view of the MES Program that is appropriate for presentation to the CMS State Officer, Steering Committees, and MLTC leadership. This view supports executive leaders by presenting risks and issues at an aggregate program level to promote effective and prioritized decision-making across the projects.
- **Tailored IV&V Tools.** Based on our experience providing IV&V services for MES modules in other states, NTT DATA's tools and checklists are designed to be tailored for each sub-module. This enables our IV&V team to work efficiently and provide immediate value to the State through modular implementations.

	MLTC will benefit from NTT DATA's scalable IV&V methodology, which provides the flexibility to address known and yet to be discovered challenges of MLTC implementations. **Our Adaptability.** NTT DATA's various technological skills, SDLC approaches, and certification models also support our adaptability in assigning the right resources to adapt to the particulars of each MLTC project, as well as deliver maximum value and enable alignment to the State's needs.
PM-2	Include an example of an IV&V project schedule utilized on similar projects.
	Response: **Example of an IV&V Project Schedule Utilized on Similar Projects (RFP V B.1.c.ii)** To develop the IV&V project schedule(s) our project manager will initially review the MLTC project artifacts, including project schedules from the State and vendors, vendor contracts, and approved APDs, to identify timelines and deliverables that we will align to. Based on the State's deliverables, work products, and timelines, we will establish the IV&V project schedule(s) WBS components, tasks, milestones, and timelines. We will also identify and implement appropriate predecessors and successors, and will assign project resources from our IV&V team and resources pools to align delivery and provide adequate staffing. An example IV&V project schedule from one of our past projects is included in Appendix G, and can also be seen below in Figure 42. We will also maintain our project schedule(s) for IV&V services, which will be aligned with the MLTC project schedule(s). The IV&V project schedule will include all activities, work products, and deliverables in support of MLTC projects. Upon initial approval of the IV&V project schedule (which will occur within the first 30 days after the start of the contract), the IV&V schedule and status will be updated weekly. This will allow MLTC to track the work progress of IV&V in accordance with the Department's schedule management processes. We will obtain the Department's approval for the initial IV&V schedule prior to baselining the schedule, propose schedule realignments as needed to adapt to project changes, and re-baseline the schedule only with Department approval. We will provide flexibility to manage the schedule in accordance with the Department's schedule management process and utilize our own effective tools and techniques. The IV&V schedule will be developed and maintained in accordance with the Schedule Management Plan as defined in the IV&V Project Management Plan upon Department approval.

EXAMPLE MES IV&V Project

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
0	**MES IV&V Project**	**81%**	**1179 days**	**11/15/17**	**7/15/22**		
1	**Contract Administration**	**100%**	**30 days**	**11/15/17**	**12/29/17**		
2	MES IV&V Project Contract Start	100%	0 days	11/15/17	11/15/17		
3	Complete Project Startup Checklist Items	100%	30 days	11/15/17	12/29/17		
4	~~Complete Project Closeout Checklist Items~~	~~0%~~	~~5 days~~	~~6/3/21~~	~~6/9/21~~	~~943~~	
5	**Initial Deliverables**	**99%**	**626 days**	**11/30/17**	**5/22/20**		
6	**DED MES Monthly Project Status/Assessment Report**	**100%**	**13 days**	**11/30/17**	**12/18/17**		
7	Develop DED MES Monthly Project Status/Assessment Report	100%	5 days	11/30/17	12/6/17		8
8	Internal Review DED MES Monthly Project Status/Assessment Report	100%	2 days	12/7/17	12/8/17	7	9
9	Deliver DED MES Monthly Project Status/Assessment Report	100%	0 days	12/8/17	12/8/17		
10	Review and Approve DED MES Monthly Project Status/Assessment Report	100%	5 days	12/12/17	12/18/17		
11	**Initial Deliverables Monthly Project Assessment 1**	**100%**	**35 days**	**12/1/17**	**1/23/18**		
12	Perform Monthly Project Assessment 1	100%	20 days	12/1/17	12/29/17		
13	Create MES Monthly Project Status Report 1	100%	6 days	12/27/17	1/4/18		
14	Internal Review MES Monthly Project Status Report 1	100%	2 days	1/5/18	1/8/18		
15	Deliver MES Monthly Project Assessment Report 1	100%	0 days	1/8/18	1/8/18		
16	Review and Approve MES Monthly Project Status Report 1	100%	10 days	1/9/18	1/23/18		
17	**Initial Deliverables Monthly Project Assessment 2**	**100%**	**36 days**	**1/2/18**	**2/21/18**		
18	Perform Monthly Project Assessment 2	100%	21 days	1/2/18	1/31/18		
19	Create MES Monthly Project Status Report 2	100%	6 days	1/26/18	2/2/18		
20	Internal Review MES Monthly Project Status Report 2	100%	3 days	2/5/18	2/7/18		
21	Deliver MES Monthly Project Assessment Report 2	100%	0 days	2/7/18	2/7/18		
22	Review and Approve MES Monthly Project Status Report 2	100%	10 days	2/8/18	2/21/18		
23	**Initial Deliverables Monthly Project Assessment 3**	**100%**	**35 days**	**2/1/18**	**3/21/18**		
24	Perform Monthly Project Assessment 3	100%	20 days	2/1/18	2/28/18		
25	Create MES Monthly Project Status Report 3	100%	6 days	2/23/18	3/2/18		
26	Internal Review MES Monthly Project Status Report 3	100%	3 days	3/5/18	3/7/18		
27	Deliver MES Monthly Project Assessment Report 3	100%	0 days	3/7/18	3/7/18		

43	Internal Review DED IV&V Management Plan	100%	2 days	12/18/17	12/19/17	42
44	Deliver DED IV&V Management Plan	100%	0 days	12/19/17	12/19/17	43
45	Review and Approve DED IV&V Management Plan	100%	1 day	12/20/17	12/20/17	44
46	Develop IV&V Management Plan	100%	4 days	12/21/17	12/27/17	45
47	Internal Review IV&V Management Plan	100%	2 days	12/28/17	12/29/17	46
48	Deliver IV&V Management Plan	100%	0 days	12/29/17	12/29/17	47
49	Review IV&V Management Plan	100%	10 days	1/2/18	1/16/18	48
50	Revise IV&V Management Plan	100%	3 days	1/17/18	1/19/18	49

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
63	Revise Project Schedule/Work Plan	100%	4 days	1/17/18	1/22/18	62	64
64	Deliver Revised Project Schedule/Work Plan	100%	0 days	1/22/18	1/22/18	63	65
65	Review Revised Project Schedule/Work Plan	100%	0 days	1/22/18	1/22/18	64	66
66	Approval of Project Schedule/Work Plan	100%	0 days	1/22/18	1/22/18	65	
67	**I-3 SI/ESB Solicitation Assessment**	**99%**	**76 days**	**3/8/18**	**6/22/18**		
68	Develop DED Assessment of SI/ESB Solicitation	100%	3 days	3/8/18	3/12/18	169,225	69
69	Internal Review DED Assessment of SI/ESB Solicitation	100%	1 day	3/13/18	3/13/18	68	70
70	Deliver DED Assessment of SI/ESB Solicitation	100%	0 days	3/13/18	3/13/18	69	
71	Review and Approve DED Assessment of SI/ESB Solicitation	100%	1 day	3/13/18	3/13/18		76,73
72	SEAS Vendor Delivers SI/ESB Solicitation (Attachement B)	100%	1 day	3/26/18	3/26/18		76,73,75
73	Assess SI/ESB Solicitation - Preliminary (Attachement B)	100%	6 days	3/27/18	4/3/18	72,71	74
74	Internal Review Assessment of SI/ESB Solicitation (Attachement B)	100%	1 day	4/4/18	4/4/18	73	78

Figure 42. Sample IV&V Project Schedule

IV&V Schedule Assessments

Our team will perform IV&V assessments of the MLTC and vendor project schedule(s) to assure adherence to standards and best practices, make determinations regarding adherence to schedule management processes, identify schedule risks and issues, and provide recommendations. These schedule assessments will occur to inform weekly and monthly IV&V project status reporting. Our team will not only look at individual schedules, but also the impacts of each

	project on the enterprise to identify any risks, recommendations, and/or findings. We also have the capability to provide recommendations and assessments for an integrated master schedule, which will present insight into all the MLTC projects being managed concurrently.
PM-3	Describe how the IV&V bidder's project management approach adapts to varying State governance models.
	Response: **How NTT DATA's Project Management Approach Adapts to Varying State Governance Models (RFP V B.1.c.iii)** We understand that each of the five projects in the Nebraska portfolio will likely have different governance structures and stakeholders. Our Project Management approach accommodates this complexity, and we have proven experience in models for a single-vendor environment and for multi-vendor environments. Our team will use the defined governance processes of individual DHHS projects. The governance models will be supported by our team through meeting participation, assessment and progress report submissions, and stakeholder involvement. Our team will verify and validate the effectiveness of the governance models in place for DHHS and communicate our observations and recommendations to appropriate DHHS project leadership. Our NTT DATA IV&V team believes the framework for any governance model can be found in an effective communication management plan. The communication management plan should initially identify the project stakeholders and their information needs. The plan should address the communications content, presentation format, release authorizations, and delivery cycles to address those needs, including but not limited to: • Business teams within the agencies • IT teams • Consultants and vendors • Interfacing partners • CMS oversight and guiding agencies • MITA Maturity Governance • Data Governance • Security and Privacy Compliance Our executive IV&V dashboard reporting within the Monthly IV&V Report will support the State in portfolio-level governance of the overall IT portfolio, and inform governance regarding MITA maturity, adherence to budget and schedule, as well as security and privacy and contract management reviews across all the projects. We will adapt our reporting for each project based on the SDLC (waterfall, agile, hybrid, etc.) and type of solution (COTS, SaaS, and custom development).

PM-4	Address the bidder's approach to meeting each requirement in a table that contains the requirement and the contractor's approach to meeting the requirement.
	Response:

Approach to Meet the Requirements (RFP V B.1.c.iv, V B.1.b.1-3, and VI A.2.a)

Figure 43. Project Management RFP Requirements

1. Must develop and submit comprehensive IV&V Management Plan(s) work product for Department approval a maximum of 30 days after the project start and must manage and perform the IV&V services in accordance with the IV&V Project Management Plan(s).
NTT DATA understands that project success is built on effective project management, and effective project management begins with documentation that defines our approach across IV&V activities to provide the desired level of quality. To fulfill this requirement, NTT DATA will develop a comprehensive IV&V Project Management Plan for each DHHS project and deliver the plans to DHHS for approval within 30 days of project start. This plan describes the methodologies, tools, standards, tasks/activities, milestones, deliverables (including expected format, content, and organization), personnel resources, and schedule for conducting the IV&V assessments/reviews. Our plan contains sections covering IV&V processes in the areas of Stakeholder Management, Change Management, Quality Management, Risk and Issue Management, Training Management, Resource Management, Communications Management, and will be tailored to include other sections deemed necessary for each DHHS project. The plan will serve as the guide for performing all IV&V activities. Figure 44 further documents our approach to develop the IV&V Project Management Plan.

Figure 44. Focus Area – IV&V Project Management Plan

Focus Area	Tasks
Work Breakdown Activities	• Develop Deliverable Expectations Document (DED) for each plan. This provides an outline with context of each section of each document to align expectations between NTT DATA and DHHS. • Review and gain approval of DED from DHHS leadership for each project • Confirm with DHHS the IV&V tasks and deliverables • Confirm appropriate state, federal, and industry standards are applied per NTT DATA methodology • Collaborate with the DHHS and vendors regarding approach to identifying, communicating, escalating, and mitigating project risks • Collaborate with the DHHS regarding agreed-on list of recurring project meetings that IV&V will observe or participate in, onsite and/or remotely, to support IV&V analysis and tasks • Collaborate with DHHS for agreement, and document the agreed-on approach to the development of the deliverables • Draft the IV&V schedule according to DHHS project schedules, including all deliverables and major IV&V activities

	• Identify project milestones • Develop IV&V Project Management Plan • Submit initial IV&V Project Management Plan for approval within 30 days after project start • Review IV&V Project Management Plan periodically to reflect changes
Project Inputs	• DHHS and vendor project schedules and work plans • IV&V scope of work • Collaborative discussions and agreements with DHHS
Deliverable(s)/Work Products	• IV&V Project Management Plan (initial) • IV&V Project Management Plan (subsequent updates)

2. Must develop IV&V project schedule(s) work products a maximum of 30 days after the projects' start and update weekly IV&V schedules that coordinates IV&V activities with project schedules.

The IV&V project schedule(s) includes all IV&V deliverables, such as the detailed IV&V Project Management Plan, Weekly Status Reports, Monthly IV&V Report, Quarterly IV&V Progress Report, and any IV&V assessments. NTT Data's IV&V Team will develop the IV&V project schedule within 30 days after the projects' start and continue to manage it throughout the project lifecycle, so that IV&V tasks and deliverables are marked as completed and the schedule is regularly maintained.

Prior to baselining our IV&V schedule, we will integrate and update our schedule with any other vendors involved with the modular implementations and adjust as necessary. As previously noted, the high-level schedule of IV&V activities depends on the schedule of other vendor activities. The experienced NTT DATA team can accommodate to these schedules and adjust in collaboration with the DHHS.

3. Must develop clear lines of communication and collaborative working relationships with project teams, project leadership, and CMS.

Our clear lines of communication and collaborative working relationships with project teams, project leadership, and CMS will be documented in the IV&V Project Management Plan and delivered to the State. Our plan will contain communications management content according to the PMI PMBOK and DHHS expectations as documented through collaborative working sessions.

NTT DATA will develop a Communication Management Plan as part of the IV&V Project Management Plan. The communication management plan will identify the project stakeholders, their information needs, and lines of communication. The Communication Management Plan will define and provide:

- The methods and activities for timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the project team and stakeholders
- Types of information to be distributed by the project and audience groups who will be given access to those types of information

	• Standing considerations and constraints governing the identification, creation, approval, and distribution of all project communications, especially for confidential/sensitive topics • The slate of regularly scheduled meetings, including authorized agendas, meeting minute forms, decision logs, and action items • An inventory of standard communications to be distributed by the project and audiences identified for those communications Our team will manage the overall project communication management plan as a "living document." We will revise the plan as necessary and as project communications needs and circumstances warrant.

Independent Assessment and Quality Assurance

Business Requirements	
Req #	**Requirement**
IAQ-1	Address the bidder's approach to meeting each requirement in a table that contains the requirement and the bidder's approach to meeting the requirement.
	Response: **Approach to Meet the Requirements (RFP V B.2.c.i, V B.2.b.1-17, and VI A.2.a)** In this section we will describe the approach that we will take to meet the requirements per this RFP to provide IV&V services for MLTC. ***Figure 45. Independent Assessment and Quality Assurance RFP Requirements*** 1. Must submit an IV&V Management Plan for each project assigned, which includes specific information on what the contractor will do, periodic reviews, timelines, anticipated resources, estimated hours, and estimated/actual budget information. For each DHHS project, NTT DATA will develop a comprehensive IV&V Management Plan (IV&V Project Management Plan) that is tailored to the specific needs of the project. This plan will describe the methodologies, tools, standards, tasks/activities, milestones, deliverables (including expected format, content, and organization), personnel resources, and schedule for conducting the IV&V assessments/reviews. Our detailed approach to developing the IV&V Project Management Plan(s) is described in Section PM-4.

2. Must actively participate in the projects and provide ongoing assessments of the projects to proactively identify risks, issues, and opportunities along with associated recommendations for the project team.

NTT DATA is committed to raising project risks, issues, and opportunities in a timely manner by scheduling meetings when pressing issues or concerns are identified. Our IV&V Advantage methodology uses a structured approach that facilitates early detection and correction of project risks and issues and identifies opportunities. Being integrated with other project participants through all phases of the project helps our team members identify and propose actions to mitigate problems in real-time. If a problem is detected that presents a significant risk to the project, we will provide an immediate notification via email and follow-up with meetings for review if necessary.

3. Must assess the progress of the projects against the planned schedules, budgets, and resource utilizations. This will include periodic assessment of the project plan/schedule on a monthly or quarterly basis (schedule will be determined based on what is appropriate for the project timeline).

To meet this requirement, the IV&V team will assess and make recommendations on the overall health of each DHHS project to verify that effective project management processes are developed, documented, and implemented. Our team will perform a Project Management Health Assessment as part of on-going project oversight activities. A Project Management Health Assessment objectively assesses and evaluates the definition and implementation of project management processes by:

- Identifying critical processes that are not operating optimally
- Analyzing what is missing from either the process or its implementation
- Recommending corrective action to rectify the situation and bring the process up to a necessary and sufficient state
- Mentoring the project manager on how to implement recommended corrective action

Activities included within the Project Management Health Assessment include:

- Integration Management Assessment
- Time Management Assessment
- Scope Management Assessment
- Cost Management Assessment
- Resource Management Assessment
- Quality Management Assessment
- Communications Management Assessment
- Procurement Management Assessment
- Stakeholder Management Assessment
- Risk and Issue Assessment
- Deliverable Assessment
- APD Assessment

Figure 46 further documents our approach to conducting the Project Management Health Assessment.

Figure 46. Project Management Health Assessment

Focus Area	Tasks
Work Breakdown Activities	• Review relevant project management plans, schedules, and other documentation for each MLTC project team • Observe project meetings for each DHHS project and document observations, risks, issues, and recommendations • Consult with key project stakeholders and assess involvement and buy-in to the project scope and success, alignment of the project scope, and success and alignment of the project to the business needs • Communicate with the project teams for each DHHS project team on business risks and issues, working to verify these risks and issues have been reflected in the overall project schedule and priorities • Work with the project teams for each DHHS project to prioritize requirements based on the needs of the business owners • Conduct interviews with vendors and key project stakeholders • Document assessment results in the applicable IV&V report, including recommendations for improvements
Project Inputs	• Organizational Process Assets (e.g., plans, processes, procedures, tracking systems, databases) • Enterprise Environmental Factors (e.g., legislative activities, Department priorities) • Ongoing communication with key project stakeholders • Vendor project status reports and project meeting notes • Vendor project schedule (work plan) • Vendor project risk register • Vendor issue log • Change requests • Decision log • Corrective Action Plans (CAP) • Lessons learned • IV&V project artifact review results • IV&V product and process evaluations • IV&V meeting notes • IV&V observations and findings of deficiencies • IV&V interview results
Deliverable(s)/Work Products	• IV&V Weekly Status Report • Monthly IV&V Report • Ongoing communication with key project stakeholders

4. Must assess the projects' resources, managerial responsibilities, and governance structure to identify gaps and provide recommendations.

To meet this requirement, NTT DATA will conduct a project resource management assessment that encompasses State and vendor resources. We recommend conducting the initial assessment at the beginning of the MLTC project to gain a thorough understanding of the governance structures and resource roles and responsibilities. Periodic assessments will be done throughout the project lifecycle as the project progresses through the SDLC and resources need change. Project resources, managerial roles and responsibilities, and governance structure effectiveness will also be observed during the normal day-to-day interactions of our IV&V team with the DHHS projects.

IV&V activities for this task will assess project resource management activities and processes, which include planning resource allocation, acquiring resources, tracking resource usage and productivity, improving allocation, and measuring effectiveness of resources and governance. These activities assess human resources, facilities, equipment, materials, supplies, software, and other resources necessary to complete project work. Figure 47 further documents our approach to conducting the project management resource assessment.

Figure 47. Focus Area – Approach to Conducting Project Management Resource Assessment

Focus Area	Tasks
Work Breakdown Activities	• Select the relevant IV&V Advantage checklist(s) and tailor as needed for DHHS projects • Plan IV&V approach for interviewing stakeholders • Verify appropriate resource management plans and documents are in place and are being followed • Review resource management plans and documents to confirm they adhere to contract requirements, and meet industry best practices, standards, and DHHS expectations • Gain an understanding of the various governance structures for DHHS projects • Verify that governance structures are effective and identify any gaps in the governance structure • Verify roles and responsibilities are documented and include information such as: – Functions assigned to each project role – Authority level (make decision, approve deliverables, etc.) – Assigned duties and work a project team member is expected to complete – Skill and capacity required to complete assigned activities – Duplication and overlaps between project roles • Verify that the proposed staffing levels and skill sets are appropriate • Review organizational structure of the project and verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project • Identify findings and potential risks associated to inadequate staffing and skills • Verify that necessary resources are acquired to complete project work • Document findings and recommendations
Project Inputs	• Project governance structure information

	• Resource management plans • Staffing plans • Project artifacts and work products • Risk and issue logs • Vendor contracts • IV&V interview observations and results obtained from conducting interviews • IV&V meeting observations for DHHS projects
Deliverable(s)/Work Products	• Project resource management assessment results and recommendations

5. Must participate in all project meetings unless otherwise directed by DHHS.

NTT DATA agrees to meet this requirement and will attend project meetings to monitor project activities and observe. IV&V attendance in meetings has multiple purposes in addition to providing our teams an understanding of the processes, procedures, and tools used in the project environments, meetings provide a venue to review, discuss, and update risks, and to observe stakeholder and staff interactions. For each meeting, we will complete a Meeting Worksheet and document the purpose of the meeting, meeting discussion, results and observations, decisions, risks, issues, action items, and reference materials.

6. Must perform an independent assessment of issues where the implementation contractors and DHHS' project management organization disagree and provide the results of the assessment and recommendation to DHHS leadership.

NTT DATA understands that the number one priority of IV&V is to be independent in their assessments and to provide recommendations that are in the best interest of the project, regardless of where an issue lies. We understand there may be times when implementation contractors and DHHS may disagree. If this situation arises, IV&V will use our product review and process evaluation methodology to thoroughly analyze the facts, risks, issues, impacts, and alternatives of the disagreement, and document and provide a recommendation to DHHS leadership. The recommendation may or may not align with the position of either party—to be truly independent, the recommendation will not be biased by party, but instead, predicated only on what is in the best interest of the overall project.

7. Must perform one or more reviews of project deliverables and work products including but not limited to infrastructure, system documentation, design, working code, test scenarios, test cases, test results, plans, etc. and provide a detailed assessment of the quality of the deliverables and work products along with recommended changes. Assessment must include a recommendation on whether DHHS should approve the work product or deliverable. Review must address at minimum the following attributes:

- Traceability and adherence to requirements
- Clarity, Completeness, Consistency, Quality, Adherence to applicable laws, rules, and guidelines

Reviewing project deliverables is a cornerstone within our IV&V methodology. NTT DATA's IV&V assessment of project work products and deliverables verifies that the product or deliverable was written in accordance with contractual requirements and meets industry best practices, standards, federal and state regulations, and client expectations. Using IV&V checklists and a Product Review Worksheet, our analysts will document the review approach, provide a summary of the review, and document review results, observations, and reference materials. NTT DATA will work with DHHS to tailor our deliverable review process to meet the needs of the MLTC projects.

NTT DATA has reviewed and delivered thousands of deliverable assessments to our clients. We know how to manage and complete the volume of work to provide essential on-time feedback. We also recognize the importance of an objective, thorough review of work products and deliverables, especially within DHHS, where responsibility for the work may not belong to a single entity. Each deliverable review will provide an independent, detailed evaluation aong with a recommendation on whether to accept or reject the deliverable. Additional information on deliverables and work product reviews related to system and testing artifacts can be found in Section OSR-1. Additional information on NTT DATA's approach to conducting project artifact reviews can be found in Section IAQ-1, Requirement 8.

8. Must assess project plans, processes and procedures to identify improvements and whether they are being followed.

The NTT DATA IV&V methodology includes an assessment of a project's plans, products/tools, processes, and procedures. The assessment observations are measured against approved policies, procedures, processes, and industry standards or best practices. A deficiency in any of these areas, including adherence, are documented as an observation or finding in an IV&V Assessment report, with a recommendation on how to improve or eliminate the deficiency.

The NTT DATA IV&V team will conduct project artifact reviews to assess project plans, processes, and procedures using customized checklists specific to the DHHS projects. IV&V Advantage checklists contain questions that adhere to government and industry best practices and standards, and will serve as the foundation for developing DHHS-specific artifact review checklists.

The IV&V team will report the outcome of the artifact review using our Project Artifact Review Report. This report provides a summary of the methods used to review the artifact, risks and issues identified as part of the review, and a summary conclusion of whether the deliverable meets industry standards and best practices. The report also includes the completed checklists used for the review and the completed comment log that documents IV&V's comments and recommendations for resolution. NTT DATA will collaborate with the DHHS project teams to align the reporting process and method of documenting review comments with the needs and procedures of each DHHS project. Figure 48 further documents our approach to conducting the project artifact review.

Figure 48. Approach to Conducting the Project Artifact Review

Focus Area	Tasks
Work Breakdown Activities	• Obtain client approval of Project Artifact Review Report template • Obtain/develop comment log • Gather resource material relevant to the artifact (e.g., project documents, meeting notes, change requests) • Assess the scope and complexity of the artifact to determine the approach for completing the review within the stated timeframe

	• Review project artifact for: – Compliance with the vendor's project management plan – Compliance with agreed upon template – Compliance with applicable industry standards and best practices – Compliance with the deliverable RFP requirements • Review project artifact for completeness, adequacy, and consistency: – Completeness – Does the project artifact contain all the content that is to be in that specific artifact? – Adequacy – Does the project artifact meet the objectives of the specific artifact and align with the project needs? – Consistency – Is the content in the project artifact consistent with all the other project activities and artifacts? • Review project artifact for timeliness – Was the artifact delivered on time? • Document specific findings in comment log • Document identified issues • Document identified risks • Document recommendations • Prepare and submit IV&V Project Artifact Review Report • Deliver report to designated stakeholders • Any issues, risks, findings, or recommendations related to project artifacts will be included in the IV&V Weekly Status Report. For example, these issues can be related to planning, preparation, delivery timelines, or overall quality of deliverables.
Project Inputs	• Key project artifacts as listed above • Source material relevant to the artifact (i.e., contracts, meeting notes and artifacts, requirements gathering session artifacts, JAD session artifacts, project WBS, risk/issue registers, decision logs, approved change requests)
Deliverable(s)/Work Products	• IV&V Project Artifact Review Report • Deliverable Review Response Log (comment log) • IV&V Weekly Project Assessment Report

9. Must assess project change orders for the following:
- The change order is following the approved change management plan and processes.
- The change order is within the scope of the existing contract.
- Cost and resource estimates for the change order are reasonable.
- Recommendations for alternate approaches to achieving the outcome of the change order.

As part of our IV&V process evaluation, NTT DATA will evaluate the change order process for each DHHS project to verify it is following the approved, documented processes in the project's Change Management Plan. In addition, our IV&V team will analyze whether a change order is in or out scope, its relevance, positive impact to business, impact to schedule, risks, issues, and possible alternatives to the outcome of the change for each change order created.

As an experienced IV&V partner, we understand that scope creep is one of the primary drivers for exceeding planned project budgets and schedules. As a result, our team is very diligent about accurately assessing and appropriately assigning scope status. Scope can increase or decrease, so understanding the implications of both is critical to reporting the appropriate status.

As part of our IV&V process evaluation, we evaluate the change order process to verify it follows the approved and documented processes in the Change Management Plan. In addition to evaluating the change order processes, our IV&V team analyzes whether each change order has been fully documented with information indicating whether it is in scope or out of scope; its relevance; positive impact to business; impact to other parts of the project and system, including the project schedule; and includes risks, issues, and possible alternatives to the outcome of the change. In addition, if costs and resources are proposed, we include a reasonability test for the cost and resource. Approved change requests are examined to assure that associated documentation is updated accordingly.

With multiple concurrent MLTC projects and a multi-vendor environment, it is important for IV&V to document upstream and downstream impacts of change orders for DHHS consideration.

NTT DATA closely monitors and reports on scope management as one of the PMI PMBOK areas as noted in the Project Scope Management Processes. Our IV&V team will review all change requests and scope management processes at least monthly. Our team will document the outcomes of the review in the IV&V Report.

10. Must comply with IV&V regulatory requirements detailed in 45 CFR 95.626.

NTT DATA understands and complies with the IV&V regulatory requirements detailed in 45 CFR 95.626. NTT DATA understands that IV&V is required for a major Medicaid IT project that meets certain criteria under regulation at 45 CFR 95.626. The IV&V vendor represents state and CMS interests throughout the project, and provides an independent perspective on the progress of system development and the integrity and functionality of the system. To establish independence, the IV&V vendor must not report to the same agency or department that oversees the Medicaid program.

The NTT DATA IV&V methodology will include assessing both the management and technical aspects of the DHHS projects, which will align with the requirement in this federal regulation. The assessment will include assessing both the State and vendor, as they are both critical stakeholders within the projects.

The NTT DATA IV&V staff has experience conducting IV&V assessments of artifacts, deliverables and work products, project management, and SDLC execution using checklists developed by NTT DATA and the project managers that are based on industry standards, best practices, federal and state legislative compliance, and state administrative standards (including but not limited to 45 CFR 95.626). As required by 45 CFR 95.626, the results of the assessments will be provided in the Monthly IV&V Report and directly to the State and CMS.

11. Must identify areas of unnecessary duplication and overlap between roles on the projects.

During project start up and throughout the project, NTT DATA will work collaboratively with DHHS and vendors to:

- Understand organizational project team member knowledge
- Understand high-level DHHS vendor and organizational implementation timelines
- Identify gaps in subject matter expertise
- Identify quantity of work by anticipated activity completion dates
- Determine the quantity of staff required to achieve implementation timelines

From these collaborations, reviews of vendor project schedules, and Responsible, Accountable, Consulted, Informed (RACI) charts, our IV&V team will identify any redundancies of roles or inefficiencies in project team(s). If deficiencies are identified, they will be reported as part of the standard IV&V reporting process to DHHS, and a recommendation will be provided to improve or eliminate the deficiency. Section IAQ-1, Requirement 4, describes NTT DATA's approach to assessing resource management. This assessment will also identify potential duplication and overlaps between project roles.

12. Must assess and verify requirement traceability throughout the project and system development lifecycle of the projects. Assessment and verification will occur periodically as appropriate for the project timeline.

NTT DATA will assess and verify project requirements throughout the system development lifecycle of projects as appropriate. We will provide active oversight to address all functional areas, federal and state regulations, project requirements and constraints. Our team will verify that all requirements for each vendor are captured, as well as clearly stated and stored.

The IV&V Advantage requirements verification assessment methodology confirms a requirements management process is in place and provides steps for assessing the results of requirements validation sessions, requirements-related vendor deliverables, and the Requirements Traceability Matrix. Figure 49 further documents our approach to requirements verification, including requirements traceability.

Figure 49. Approach to Requirements Verification

Focus Area	Tasks
Requirements Management Verification	• The requirements management process will be evaluated in terms of completeness, adequacy,and consistency: – Completeness – Does the requirements management process definition cover all elements of a standard requirements management process? Are processes executed completely as defined? – Adequacy – Does the process definition meet the objectives of a standard requirements management process definition? Does the execution of each process accomplish its objectives? – Consistency – Are processes defined and executed in a consistent manner across all project activities?

	• Review the Requirements Management Plan or related documentation to verify the project's processes and procedures for managing requirements • Attend meetings, conduct interviews, and review related documentation to determine if the defined processes are the actual practices • Evaluate requirements management processes to determine adequacy, risks, issues, and areas of improvement • Clarify critical or missing information with the project team • Document findings and recommendations, and integrate into Project Assessment Report
Requirements Validation	• Verify that an analysis of state and federal needs and objectives has been performed to verify that system requirements are well understood, well defined, and satisfy state and federal regulations • Using the Requirements Evaluation Checklist, evaluate the requirements for correctness, consistency, completeness, accuracy, readability, and testability
Requirements Traceability and Allocation	• Review requirements allocation documentation • Document and allocate all requirements identified in RFP • Verify requirements are allocated to appropriate sub-system or business area • Review the Requirements Traceability Matrix and track all the RFP requirements • Verify the mapping method is logical and can be maintained throughout the project • Analyze identified relationships for correctness, consistency, completeness, and accuracy • Identify all system requirements that will be implemented completely or partially by software, and verify these system requirements are traceable to acquisition needs • Verify forward and backward traceability (Backward traceability is performed to trace each requirement back to the foundational or authorizing documents for the project, such as a RFP or contract amendment. Forward traceability requires that each requirement is traced to artifacts developed during each successive development phase.)
Project Inputs	• Requirements Management Plan • RFP and SOW • Validated Functional and Technical Requirements • Validation session meeting notes and artifacts • Requirements Traceability Matrix • Functional Design Document • Technical Design Document • Application Functionality • System Testing Plan • System Test Results • Other project artifacts (as applicable)
Deliverable(s)/Work Products	• Project Assessment Report • Deliverable Review Report (as required)

13. Must develop and monitor project performance metrics which allow tracking project completion against milestones.

Throughout the project our IV&V team will use project performance metrics to verify that projects remain within budget, on schedule, within scope, and deliver the desired outcomes.

These metrics will include:
- Schedule Performance Index (SPI)
- Cost Performance Index (CPI)
- Actual Cost of Work Performed (ACWP)

We will also track metrics to measure project progress towards the MLTC desired project outcomes and objectives.

We recognize that no two projects, portfolios, or clients are alike. NTT DATA's IV&V Advantage methodology for the development of project performance measurements and metrics employs the following four steps:
- Develop Performance Framework
- Define Performance Measures
- Determine Methods and Tools for Measurement Program
- Implement Measurement Reporting

To develop the Performance Framework, our IV&V team will work closely with State leadership for each DHHS project and identify the measures that best represent project status based on desired outcomes to be achieved. A determination of the methods and tools to be used by our team to assess project performance requires a determination of the technology for aggregating and analyzing performance data sources and inputs. Technology options vary depending on the specific measure, but most commonly include:
- Excel
- DDI Contractor Tools
- SharePoint
- Surveys
- Business Intelligence Software

To implement measurement reporting, our IV&V team collects and analyzes the data to identify trends and opportunities for improvements and corrective actions. Multiple methods for data analysis are employed and depend upon the selected metrics. A sample set of metrics that are frequently applied to assess project performance is provided in Figure 50.

Figure 50. NTT DATA Sample Project Metrics

Project phase	Metric	How calculated	Purpose
Ongoing	Estimated/planned versus actual durations, with target milestones/dates	Estimated/planned versus actual durations, with target milestones/dates	Monitor schedule variances and participant performance to plan
Ongoing	Burndown	For agile projects, Sprint Burndown and Velocity	• Monitor; evaluate feasibility of team's capacity to complete planned sprints (scope and schedule)
Ongoing	Planned/budgeted versus actual costs	Planned/budgeted versus actual costs	• Monitor sufficiency of project budget
Ongoing	Earned Value Measurement (EVM) using Schedule Performance Index (SPI), Cost Performance Index (CPI), and Finish Variance	Work with the Agency to determine the appropriate calculation that applies EVM to the Agency projects in a meaningful way	• Assess the SPI and CPI that are calculated in the project schedule at any point in time, compare the work completed to the work planned • Normalized values for program level EVM using schedules from multiple projects are calculated using the average of the earned value metrics from each baselined schedule
Ongoing	Number of issues, average time to close, issue aging	• Simple count of issues • Monitor time to close issues from date of identification to closure • Categorize issues according to 30, 60, 90, 120 days open	• Monitor effectiveness and efficiency of the issue management process • Monitor the progress of issue resolution
Ongoing	Number of open action items, time to close, action item aging	• Simple count of action items • Monitor time to close action items from date of identification to closure • Categorize action items according to 30, 60, 90, 120 days open • Categorize action items by business area (or subsystem)	• Monitor effectiveness of the action item management process • Monitor the progress of action item completion

Requirement Verification	• Number of requirements that were verified • Percentage of verification complete	• Simple count • Number of requirements verified compared to total requirements	Monitor progress of requirements verification according to plan
Design	Number of use cases written compared to identified (estimated/ anticipated) as needed	• Simple count • Number of use cases compared to total requirements	Monitor progress of use case development according to plan
Design	Numbers of letters, reports, notifications	Simple count, count by status if necessary	Monitor progress of the design of letters, reports, notifications

14. Must submit criteria for approval for defining a Critical Incident which could adversely affect the outcome of the projects.

Critical Incident Response
We understand the extreme importance of reporting on critical incidents immediately to the right stakeholders at DHHS, so that immediate corrective response can be taken.

Our team will define the criteria for critical incidents, which are likely to adversely affect the outcome of the projects in the Communication Plan within the IV&V Project Plan. Our team will submit this plan to the Department for review, input, and signoff within 30 days of contract start.

We define critical incidents that will adversely impact project outcome as issues or events, which are critical in terms of impact and severity where a feasible response plan is not identified to prevent deviation from defined project objectives. We will align the definition to the Department's definition and receive approval from the Department through the IV&V Project Management Plan deliverable.

15. Must notify the Department immediately when the IV&V Contractor discovers any Critical Incident. Provide a Contractor Critical Incident Report for each Critical Incident that summarizes the incident, how it may affect the project, notes any discrepancies found by the IV&V Contractor and provides a proposed action plan to resolve the incident and mitigate its impact.

Our IV&V team will communicate critical incidents, which could adversely affect the outcome of projects immediately to the appropriate stakeholders once identified in the form of a Contractor Critical Incident Report that we will also define in the Communications Plan. Our team will develop, document, and provide a process for reporting critical incidents in the Communication Plan within the IV&V Project Plan, including defined escalation procedures, which will include identification of appropriate DHHS staff to notify in the event of an identified critical incident and the report format for the Contractor Critical Incident Report. Our team will submit this plan to the Department for review, input, and signoff within 30 days of contract start.

	Any privacy incident observed by our team (including potential breach of PHI) as defined per HIPAA will be addressed in accordance with both DHHS and NTT DATA privacy and security policies, and will be reported to the Department's privacy officer. The process will be defined in the IV&V Project Management Plan. 16. Must interview and observe project management staff and developer staff and observe project meetings and activities to understand the process, procedures, and tools used. The NTT DATA IV&V methodology includes assessment reporting based on observations of project meetings, people, products/tools, processes, and procedures. The observations are measured against approved policies, procedures, processes, project and industry standards, and best practices. A deficiency in any of these areas will be documented as an observation or finding in an IV&V Assessment report, with a recommendation on how to improve or eliminate the deficiency. When necessary, interviews will be conducted and documented. 17. Must review and analyze all applicable and available documentation for adherence to accepted, contractually-defined industry standards. Refer to IAQ-1, Requirement 8 for NTT DATA IV&V methodology for assessment of a project's plans, products/tools, processes, and procedures.
IAQ-2	Describe the bidder's approach in detail to IV&V including: a) project participation at the level of detail necessary to assess the project's health; b) risk, issue and opportunity management; c) deliverable review and reporting of deliverable findings
	Response: **IV&V Approach (RFP V B.2.c.ii)** Our proven IV&V Advantage methodology is key to our success in providing oversight for IV&V projects across multiple state agencies and will be leveraged from day one for Nebraska. This methodology is highly adaptable and is based on industry, federal, and state standards and best practices for providing IV&V services. Using our IV&V assessment checklists, our analysts document the review approach, a summary of the review, product review results and observations, and reference materials. Section 2.2 describes our approach to providing IV&V services for Nebraska. **Project Participation at the Level of Detail Necessary to Assess the Project's Health (RFP V B.2.c.ii.a)** To assess the overall project health of the DHHS projects, we will use our IV&V Advantage framework described in Section 2.2 to perform several types of assessments for the DHHS projects. We employ the same methodology across all assessments and reviews. We will conduct reviews of deliverables and work products using checklists tailored for the DHHS projects.

NTT DATA IV&V checklists are organized into four core areas. NTT DATA will review the project management and technical aspects of the DHHS projects using the Management Checklists, Development Checklists, and the Implementation Checklists described below.

Management Checklists
These checklists assist with monitoring and assessing project management plans, standards, practices, and procedures to verify they comply with established governance structures and protocols (including, in this project, OIT standards and specifications). Features include:

- Compliance with governance structures and protocols
- Stakeholder buy-in and commitment
- Compliance with estimating and scheduling processes
- Adequate time and resource levels
- Milestones and completion dates
- Risk and issue tracking
- Quality assurance and quality control
- Change management
- Configuration management
- Communication management

Development Checklists
These checklists assist with monitoring and assessing various phases of the systems development lifecycle, including the deliverable review process, to provide quality products and processes. Features include:

- Functional and technical requirements compliance
- Architecture and design
- Development guidelines and conventions
- System design and development
- Interface design and development
- Requirement traceability
- System performance
- Capacity planning
- Testing planning, execution, and results

Implementation Checklists
These checklists assist with monitoring and assessing implementation tasks and system readiness so that stakeholders are ready to implement. Features include:

- Data cleansing
- Data conversion
- Release planning
- User training
- Developer training
- Implementation execution

Operations Checklists. These checklists assist with monitoring and assessing the preparedness of operations to confirm that the system performs as expected and program goals are met. Features include:

- Operational and maintenance plans
- Disaster recovery
- Configuration management
- Change tracking
- Customer and user management
- Operational goals

A detailed description of NTT DATA's approach to assessing project management health can be found in Section IAQ-1, Requirement 3. Detailed descriptions of NTT DATA's approach to performing technical assessments for operations and system readiness can be found in Section OSR-1, Requirements 1-4.

Risk, Issue and Opportunity Management (RFP V B.2.c.ii.b)

NTT DATA will assess and mitigate project risks to promptly address all risks. The four main activities we perform involve creation of our own Risk Management Plan, a review of the project's Risk Management Plan, ongoing assessment of the Risk Management Process, and an independent assessment of new and existing project risks. Figure 51 documents our methodology for ongoing Risk Management Assessment activities. An example of reporting opportunities or positive risks is provided in Section IAQ-4.

Figure 51. Methodology for Ongoing Risk and Issue Management Assessment Activities

Focus Area	Tasks
Work Breakdown Activities	• Develop Risk Management Plan within the overall IV&V Project Management Plan • Document the plan to provide ongoing risk management assessments, including outlining potential risks, preventive actions, forewarnings, and mitigation strategies • Review Risk and Issue Management Plan(s) for each DHHS project and document results in Product Review Worksheet • Examine, monitor, evaluate, and report on project-wide management risks and issue management processes • Review documentation and other artifacts, observe and conduct interviews, and attend meetings to compile the data needed for evaluation (the information gathered will include both defined processes and actual practices) • Evaluate risk management processes in terms of completeness, adequacy, and consistency • Document process evaluation results in Process Evaluation Worksheet • Perform independent assessment of existing project risks and issues, as well as identification and assessment of new project risks and issues • Review relevant project management plans and other documentation • Attend Risk and Issue meetings • Conduct interviews with management • Document assessment result in appropriate output report; at a minimum the risk assessment results will include: – New risks and issues identified – Changes to existing risk and issue status and attributes (e.g., priority, mitigation plans, contingency plans) – Analysis of the highest-ranking project risks and issues
Project Inputs	• Risk and Issue Management Plan(s) • IV&V assessment results of project products and processes

	• IV&V common project risk database
Deliverable(s)/Work Products	• Project Risk Log (Updated and New Risks) • Project Issue Log (Updated and New Issues) • Completed product review • Project Artifact Review report

Figure 52. Issues Log Example

Description	Date Identified	Opportunity / Threat	Priority	Recommended Response
The planned EVV implementation date of September 2021 is beyond the GFE approved deadline of 01/01/2021 for PCS services. The State is likely to receive quarterly FMAP reduction penalties on PCS for the time period between the 01/01/2021 deadline and full EVV compliance for PCS services as per section 12006(a) of the 21st Century Cures Act (Cures Act)	07/27/2020	Threat – The State is unable to implement EVV prior to the federally mandated deadline.	2 – High	IV&V understands the need to complete a pilot and soft-launch for a successful EVV implementation and will continue to monitor this issue to identify opportunities for mitigation. Additional discussion about mitigation of FMAP reduction penalties are provided in this report.

Figure 53. Risk Log Example

Description	Date Identified	Opportunity / Threat	Probability	Impact	Recommended Response
Potential challenges in successful adoption of EVV for self-directed users under the 1915(c) waiver program.	11/23/2021	Threat – EVV adoption for members in the self-directed program is critical to project success. This is proving challenging in other states.	3 – Medium	2 – High	**07/28/2021:** IV&V recommends that the State tailors communications and training and makes design considerations for needed flexibility based on realistic scenarios for the self-directed program. There would be a benefit to engaging self-directed members in the project, as well as reaching out to other states for guidance on successful approaches to support the self-directed member population.

Risk and Issue Rating

The overall priority of an IV&V Project Issue is identified by selecting its impact and time criticality. The following table documents the NTT DATA IV&V methodology for assigning a priority to IV&V Project Issues.

Figure 54. NTT DATA IV&V Methodology for Assigning a Priority to IV&V Project Issues

Time Criticality	Degree of Project Impact	Overall Priority
Immediate or Short Term	1 – Critical	1 – Critical / Urgent
Long Term	1 – Critical	2 – High
Immediate or Short Term	1 – Critical	
Long Term	2 – High	
Immediate or Short Term	2 – High	
Immediate or Short Term	3 – Medium	3 – Medium
Long Term	2 – High	
Immediate or Short Term or Long Term	2 – High	
Long Term	3 – Medium	
Immediate or Short Term or Long Term	3 – Medium	
Immediate	3 – Medium	
Immediate	4 – Low	
Short Term or Long Term	3 – Medium	4 – Low
Immediate or Short Term or Long Term	4 – Low	
Immediate or Short Term or Long Term	4 – Low	

Time Criticality

- **Immediate**. IV&V Project Issue impacts the project now, or will impact the project or require resources within the next two months
- **Short Term.** IV&V Project Issue will impact the project within the next six months
- **Long Term**. IV&V Project Issue will impact the project at a future date greater than six months

Impact

- **Critical Impact.** Severe impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project.
- **High Impact**. Significant impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project.
- **Medium Impact**. Moderate impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project.

	• **Low Impact**. Minimal impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project. **Time Criticality** • **Immediate**. IV&V Project Issue impacts the project now, or will impact the project or require resources within the next two months • **Short Term**. IV&V Project Issue will impact the project within the next six months • **Long Term**. IV&V Project Issue will impact the project at a future date greater than six months **Risk Rating** IV&V Project Risks are rated on probability and impact using the following definitions. **Project Probability Rating** • **Certain Probability**. The risk is realized and will be closed. An item will be added to the issue log. • **High Probability**. Highly confident the negative impact will occur (greater than 80% certainty) • **Medium Impact**. Somewhat confident the negative impact will occur (greater than 50% certainty) • **Low Probability**. Uncertain if the negative impact will occur (less than 50% certainty) **Impact** • **Critical Impact**. Severe impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project. Immediate time criticality. • **High Impact**. Significant impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project. Short term time criticality. • **Medium Impact.** Moderate impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project. Short term or long term time criticality. • **Low Impact**. Minimal impact to cost, schedule, product quality, stakeholder acceptance, and/or other factors in the project. Long term time criticality. **Deliverable Review and Reporting of Deliverable Findings (RFP V B.2.c.ii.c)** Refer to Section IAQ-1, Requirement 8 for NTT DATA IV&V methodology for assessment of a project's plans, products/tools, processes, and procedures.
IAQ-3	Explain past challenges and common issues along with the recommendations provided to address the issues.
	Response:

Past Challenges and Common Issues, and Recommendations to Address Issues (RFP V B.2.c.iii)

Challenges Working with Various Entities

Specific challenges and considerations include the following:

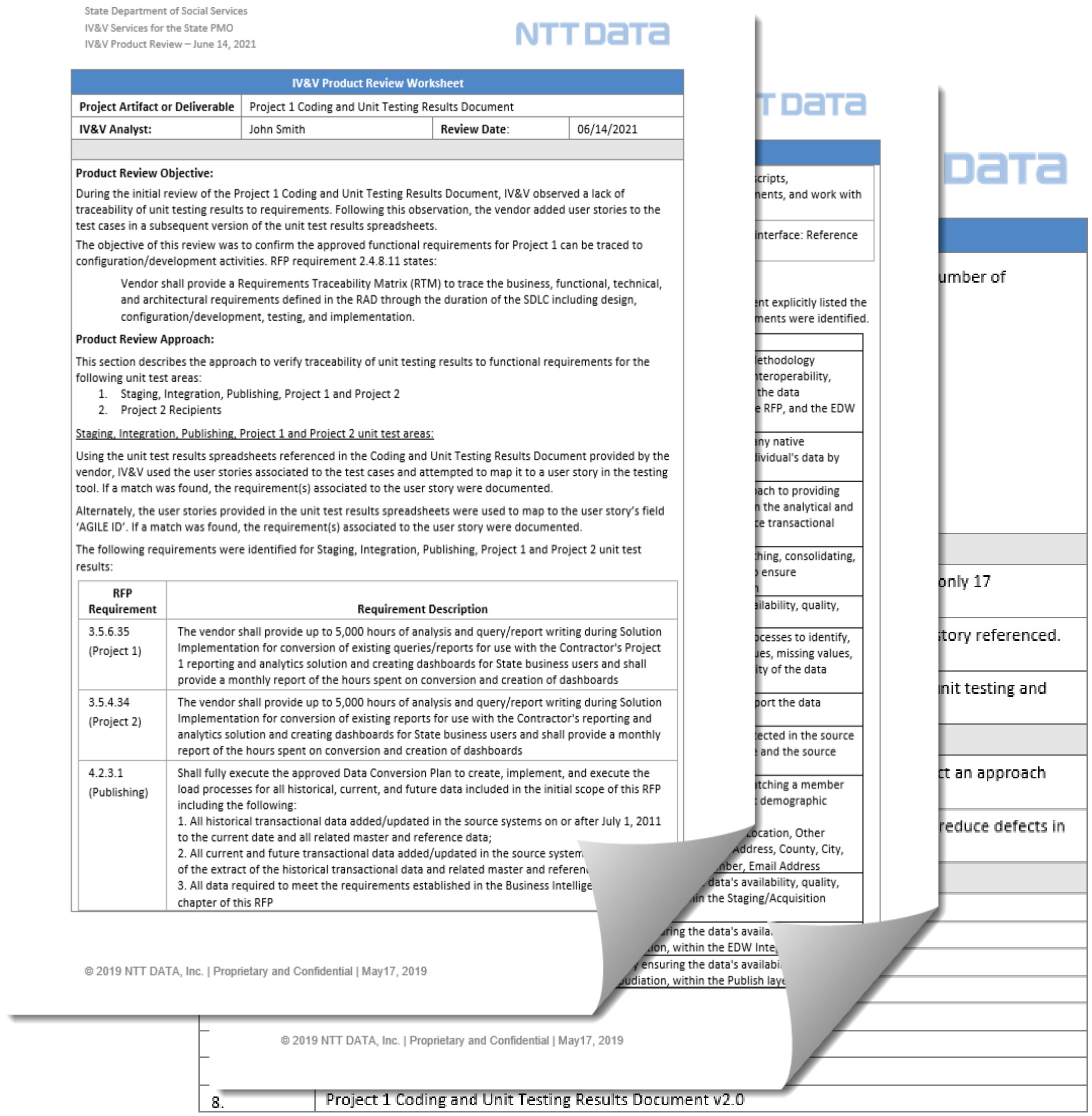
- Vendors have different corporate cultures that impact their delivery.
- Vendors have differences in the following practices:
  - Delivery models and methodologies
  - Communication practices
  - Review processes and escalation paths
  - SLAs and performance metrics
  - Individual capability
- Ownership and accountability become difficult, and it can be challenging to identify the points of failure and the responsible vendor without resorting to vendors blaming each other.
- Lack of transparency among vendors can hinder problem resolution. Vendors may withhold information to protect their own position and deflect blame.

Mitigation Strategies for Working with Various Entities

Mitigating the challenges of a multi-vendor platform will not be resolved by the IV&V vendor alone. It requires the following practices:

- Strong governance framework to which all parties are committed
  - The governance processes must provide an effective means to review vendor performance, manage the operational touch points and interdependencies, escalate issues and disagreements, and resolve the inevitable disputes in the operational context.
  - Governance decisions must be routinely visible to project leadership, project teams, operations, and other stakeholders.
  - The framework must focus on deliverables and what is expected of each vendor.
  - The framework must address service level agreements (SLAs) and issue resolution as each vendor, hardware, software, and service or consulting contract is being negotiated to reduce finger-pointing among vendors.
- Strong State leadership and a central point of contact for vendors to provide organizational alignment and commitment
  - Vendors' leadership must work as a team working with and taking direction from the State leader.
  - Project managers and business analysts need to understand the different types of delivery models and work.
  - The State must cultivate a shared culture of success to improve business partnerships between vendors and stakeholders.
  - A master enterprise architect/system integrator is needed to lead continuity between teams and reduce risk to the organization.
- Strong human resources as the major variable in determining the probability of success
  - PM leadership across multiple vendors will be a major factor in success.

	○ Clearly defined roles and responsibilities support each vendor in understanding requirements and expectations. ○ Creating an integration partner team to act as a liaison between integration, enterprise, and release teams will help address the complexity. ○ Using a common onboarding process for all vendors to streamline the addition of new resources while sharing corporate culture and terminology will support team cohesiveness.
IAQ-4	Provide examples of opportunities or positive risks reporting in past projects where the customer was able to capitalize.
	Response: **Examples of Opportunities or Positive Risks Reporting (RFP V B.2.c.iv)** Our IV&V team will identify and log risks throughout all project phases and follow our risk reporting procedures to assign appropriate severity and impact assessment. We will also provide recommendations for remediation whether it be risk avoidance, acceptance, or mitigation. Having a highly skilled IV&V vendor such as NTT DATA will provide insight into addressing potential negative impact to cost, outcomes, and quality, and identifying opportunities for improvement. It is important that we identify negative risks, which represent a threat to the project. We will also identify positive risks, which present opportunities for MLTC's projects. For example, on a recent EVV project where we were supporting a State client in an IV&V role, we reported a positive risk, noting that Section 12006 of the 21st Century Cures Act defines EVV compliance per full capture of the six required elements for PCS visits but does not include a requirement for claims integration. As our client was being assessed quarterly for FMAP reduction penalties for not meeting their revised January 1, 2021 deadline as per their approved Good Faith Exemption, we logged a positive risk/opportunity to defer the claims submission scope to a later phase and stand up an available EVV platform for visit capture as a phase 1 to expedite compliance with the Cures Act. Since our client's vendor had a COTS solution, without the integration component, it was an easy system standup to make the system available for visit capture without integration to the MMIS. The State took our recommendation and did not receive FMAP reduction penalties beyond the first quarter of 2021 by standing up an EVV system available to all PCS providers and capable of visit capture.
IAQ-5	Provide examples of the bidder's deliverable review findings and issue assessments utilized on previous projects.
	Response: **Examples of Deliverable Review Findings and Issue Assessments (RFP V B.2.c.v)** Appendix G contains an example of a deliverable review finding. Figure 55 is a snapshot of the IV&V Product Review Worksheet with the results of a Coding and Unit Testing Results Document deliverable review. Section IAQ-2 provides an example of an Issue Log documenting the recommended results of the issue assessment.



State Department of Social Services
IV&V Services for the State PMO
IV&V Product Review – June 14, 2021

IV&V Product Review Worksheet			
Project Artifact or Deliverable	Project 1 Coding and Unit Testing Results Document		
IV&V Analyst:	John Smith	**Review Date:**	06/14/2021

Product Review Objective:

During the initial review of the Project 1 Coding and Unit Testing Results Document, IV&V observed a lack of traceability of unit testing results to requirements. Following this observation, the vendor added user stories to the test cases in a subsequent version of the unit test results spreadsheets.

The objective of this review was to confirm the approved functional requirements for Project 1 can be traced to configuration/development activities. RFP requirement 2.4.8.11 states:

> Vendor shall provide a Requirements Traceability Matrix (RTM) to trace the business, functional, technical, and architectural requirements defined in the RAD through the duration of the SDLC including design, configuration/development, testing, and implementation.

Product Review Approach:

This section describes the approach to verify traceability of unit testing results to functional requirements for the following unit test areas:

1. Staging, Integration, Publishing, Project 1 and Project 2
2. Project 2 Recipients

Staging, Integration, Publishing, Project 1 and Project 2 unit test areas:

Using the unit test results spreadsheets referenced in the Coding and Unit Testing Results Document provided by the vendor, IV&V used the user stories associated to the test cases and attempted to map it to a user story in the testing tool. If a match was found, the requirement(s) associated to the user story were documented.

Alternately, the user stories provided in the unit test results spreadsheets were used to map to the user story's field 'AGILE ID'. If a match was found, the requirement(s) associated to the user story were documented.

The following requirements were identified for Staging, Integration, Publishing, Project 1 and Project 2 unit test results:

RFP Requirement	Requirement Description
3.5.6.35 (Project 1)	The vendor shall provide up to 5,000 hours of analysis and query/report writing during Solution Implementation for conversion of existing queries/reports for use with the Contractor's Project 1 reporting and analytics solution and creating dashboards for State business users and shall provide a monthly report of the hours spent on conversion and creation of dashboards
3.5.4.34 (Project 2)	The vendor shall provide up to 5,000 hours of analysis and query/report writing during Solution Implementation for conversion of existing reports for use with the Contractor's reporting and analytics solution and creating dashboards for State business users and shall provide a monthly report of the hours spent on conversion and creation of dashboards
4.2.3.1 (Publishing)	Shall fully execute the approved Data Conversion Plan to create, implement, and execute the load processes for all historical, current, and future data included in the initial scope of this RFP including the following: 1. All historical transactional data added/updated in the source systems on or after July 1, 2011 to the current date and all related master and reference data; 2. All current and future transactional data added/updated in the source system of the extract of the historical transactional data and related master and referen 3. All data required to meet the requirements established in the Business Intellige chapter of this RFP

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Figure 55. IV&V Product Review Worksheet

IV&V Status Meetings and Reporting

Business Requirements	
Req #	**Requirement**
IVV-1	Address the bidder's approach to meeting each requirement in a table that contains the requirement and the bidder's approach to meeting the requirement.
	Response:

Approach to Meet the Requirements (RFP V B.3.c.vi, V B.3.b.1-6, and VI A.2.a)

1. Must prepare and submit a weekly status report including activities for the previous week and upcoming activities for the next two weeks that includes the following information:
- Project meeting participation including an assessment of completed meetings and any recommendations for improvement.
- Planned project meetings for IV&V participation.
- Project deliverable review activities.
- Risks, issues, and opportunities which are new or have been updated since the previous submission.
- Updated IV&V schedule
- Critical incidents summarizing the incident, impact to the project, and a proposed action plan to address the incident.
- Other IV&V activities as defined by DHHS.

NTT DATA will produce a weekly IV&V status report for each DHHS project. The weekly status report details IV&V completed and planned activities for the designated reporting weeks and any issues or risks that would affect our ability to complete the planned work on time. This report will also show NTT DATA's work in relation to the agreed-upon work plan for the IV&V contract. Figure 56 further documents our approach to developing the IV&V Weekly Status Report.

Figure 56. Focus Area – IV&V Weekly Status Report

Focus Area	Tasks
Work Breakdown Activities	• Meet with DHHS leadership from each project to review requirements and expectations • Develop a Deliverable Expectations Document (DED) • Review DED with the DHHS project leadership and gain approval • Identify accomplishments for the previous reporting week including: – Project meeting participation and associated data (planned and prior attendance) – Project deliverable review activities – New or updated risk, issue, and opportunity data

	– Updated IV&V schedule – Critical incidents and associated data – Additional activities requested by the DHHS project stakeholders • Identify activities to be performed for the next two reporting weeks including: – Planned project meeting participation – Project deliverable reviews – Planned IV&V assessments – Additional activities requested by the DHHS project stakeholders • Update IV&V team staffing information including: – Assignments and coverage areas – Onsite/offsite schedule – Planned absences and expected return date • Prepare updated IV&V schedule information • Prepare IV&V Weekly Status Report • Submit IV&V Status Report to designated DHHS project stakeholders within one business day from the end of the reporting period, day and time to be established by DHHS.
Project Specific Inputs	• IV&V schedule • IV&V meeting log • IV&V deliverable tracking log • Risk and issue registers • Critical incident log • IV&V team activity tracking log • IV&V team roster and schedule
Deliverable(s) Outputs	• IV&V Weekly Status Report

2. Must submit each weekly status report by the DHHS established day and time. DHHS will allow a minimum of one business day from the end of the weekly reporting period for submission.

Please refer to Figure 56 for a detailed description of the IV&V Weekly Status report, which includes the deliverable submission timeframe. During development of the weekly status report DED, reporting periods and submission deadlines will be discussed with DHHS project leadership and documented. All deliverables and submission expectations will be documented in the IV&V Project Management Plan and tasks are included in the IV&V Project Schedule.

3. Must facilitate a weekly IV&V status meeting with DHHS identified project leadership.

NTT DATA will facilitate this weekly IV&V status meeting and work with DHHS to identify the appropriate leadership attendees and an agenda. These meetings will be facilitated by the IV&V lead or other designated IV&V team member if the team lead is not available. NTT DATA will capture meeting minutes as described in Item 6.

4. Must prepare and submit a maximum of five business days after month end a monthly IV&V report that includes the following:
•Summary of IV&V activities for the past month.
•Summary of IV&V activities planned for the next month.
•IV&V assessment of the overall project, schedule, budget, scope, and quality status in comparison to the project teams' reported status clearly identifying any differences along with the reasoning.
•Additions or updates to executive level risks, issues, and opportunities along with further recommended actions.
•Summary assessment of project deliverables and work products reviewed in the last reporting period.
•Other IV&V activities as defined by DHHS.

NTT DATA will provide DHHS with a Monthly IV&V Report for each DHHS project, which will include, at a minimum, the items identified in this requirement. This report will be a primary mechanism for the IV&V team to communicate status, findings, and recommendations. The report will objectively illustrate the strengths and weaknesses of the project, and provide a gateway to submit and track findings of deficiencies. The report will also provide consistent and continual communication and coordination between project stakeholders. The report will identify high-risk areas early in the project, identifies deficiencies, makes recommendations to mitigate risks, and resolve issues.

The Monthly IV&V Report will:

- Provide appropriate context and history to allow the reader to understand assessment results, findings, and recommendations
- Include detailed recommendations related to findings
- Specify near-term and longer-term actions that the State or project vendors should take to address an existing finding and/or to avert or mitigate downstream risks or issues
- Specify the standards on which the assessment or recommendations are based
- Recommend measures to assess the progress for the DHHS projects in relation to recommendations
- Provide a record of the State and project progress against recommendations

As standard procedure with our IV&V reporting methodology, the major project components—including, but not limited to: project, schedule, budget, scope, and quality—will contain a risk rating and trend indicator for the current and previous reporting periods that identity the level of risk associated with that component that could result in a negative outcome, and how the component is trending in the current reporting period as compared to the previous reporting period. Any yellow or red risk rating, or trend indicator suggesting the trend is downward, will be accompanied by a recommendation on how to mitigate or eliminate the risk.

Figure 57 further documents our approach to developing the Monthly IV&V Report.

Figure 57. Approach to Developing the Monthly IV&V Report

Focus Area	Tasks
Work Breakdown Activities	• Meet with DHHS project leadership to review requirements and expectations • Develop a Deliverable Expectations Document (DED) • Review DED with the DHHS project leadership and gain approval • Obtain client approval of DED as part of the approval of the IV&V Project Plan • Review PMO and DDI Contractor project schedule(s) and status report(s) to independently assess overall project status and health • Assess risks and issues; update or add risks and issues as needed; document recommendations for risk mitigation or issue resolution as needed • Monitor progress of integration activities • Utilize agreed-upon metrics to monitor project performance, including feasibility of project schedule • Review project processes to assess overall project health and make recommendations for improvement of both ongoing and phase-specific processes based on observations, industry standards, and best practices • Interview key project stakeholders • Assess whether the State and vendors share a common understanding of project scope, requirements, milestones, deliverables, and entrance/exit criteria • Assess whether user involvement and buy-in is sufficient for successful system adoption • Review project artifacts and deliverables • Prepare IV&V Project Assessment Report • Review and discuss draft report with State Project Manager; edit report as needed to clarify content • Prepare final Project Assessment Report • Submit final Project Status and Progress Report to DHHS project stakeholders, including federal funding partners within five business days following the end of the month
Project Inputs	• Weekly Project Status Reports • Project Schedules • Project Risk Logs • Project Issue Logs • Project Decision Logs • Project artifact and deliverable reviews
Deliverable(s)/Work Products	• Monthly IV&V Report

<table>
<tr><td></td><td>
5. Must facilitate a monthly IV&V report meeting with DHHS identified leadership.

NTT DATA will facilitate monthly meetings with DHHS project stakeholders to discuss the Monthly IV&V Report following submission of the deliverable to the DHHS project stakeholders. These meetings will be facilitated by the IV&V lead or other designated IV&V team member if the team lead is not available. NTT DATA will capture meeting minutes as described in Item 6. To make best use of attendees' time, we will present the health of the project in a clear and concise manner, with a focus on the highest priority issues that require leadership's attention. These meetings will follow a mutually agreeable agenda and will allow the NTT DATA team and the DHHS project stakeholders to discuss relevant topics such as:
• Project progress and status
• Project metrics
• IV&V findings and recommendations
• Compliance with approved project processes
• Significant risks
• Escalated issues
• Quality issues

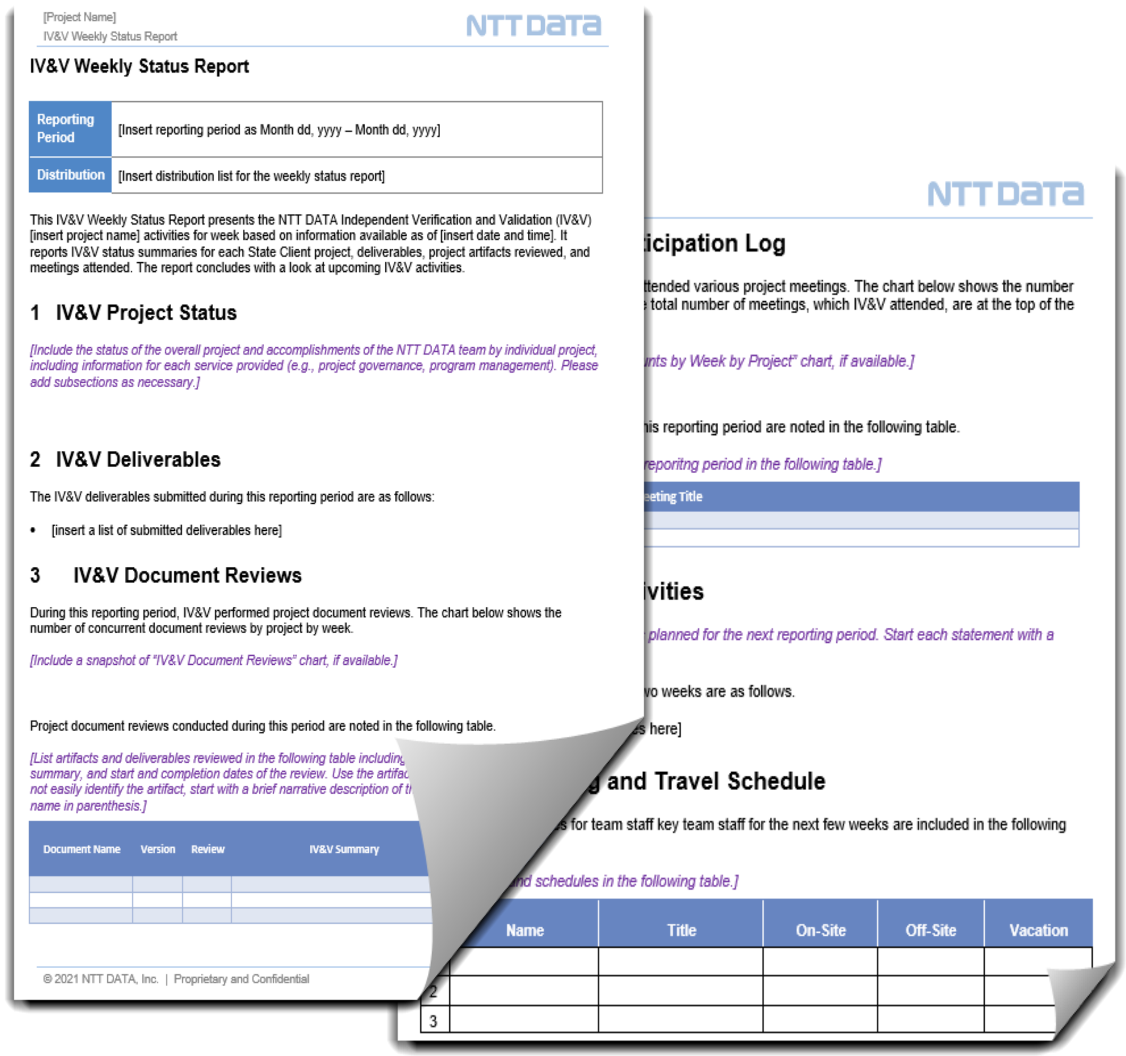
6. Must create the agenda and take the minutes for any IV&V meetings.

For all IV&V-specific meetings, our IV&V team will provide a meeting agenda and produce meeting minutes to distribute to meeting participants and any other designated DHHS staff. NTT DATA will collaborate with DHHS leadership from each project to establish the date and time of meetings, identify meeting participants, and determine meeting agenda items. Meeting minutes will be distributed within the agreed timeframe following the meeting. A list of meetings and corresponding information will be documented in the IV&V Project Management Plan.
</td></tr>
<tr><td rowspan="2">IVV-2</td><td>Describe the bidder's process for capturing detailed status on project activities (i.e., scheduled tasks, risks, issues, staffing, communications, etc.) at a detailed level and reporting the information as needed based on the reporting audience.</td></tr>
<tr><td>Response:

Process for Capturing Detailed Status on Project Activities (RFP V B.3.c.vii)
Our methodology for capturing status on project activities will involve the following:
• Attendance at project meetings
• Conversations and interviews with key project stakeholders
• Firsthand observation of actual project management practices and processes
• Reviews of key project planning documents
• Comparison of documented plans with actual practices
• Monitoring previously identified risks and progress of project management toward mitigating those risks
</td></tr>
</table>

	• Monitoring previously identified issues and progress toward resolution Section IVV-1 further describes our approach for capturing detailed status information and producing the IV&V Weekly Status Report and Monthly IV&V Report.
IVV-3	Describe the bidder's methods for determining and reporting overall project, schedule, budget, scope and quality status (i.e., determining whether a project is red, yellow, or green, and providing defined criteria as to what constitutes each type of status).
	Response: **Methods for Determining and Reporting Overall Project, Schedule, Budget, Scope and Quality Status (RFP V B.3.c.viii)** NTT DATA uses the tools and techniques in our IV&V Advantage framework for determining and reporting overall project status. Our method for determining project management health is described in Section IAQ-1, Requirement 3. Our approach for reporting overall project status is described in Section IVV-1.
IVV-4	Provide the bidder's status report templates, including instructions and procedures for completing the templates.
	Response: **Status Report Templates (RFP V B.3.c.ix)** NTT DATA understands the importance of frequent updates to DHHS leadership. We will submit a Deliverables Expectations Document (DED) with our proposed templates for the weekly and Monthly IV&V Reports, as well as other IV&V deliverables such as deliverable assessments and schedule assessments. We will incorporate State feedback and make appropriate revisions to the template if desired by the Department. We recommend that the Department review and approve all IV&V deliverable DEDs, as this will be documented in the Deliverables Management Plan section of the IV&V Project Management Plan. The templates for our status reports and examples can be found in Appendix G.

IVV-5	Provide examples of similar weekly status reports used in previous projects.
	Response: **Examples of Similar Weekly Status Reports (RFP V B.3.c.x)** Appendix G contains examples of weekly IV&V status reports, which we have used on other projects. Figure 57 is a snapshot of the report. We will customize the weekly status report for DHHS, but recommend that at a minimum it includes: • Executive Summary Dashboard with overall project health indicators • Project Schedules and Costs • Project Milestones Deliverables • Planned Activities for the Upcoming Period • Activities Completed in Prior Period or In Progress • Incomplete Activities Scheduled for Current Period • Risks/Issues/Recommendations • Risks Realized (Becoming Issues) • Open Action Items


[Project Name]
IV&V Weekly Status Report

IV&V Weekly Status Report

Reporting Period	[Insert reporting period as Month dd, yyyy – Month dd, yyyy]
Distribution	[Insert distribution list for the weekly status report]

This IV&V Weekly Status Report presents the NTT DATA Independent Verification and Validation (IV&V) [insert project name] activities for week based on information available as of [insert date and time]. It reports IV&V status summaries for each State Client project, deliverables, project artifacts reviewed, and meetings attended. The report concludes with a look at upcoming IV&V activities.

1 IV&V Project Status

[Include the status of the overall project and accomplishments of the NTT DATA team by individual project, including information for each service provided (e.g., project governance, program management). Please add subsections as necessary.]

2 IV&V Deliverables

The IV&V deliverables submitted during this reporting period are as follows:

- [insert a list of submitted deliverables here]

3 IV&V Document Reviews

During this reporting period, IV&V performed project document reviews. The chart below shows the number of concurrent document reviews by project by week.

[Include a snapshot of "IV&V Document Reviews" chart, if available.]

Project document reviews conducted during this period are noted in the following table.

[List artifacts and deliverables reviewed in the following table including summary, and start and completion dates of the review. Use the artifac not easily identify the artifact, start with a brief narrative description of t name in parenthesis.]

Document Name	Version	Review	IV&V Summary

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icipation Log

ttended various project meetings. The chart below shows the number total number of meetings, which IV&V attended, are at the top of the

nts by Week by Project" chart, if available.]

his reporting period are noted in the following table.

reporitng period in the following table.]

eeting Title

ivities

planned for the next reporting period. Start each statement with a

o weeks are as follows.

s here]

g and Travel Schedule

s for team staff key team staff for the next few weeks are included in the following

nd schedules in the following table.]

	Name	Title	On-Site	Off-Site	Vacation
2					
3					

Figure 58. Weekly Status Report

IVV-6	Provide examples of the IV&V's previous Monthly IV&V Reports from other projects.

Response:

Examples of the IV&V's Previous Monthly IV&V Reports (RFP V B.3.c.xi)

Appendix G contains examples of Monthly IV&V Reports, which we have used on other projects. Figure 59 is a snapshot of the report.

The Monthly IV&V Report will provide a more in-depth review of project status and health. We will customize the Monthly IV&V Report for DHHS, but would recommend that at a minimum it includes:

- Executive Summary Dashboard
- Task Summary
- Critical Incident Reports
- IV&V Deliverables Summary
- Risk Management
- Issue Management
- Quality Management
- Schedule Management
- Communications Management
- Certification/CMS Updates

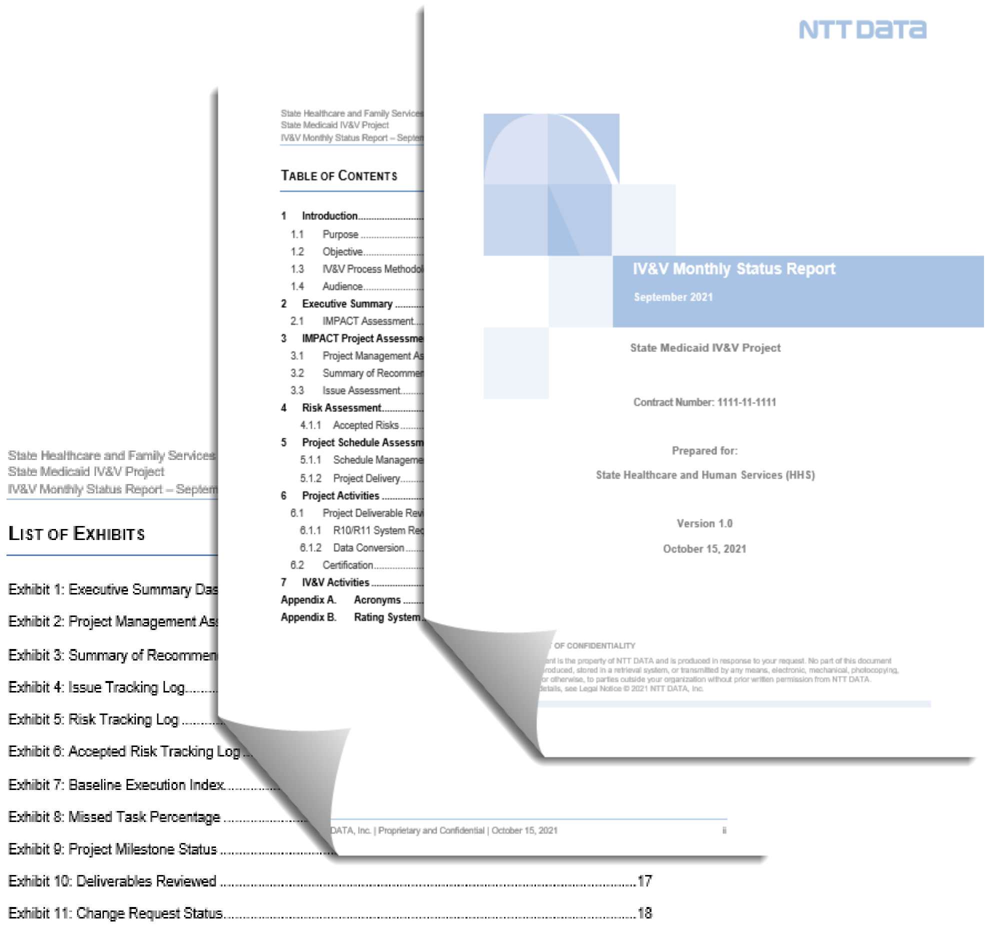


Figure 59. Monthly IV&V Report

CMS and MITA Compliance

Business Requirements	
Req #	**Requirement**
	Address the bidder's approach to meeting each requirement in a table that contains the requirement and the contractor's approach to meeting the requirement.
CMC-1	Response: **Approach to Meet the Requirements (RFP V B.4.c.xii, V B.4.b.1-13, and VI A.2.a)** ***Figure 60. CMS and MITA Compliance RFP Requirements*** 1. Must provide IV&V services for CMS in support of the MECL in accordance with guidance released in the MECT and guidance from CMS regarding Outcomes-Based Certification (OBC). Based on the responses to the RFP questions, we understand that MLTC will be seeking certification for its MES modules under SMC going forward, with the exception of EVV, which will be certified using OBC as prescribed by the published guidance of EVV Certification Toolkit version 1. Our NTT DATA Certification Excellence Team, methodology and repository of SMC outcome statements, and responses and artifacts will enable us to leverage our experience with SMC activities in other States. We will identify opportunities for MLTC to share with our other state clients and provide recommendations from our experiences so that MLTC has the latest information on CMS revision and refinement trends. Nebraska will benefit from our effective methods and best practices. NTT DATA will approach supporting MLTC's certification effort of all projects and modules by acting as a trusted advisor to the Department and providing guidance, recommendations, and corrective actions to achieve the State's certification goals. We will also provide efficient and effective management of SMC efforts across the modules, and support appropriate reuse of intake responses and evidence to reduce duplication of efforts across the modules/projects. Our approach has been effective in supporting SMC efforts in other States as a result of our independent perspective, industry knowledge, and certification experience across the nation. We have an established library of outcome statements and evidence guidance on producing metrics that the Department can leverage. We also have CEF responses and operational reports with supporting evidence recommendations. MLTC can choose to leverage the process from APD and planning through final certification. We have evidence templates to support the required deployment plan, and the security assessment tools and templates, including penetration testing and web scan reports, System Security Plan (SSP), Security Assessment Report (SAR), and Plan Of Actions and Milestones (POA&M). We are also capable of performing the CMS required independent security assessment as an adjacent activity to our IV&V services. Our IV&V team will provide support early in the projects by engaging during the planning phases. We will review the APDs and provide recommendations regarding CEF responses and State outcome statements. We will leverage our centralized library of CMS approved outcome statements from other States, providing customization to align with MLTC's State priorities and business objectives. We will consider approach, technology, and solution vendor appropriateness in our recommendations.

During project procurement, requirements, and design phases we will identify any corrective actions and recommendations in our deliverable assessment reports regarding any gaps with the CEF requirements, CMS required outcome statements, State outcome statements, or potential adverse impact on metric reporting.

During DDI through testing, we will utilize our IV&V methodology to support identification of gaps or risks in meeting the SMC outcome statement objectives of the project. These findings will be included in our IV&V deliverable assessments.

We will support the State's preparation and follow-up for the ORR milestone submissions and meeting by assessing the intake forms, master testing plan and testing results, defect list, deployment plan, and the SAR report from the independent security audit, as well as the ORR presentation materials, live system demos, and feedback provided to the State prior to CMS/MITRE submission. We will also provide recommendations in response to action items from the ORR, so they can be addressed as follow-ups to CMS/MITRE or revisited during the CR milestone.

Similarly, we will support the State preparation and follow-ups for the CR milestone by assessing the intake forms, operational report, metric/KPI report submissions, live demo and CR meeting presentation, and any action items with an independent assessment that will provide recommendations to assist the State in preparation for certification.

During operations, while IV&V is engaged, we will provide verification support to quarterly KPI/metrics reporting and recommend any corrective action that will be beneficial to the State.

For the EVV project, we will perform these processes described above as per the OBC guidance defined in EVV Certification Toolkit 1.0.

2. Must periodically, as needed, produce exception-based Certification Progress Reports in the format required by CMS. The report must utilize the MECT checklists and MMIS Critical Success Factors (CSFs) and must objectively illustrate the strengths and weaknesses of the project and provide recommendations for correcting any identified weakness.

The certification process is evolving away from MECT and the CMS Certification Progress Reports to the SMC approach, so we are adapting with it.

We understand there still may be situations where IV&V provides Exception Based Certification Progress Reports to CMS if specified in the APD. We will provide any of these or other reports/artifacts to CMS if required per APD or requested by the State Officer for MLTC.

In most current situations, considering that MLTC is certifying under SMC, the Department will be requested to directly provide a monthly progress report to CMS regarding the health of the project, Master Test Plan and Testing Results, Defect and Risk List, and Roadmap/Timeline. We are committed to support this process in any way needed as Nebraska transitions to SMC, understanding the CMS State Officers are offering flexibility in the transition from MECT/MEET to the new streamlined processes.

Our IV&V lead will also provide updates on the State's monthly call with the CMS State Officer, if requested, and review status reporting with the Department prior to the meeting to keep the Department updated regarding our team and CMS.

3. Must submit the monthly IV&V report to CMS.

Under SMC, there are still situations where IV&V provides monthly or quarterly status reports to CMS if specified in the APD. We will provide any of these or other reports/artifacts to CMS if required per APD or requested by the State Officer for MLTC.

In most situations, the Department will be requested to directly provide a monthly progress report to CMS regarding the health of the project, Master Test Plan and Testing Results, Defect and Risk List and Roadmap/Timeline. We are adaptable to support this process in any way needed as Nebraska transitions to SMC, understanding the CMS State Officers are offering flexibility in the transition from MECT/MEET to the new streamlined processes.

Our IV&V lead will also provide updates on the State's monthly call with the CMS State Officer if requested and will review status reporting with the Department prior to the meeting to keep the Department updated regarding our team and CMS.

4. Must participate in meetings with CMS as directed by CMS or DHHS.

As we do with many of our other clients, we will support the DHHS team in meetings with CMS, including preparations for the meeting, supporting discussions, and participating in follow up activities. Our team has experience communicating with CMS regarding the following:

- Project progress and status
- Project metrics
- Compliance with approved project processes
- Significant risks
- Escalated issues
- Quality issues
- IV&V findings and recommendations

We currently meet with the CMS State Officer providing status updates in most of our IV&V engagements including, but not limited to, Georgia, Florida, District of Columbia, and Missouri, which is the same CMS region as Nebraska.

5. As directed by DHHS, must coordinate, and participate in the planning, preparation, and performance of CMS project reviews (readiness reviews, certification reviews, etc.).

MLTC is seeking certification for its MES modules under SMC. Under SMC, the role of IV&V has pivoted to an independent assessor and trusted advisor on behalf of the State, and the IV&V contractor is now permitted to consult with the State regarding the certification process. NTT DATA is accustomed to meeting the requirements of CMS in our role as the IV&V vendor and will meet this requirement as directed by DHHS.

NTT DATA

6. In preparation for certification milestone reviews, must evaluate documents and evidence along with any working modules / code applicable to that particular review, and complete the reviewer comments portion of the relevant Medicaid Enterprise Certification Checklists. The completed checklists are appended to the Certification Progress Report. Progress report must be delivered with the necessary lead time as required by CMS prior to the scheduled MMIS certification milestone review. The certification progress reports must be provided to CMS at the same time they are presented to the state.

IV&V plays a significant role in the CMS Certification process. Our IV&V team will directly represent the interests of CMS and DHHS by providing an independent and unbiased perspective on the progress of MMIS development and the integrity and functionality of the system. We will participate in SDLC gate reviews and inform CMS and DHHS of significant risks or issues as system modules are planned, developed, and deployed. We will review test cases and test results to reinforce sufficient coverage of requirements.

For example, supporting Georgia's EVV OBC certification of their Netsmart State EVV system, our IV&V team reviewed the ORR intake responses and evidence (including test scenarios, ADA compliance test reports, etc.), the System Security Plan, Security Assessment Report (SAR), POA&M, and other artifacts. We provided our findings and recommendations directly to Georgia's staff to address prior to submission to CMS, raising the quality and reliability of the submission. We also provided guidance on the milestone presentation that was prepared, including the live demos from UAT, assisting the agency in a higher quality review presentation that was aligned with CMS/MITRE expectations.

We performed similar activities with Georgia to support the CR milestone, including reviewing the KPI reports, intake form response, and evidence updates for the partially met items from the ORR prior to CMS/MITRE submission. We also provided recommendations per review of the presentation and live demo from production for the CR milestone meeting.

7. Must periodically submit project progress data to the CMS dashboard on a schedule required by CMS.

CMS no longer uses the CMS dashboard, but we will provide all required support for SMC.

8. Must assess impacts of projects to MITA business, informational, and technical architecture maturity.

NTT DATA has completed several certification reviews and will leverage lessons learned to enable the artifacts and checklists to meet CMS expectations. For the report immediately preceding a milestone review, we will adjudicate and complete the reviewer columns of the checklists.

The NTT DATA IV&V Advantage methodology supports several types of assessments resulting in product reviews and process evaluations. The assessment activities cover each phase of a project life cycle and SDLC and include all components of MITA maturity including business, informational, and technical architecture standards.

9. Must track traceability of project activities and requirements through the entire project to CMS critical success factors and certification checklist criteria as applicable to the project to secure ongoing enhanced funding.

NTT DATA will validate requirements by putting a requirements management process in place and assessing the results of requirements validation sessions, requirements related DDI vendor deliverables, and the Requirements Traceability Matrix. Activities will include:

- Assessing all aspects of requirements management, including requirements analysis
- Validating requirements so they are meeting customer needs
- Assessing requirements traceability and allocation through design development and testing
- Assessing project deliverables to document all testable requirements

10. Must perform all functions required by CMS for all CMS reviews.

Our IV&V services conform with 45 CFR 95.626, and remain in accordance with SMC and the latest guidance from CMS as the contract progresses. We will uphold independence and objectivity, avoiding real or perceived conflicts of interest.
As described in previous responses, we will provide status updates to CMS as required and support any role as requested by CMS.

11. Must coordinate certification activities for the project. Must evaluate and make recommendations about the state artifacts that are required for MMIS certification milestone reviews.

Our IV&V team will review the State outcome statements and certification artifacts, and will provide recommendations, findings, and guidance to DHHS, so that certification artifacts are in line with CMS expectations and guidelines prior to submission and/or presentation to CMS/MITRE.

These artifacts can include, but are not limited to:

- Outcome Statements (CMS and State)
- Conditions for Enhanced Funding responses and evidence
- Intake forms and supporting evidence.
- Master Test Plan and Testing Results
- Defect and Risk List
- Deployment Plan
- Independent Security Audit / SAR Report
- Operational Report
- Certification Request Letter
- System Request Letter
- Quarterly Metric Reporting Submissions

	12. Must review all new or updated documentation, guidance, and rules promulgated by CMS applicable to the project and provide summary impacts to the project along with any recommendations. Through our regular meetings directly with CMS, our Certification Excellence Team is able to monitor CMS Information Bulletins (CIBs) and Medicaid Director letters, as well as the MES Certification Repository, and CMS webinars and industry workgroup participation with Private Sector Technology Group (PSTG). As an organization, we will have a structured method to support the IV&V team serving Nebraska with the most updated guidance, tools, and templates. We will include summary impacts of these developments as they occur immediately to appropriate stakeholders and in the Certification/CMS Updates section updates in our status reports. 13. Must perform any IV&V services and roles required by CMS or DHHS necessary to secure the enhanced funding. We will perform IV&V services and roles required by CMS necessary to secure enhanced funding. We understand the importance of our role in supporting the State in adhering to the latest guidance and requirements, and to continually assess and identify risks and issues that could impact funding. We are proud of our success with each of our client's receiving certification back to day one of operations, restoring their enhanced funding on MES initiatives.
CMC-2	Describe the bidder's understanding of CMS' expectations for an IV&V contractor and approach to compliance with CMS expectations.
	Response: **Understanding of, and Approach to Compliance, with CMS Expectations (RFP V B.4.c.xiii)** Our response to Section CMC-4 details the efforts and resources our team uses to monitor and understand the latest CMS compliance guidelines. Given that the official release of guidance regarding SMC is still pending as of the writing of this response, the recommended course of actions for States is to have frequent discussions with the CMS State Officer (SO) to understand the certification expectations that will be applied for State projects. Through our Certification Excellence Team, our teams stay abreast of the guidance that our clients are receiving from their SOs regarding the certification expectations and framework. We also monitor CMS webinars, have a regular standing meeting with CMS leadership to discuss trends directly, and monitor the MES Certification Repository website on which CMS hosts SMC materials. Our IV&V methodology incorporates the latest SMC requirements into our tools and templates, which allows our team to advise on findings and recommendations throughout the lifecycle of the projects to stay aligned with the CMS guidance, the CEF requirements, security requirements, and the State's defined outcome statements and metrics.

CMC-3	Describe the bidder’s approach to assessing the impacts of a project on MITA maturity levels.
	Response: **Approach to Assessing the Impacts of a Project on MITA Maturity Levels (RFP V B.4.c.xiv)** With the migration of former HITECH initiatives to MES funding, our IV&V team will provide guidance on State goals and objectives and supporting alignment of project requirements and outcome statements with the CEFs. The implementation of projects such as EVV present significant opportunity to advance MITA maturity level for DHHS, and effective IV&V support will help the State to identify these opportunities. Our team is well versed and will provide the support that will assist the Department in staying on track through the execution of the MES projects and in meeting OBC objectives. The MITA Roadmap is the capstone of the MITA SS-A process. MITA roadmaps must be five-year plans, at a minimum, but can extend to 10 years. CMS has indicated that it wants states to develop roadmaps that are achievable and to not replace what is working. We will assess the MITA roadmap and look for opportunities to support HITECH to MES transition in alignment with the Department’s objectives as opportunities exist. The MITA roadmap will serve as the basis for our IV&V assessment of MITA alignment in all IV&V activities in support of MLTC. MITA Maturity Level requirements are included in our IV&V methodology supported by our tools for assessing project artifacts and requirements through all lifecycle phases to identify gaps and make recommendations. This verifies that defined, tested, and implemented processes and functionalities are in line with the MLTC’s Goals and Objectives, MITA and MMIS Concepts of Operation and Data Management Strategy for each module, and the MITA Roadmap to validate traceability to the CFRs (back to the requirements/outcome statements as defined in the APDs). We will support gap analysis of remaining HITECH funding objectives, whether they have been met or are required to be carried forward or integrated with MES funding requirements along with supporting traceability through to testing and certification of each module. We have vast experience and a long close relationship with CMS going back to our time as Fox Systems and Cognosante supporting States with MITA projects which we have been performing since the inception of the framework. Our expertise varies from providing MITA SS-A services, modularity planning, and modular MES implementation IV&V oversight services across the country, as shown in Figure 61.

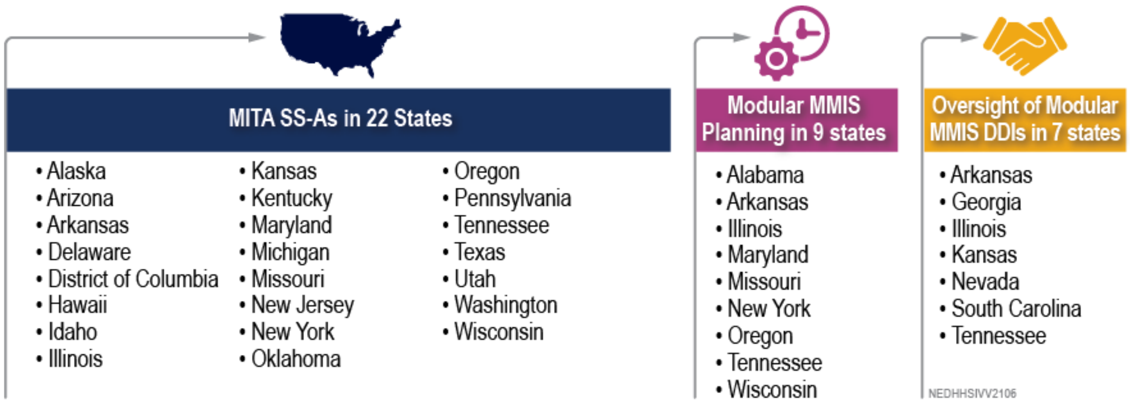


Figure 61. MITA SS-A and MMIS Experience

Based on our experience adapting and applying MITA principles, we will adapt our approach to making the MITA assessment meaningful to add value for MLTC.

CMC-4	Describe the bidder's approach to monitoring for documentation, guidance, and regulations from CMS

Response:

Approach to Monitoring for Documentation, Guidance, and Regulations (RFP V B.4.c.xv)

In the course of our work on behalf of state HHS agencies and CMS, NTT DATA has developed and continues to grow expert knowledge of legal, regulatory, and policy requirements related to the federal and state laws, rules, and regulations that affect our IV&V services.

An integral part of our IV&V methodology is the use of industry and government standards and best practices as the criteria for the assessment of the project's services and products. This methodology helps facilitate project success in delivering what is required, not just what is documented.

- **Industry Standard.** The primary criterion sets used for the assessment of a project's services and products are the Institute of Electrical and Electronics Engineers (IEEE), Capability Maturity Model Integration (CMMI), and PMBOK industry standards.
- **Government Standards.** Our IV&V team follows state-specific standards and federal requirements and guidance, including SMC. We have been an industry leader in the certification process for many years—from supporting CMS in the update of the MMIS Certification Manual and development of MECT v1.0, to assisting our clients through its evolution to the recently published MECT v2.3. Since CMS introduced the Toolkit in 2007 to update the original 1994 certification

	process, incorporated MITA requirements, and introduced the concept that the certification process should occur throughout the development cycle, NTT DATA has actively monitored its progression. As CMS has further refined the certification activities, conducted pilots, and defined specific checklists to support business and modular implementations in MECT versions 2.0, 2.1, 2.1.1, 2.2, and now OBC, NTT DATA has remained at the forefront of the changing requirements to make sure our clients are compliant and successfully certified. • **NTT DATA Consulting Practice.** NTT DATA has established Excellence Teams that focus on key areas of importance to our clients. As MECT has evolved, so has the NTT DATA Certification Excellence Team that consists of 35 NTT DATA representatives from 16 states who have met monthly for the past three years to review certification activities at the state and national levels. This team monitors CMS regional office interactions, formulates questions to CMS for clarification, reviews updates to the toolkit, and shares first-time certification activities and lessons learned. This real-time sharing of information has provided us with unique, in-depth, and continually updated knowledge that we utilize to conduct IV&V activities and share with members of our consulting team. • **Direct Engagement With CMS:** NTT DATA has regular meetings with CMS to discuss trends and topics. • **Monitoring CMS Informational Bulletins (CIBs) and Medicaid Director's Letters** • **Contacts with CMS State Officers (SOs)** • **NTT DATA Certification Excellence Team:** Our CET is staffed with more than 80 team members from 16 states who meet monthly to discuss certification activities at the state and national level.

Operations and System Readiness

Business Requirements	
Req #	**Requirement**
OSR-1	Address the bidder's approach to meeting each requirement in a table that contains the requirement and the bidder's approach to meeting the requirement.
	Response: **Approach to Meet the Requirements (RFP V B.5.c.xvi, V B.5.b.1-4, and VI A.2.a)** 1. Must assess project testing activities including test scenarios, cases, and results including traceability of testing to project requirements. Assessment must include whether additional test scenarios or cases are needed to sufficiently test the project requirements. Our team will monitor the creation and execution of test scenarios and test cases relative to contract requirement, desired business outcomes, and technical requirements. Each functionality, outcome statement, and requirement must be tested in production-like circumstances using appropriate data and following the comprehensive business scenarios for that functionality as defined by and approved by the Department. We will vet use cases and test cases so that functionality is fully covered, and each test case is reviewed and approved by the State.

We will assess the Requirements Traceability Matrix accuracy throughout the project, specifically during release scoping and test planning, to confirm that all requirements associated with a code set are included, developed, and tested. We will assess test cases against use cases, business functionality, SMC outcome statements and metric definitions, and SME recommendations.

From our experience, NTT DATA knows that testing becomes increasingly important in a multi-vendor environment, and with a portfolio of multiple concurrent projects with different approaches and considerations. We will apply focus on integration, end-to-end, and regression testing. Figure 62 further documents our methodology for testing verification.

Figure 62. IV&V Testing Verification Methodology

Methodology	Tasks
Work Breakdown Activities	• Gather data (review project documentation, work products, and deliverables, and interview key project team members to gain a thorough understanding of the system testing) • Research and analyze specific aspects of the system testing to form an opinion of the validity of the proposed tool selection, design, and implementation approach including: – Test documentation (test plans, test scripts) for appropriateness of test methods and standards used – Conformance with project-defined test document standards – Test coverage of appropriate level of requirements for testing – Regression testing approach – Consistency amongst the test documents – The resources assembled to perform the testing, number of tests required, processes used, reporting procedures, documentation generated, and completion criteria – The defect and issue tracking process – The test environment and tools configuration to support efficient and consistent testing • Verify the test organization has an appropriate level of independence from the development organization • Prepare report • System and Integration Test Execution Verification • Verify the developer’s test cases conform to project-defined test document purpose, format, and content • Validate the developer’s test cases satisfy the criteria in the Test Plan • Verify the contractor’s prepared comprehensive set of test scenarios include applicable test cases and expected test results to test the migration and conversion of all data and files • Verify the software artifacts, system documentation, test data, and test plan confirm a robust and complete testing capability • Verify the contractor’s prepared comprehensive set of test scenarios and expected test results • Verify the progress of testing effort • Review and monitor the defects identified, including the number and severity of defects
Templates	• IV&V Process Evaluation Worksheet Template • IV&V Product Review Worksheet Template

	• Testing Assessment Report Template • Product Review Report Template
Project-Specific Documents (inputs)	• System Testing Plan • Other testing artifacts • Technical Design Document • Test Case documentation • Test Results documentation • Interface Control Document

2. Must assess defect resolution and retesting activities to validate defect was appropriately resolved.

Our team will support the State in ensuring that the system functionality is in line with the desired outcomes, and will not adversely impact the Department's programs, providers, and other stakeholders as a result of code change deployments to the production environment that are not correctly managed with a work around within tolerance.

Our team will assess the severity and impact of identified system defects. We will verify that the quality management and testing plans have defined processes for defect classification (impact, priority, and severity) and are being followed.

Our team will request read-only access to the MLTC or solution vendor tool for defect management. We will verify that the defect tool captures all required elements per the quality/testing plan including severity, unique identifier, description, steps/conditions, status of resolution, and root cause/work arounds. We will also monitor traceability of test scenarios for defects, which can block the execution of test scenarios and/or scripts.

We will monitor to make sure all appropriate stakeholders are included in test execution and signoff of defect resolution. We will independently monitor defect status, adherence to defect management and resolution processes, and metrics within the defect tracking tool on behalf of the testers and development organizations.

3. Must develop and submit a comprehensive System and Business Operations Readiness Review Plan work product for each project for Department approval a minimum of 90 days prior to the acceptance testing schedule date in the project work plan.

An effective readiness plan is critical to successfully execute an implementation cutover and is the baseline to which the Operational Readiness Assessment will be conducted, which will support the Department into making a fully informed go/no-go decision.

Our team will utilize a customized operational readiness checklist for each of the projects to produce an independent and informed recommendation to support a go/no-go decision. Our proposed System and Business Operations Readiness Review Plan work product will draw from our Enterprise Advantage suite of tools and templates, and will include:

- Dashboard
- Test Tracking
- Stakeholder Outreach
- Business Readiness Measures
- Training
- Deployment

- Defects Tracking
- System Documentation
- Inventories
- ORR Readiness Measures
- Business Processes and Procedures
- Data Migration Readiness
- Stakeholder Readiness
- State Communications
- External Communications

The System and Business Operations Readiness Review Plan work product will include, but not be limited to, testing execution and defect status assessment, system readiness, stakeholder support assessment (including customer call center/help desk readiness as applicable for the project), and data load and/or conversional results to inform data readiness. We will customize the plan and appropriately tailor it to support the specifics of each project/implementation.

We will document the criteria and thresholds defined for the go/no-go decision in the dashboard section of the report.

The System and Business Operations Readiness Review Plan work product will be submitted to MLTC for approval a minimum of 90 days prior to the acceptance testing schedule date for each project per the work plan.

We have included a sample System and Business Operations Readiness Review Plan from another client as an attachment to our response (see Section OSR-3).

4. Must conduct a system and business operational readiness review and assessment and provide the results to DHHS.

The Business Operational Readiness Review and Assessment will include:

- Summary of requirements coverage in final software delivered
- Observations and summary of testing defect rate and resolution
- Summary of organizational readiness to adapt to new business procedures
- Assessment summary of knowledge transfer readiness
- Recommendations for system enhancements to assist future needs during maintenance and support activities
- Continued performance monitoring and fulfillment of applicable service level agreements

The Operation and System Readiness Review Report will provide our recommendations on “going live” in the summary section based on our aggregate high-level findings, and with recommendations to mitigate risks and respond to issues.

OSR-2	Describe the bidder’s approach to operational and systems readiness.
	Response:

Approach to Operational and Systems Readiness (RFP V B.5.c.xvii)

Operational and System Readiness should ideally be assessed well in advance of go-live of the system for each module/project, utilizing a common set of readiness criteria established proactively by MLTC in collaboration with its DDI vendors and IV&V. In order to develop a clear list of go-live readiness criteria, the criteria that must be met before the system is ready for live operation should be developed and used to communicate progress toward go-live.

As part of our IV&V services, our NTT DATA team will review the readiness criteria for sufficiency and make recommendations for improvement, actively sharing examples of readiness criteria and tracking from previous projects. Our team will use a structured process and methodology for assessing implementation planning and readiness that facilitates early detection and correction of issues, and provides clearly documented findings of deficiencies with recommendations and associated risks. The approach will be adapted to each project schedule (E&BE, EVV, POS/Drug Rebate, HITECH to MES, and Interoperability and Patient Access Rule), to make sure operational and system readiness assessments are conducted at the appropriate time within the development life cycle.

We will proactively evaluate the initial setup and ongoing SDLC activities for alignment with industry standards and best practices. For each assessment period, we will collect input from MLTC, the other vendors, and/or stakeholders. Our team will synthesize this information to identify and prioritize issues, risks, and deficiencies and provide practical mitigation strategies to help keep the MLTC implementations on track.

Prior to an assessment of Operational and System Readiness, our IV&V team will develop a checklist based on our experience from other engagements and include assessment criteria that will be tailored to the Nebraska MES projects. Our team will then evaluate the quality and readiness of the system. Additionally, we will evaluate the operational preparedness of the stakeholders who will be impacted by the new system/module being migrated into production, or the existing system in production that is a candidate for system enhancements and upgrades. The review and assessment include:

- Identification of Operational and System Readiness Risks, Issues, and Observations
    - Within each readiness component assessment, a reference back to the assessment criteria is made for each critical finding.
- Recommendations and Risk Ratings
    - As part of the Status Report, IV&V provides a risk rating and actions to be taken to eliminate or reduce the impact of the deficiency for each critical finding. IV&V also provides an overall risk rating and justifications for the rating for moving forward with the scheduled implementation. The overall implementation readiness risk rating is based on consideration of all assessment findings and the potential impacts on systems, operations, and stakeholders.

Figure 63 shows the IV&V Operational and System Readiness Review Approach, which is the methodology our team will use to verify that vendors and contractors are performing the necessary quality assurance tasks throughout the CCWIS project lifecycle.

Figure 63. IV&V Operational and System Readiness Review Approach

Operational and System Readiness Assessment	
Description	• IV&V assessment of vendor operational and system readiness for system/module migration to the production environment
Work Breakdown	• Review project specific documents (inputs) that will frame the assessment content • Interview stakeholders as necessary • Document assessment findings
Templates	• IV&V Implementation Checklist
Project Specific Documents (Inputs)	• Action items log • Risk log • Issue log • IV&V Implementation Checklist • Project schedule • Master RTM • System Security Plan • Vendor(s) Implementation Schedule • Vendor(s) Operational Readiness Plan • Vendor(s) System Readiness Plan • Vendor(s) Implementation Readiness Criteria Checklist • Vendor(s) Detailed Communication Plan • Vendor(s) Detailed Training Plan • Vendor(s) Interface Control Document (ICD) • Vendor(s) Business Continuity and Disaster Recovery Plan • Test scenario and test case results for all test phases
Project Specific Documents (Outputs)	IV&V Operational and System Readiness Assessment
Frequency	Minimum of 91 days prior to the user acceptance testing schedule and project work plan

We understand the purpose of reviewing the implemented project solutions is to verify the system provides the services specified by the requirements and desired outcomes in the operational environment. It includes system verification, as well as assessments of relevant supporting platforms and integrations.

The installation verification objectives are to assess:

- System transition strategy is comprehensive and explicitly documented as per the System and Business Operations Readiness Review Plan

- System is installed in its operational location in accordance with the transition plan
- System delivers all specified services per its governing requirements
- System is sustainable by enabling systems

Our review of implemented MES solutions will includes the following activities:

- Acceptance Test Assessment: Assessment of the UAT plans, process, and progress. Includes assessment of the UAT Plan and analysis of UAT results to validate that the software satisfies the system requirements.
- Parallel Test Assessment: Assessment of the Parallel Test plans, process, and progress, including analysis of results to validate that the software satisfies the system requirements.
- Implementation Readiness Assessment: Provides an objective assessment of the State and Vendors' readiness to implement the solution, processes, policies, and procedures. It includes a technical and operational readiness assessment.
- Implementation Verification: Assessment of the implementation including verification that the system conforms to requirements, the documentation of system is complete, and the system is deployed in accordance with Federal and State requirements. Assessment also includes verification that the system is installed in accordance with the approved plan, and is sustainable by enabling systems (operational, training, and support systems).
- SLA Assessment: SLAs are defined in the contractor contract, often with liquidated damages assessed for failure to meet specific SLAs. The NTT DATA IV&V team reviews contracts and amendments for SLAs that apply to the current contract period. We assess the mechanisms that are used to measure SLA compliance and recommend process improvements, additional data sources, and best practices that permit more accurate SLA reporting.

During each of these activities the NTT DATA IV&V team will:

- Verify the implemented solution conforms to requirements within defined constraints
- Verify the associated documentation is complete and correct
- Verify the solution is deployed in accordance with state and federal requirements
- Verify the implemented solution complies with the architectural design
- Validate integration of the implemented solution
- Verify the solution is installed in accordance with the approved implementation plan and is sustainable

We will deliver the review results in the Operation and System Readiness Review Report.

The results of the implementation readiness assessment will be reported in the Operation and System Readiness Review Report for each project before the MLTC decision to go-live with the project solutions. The IV&V lead will work with MLTC on project startup to define and gain agreement on the reporting requirements.

The dashboard section of the Operation and System Readiness Review Report will contain the IV&V recommendations

	related to the go/no-go decision.
OSR-3	Provide an example of a readiness plan utilized for other projects.
	Response:

ID	% Comple	Stage	DDI FA	.	Assigned To	Cross Functional Area Impact	Task dependency (predecessor)	Task dependency (successor)	Start Days
183		PRE GO-LIVE	EPSDT	Verify Production JILs.	W. Smith		N/A	N/A	200
184	100%	PRE GO-LIVE	Provider	Verify Production JILs.	C. Smith		ID #133	N/A	90
185	100%	PRE GO-LIVE	Provider	Verify Provider system parms.	C. Smith		ID #133	N/A	90
112		PRE GO-LIVE	Reference	Determine rule promotion process for production.	E. Smith		N/A	N/A	60
133	100%	PRE GO-LIVE	Provider	Confirm all developers have working PROD IDs and sufficient access.	C. Smith		N/A	N/A	60
134		PRE GO-LIVE	Managed Care	Confirm all developers have working PROD IDs and sufficient access.	W. Smith	Security	N/A	N/A	60
138		PRE GO-LIVE	Claims	Confirm all developers have working PROD IDs and sufficient access.	O. Smith	Legacy	N/A	N/A	60
108		PRE GO-LIVE	ALL/System Wide	Confirm all developers have working PROD IDs and sufficient access.					
114	100%	PRE GO-LIVE	System Wide	Verify that all Work Flow users have an account.					
139	100%	PRE GO-LIVE	TPL	Confirm all developers have working PROD IDs and sufficient access.					
115	100%	PRE GO-LIVE	System Wide	Verify that all Work Flow users have the manager/subordinate relationships. configured in act directory.					
116	100%	PRE GO-LIVE	System Wide	Setup Error Distribution List Members.					
77	100%	PRE GO-LIVE	Security	Testing tasks for other areas.					
119		PRE GO-LIVE	ALL	Migrate all approved templates from UAT to Production.					
125	100%	PRE GO-LIVE	Security	MMIS Vendor User sign in & role validation.					
180		PRE GO-LIVE	Reference	Verify Production JILs.					
		RE GO-LIVE	Member	Verify System Parms.					
		PRE GO-LIVE	Security	Verify Security reports are only viewable to authorized personnel.					
		PRE GO-LIVE	Reference	Verify that T_systemxparms are correct.					

Start Time	Start Date	Finish Days	Finish Time	Finish Date
	Monday, April 13, 2020	24		Tuesday, October 6, 2020
	Saturday, August 1, 2020	24		Tuesday, October 6, 2020
	Saturday, August 1, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Monday, August 31, 2020	24		Tuesday, October 6, 2020
	Wednesday, September 9, 2020	24		Tuesday, October 6, 2020
	Tuesday, September 15, 2020	24		Friday, October 6, 2017
	ednesday, September 30, 2020	24		Tuesday, October 6, 2020
	ednesday, September 30, 2020	24		Tuesday, October 6, 2020
	ednesday, September 30, 2020	24		Tuesday, October 6, 2020

Figure 64. Systems and Business Ops Readiness Review Plan

Example of a Readiness Plan (RFP V B.5.c.xviii)

The Systems and Business Operations Readiness Review Plan will be a comprehensive plan, tailored to each project, and encompass the technical and business tasks and activities. It will also define the control criteria that will support the system with the alignment and delivery of the State's desired outcomes as defined.

Typically, as IV&V, we would assess the Readiness Plan as opposed to creating it, but we will adapt to the expectation of MLTC and leverage our extensive experience developing readiness plans from our PMO Engagements supported by our Project Advantage methodology.

	Appendix G contains examples of Readiness Plans, which we have used on other projects. Figure 65 is a snapshot of the plan.
OSR-4	Provide examples of operation and system readiness review reports used on previous projects.

Response:

Examples of Operation and System Readiness Review Reports (RFP V B.5.c.xix)

The Operation and System Readiness Review Report for each project will provide an objective assessment of the state and DDI vendor's readiness to implement the solution, processes, policies, and procedures. It includes assessments of the technical and business operations readiness. Appendix G contains an example of an Operation and System Readiness Review Report, which we have used on other projects.

	B	C	D	E	F	G	H	I	J	K	L
53		Data-sharing agreements are in place.		Y	9/20/2020	State legal review complete. Agreements are in place.	State PMO				
54		Call / support centers are appropriately staffed and prepared to meet contractual requirements (Provider Call Center; Member Call Center; State Call Center, EDI Help Desk, Service Desk; DSS Lab Support)		Y	10/13/2020	9/25: The State has hired staff and completing training. Target completion 10/6. PMO has suggested to the State they create a Call Center Plan. The MMIS vendor centers in-process of staffing up as needed. Onboarding to begin in early Oct.	State PMO				
55		Contingency plans are documented and in place.		Y	8/31/2020	MMIS vendor Contingency planning is documented in 3.1.1. Implementation Master Plan which is under State PMO review.	MMIS Vendor				
56	User Readiness	User training is on track for completion according to the agreed upon training plan / schedule, plans for follow-up training are in place.		Y	9/20/2020	Update: 9/25 - Overall completion for all MMIS End Users is 98%. (Targets 75% by 8/18, 84% by 9/1, 93% by 9/15, 95% by 9/20 (Executive go / no go review). Contractor training due by 10/6. All on track.	State PMO				
57		Users are aware of the changes that affect them.		Y	10/13/2020	9/25: Repeat ADKAR survey currently in review with the State. Target release date TBD.	State PMO				
58		Users have been trained on workarounds.		NS	10/20/2020	The OCM team will work with the PMO Business Manager to determine if any workarounds will need communicated and trained on prior to go-live. Target date for completion is go-live minus 1 week.	State PMO				
59		State agencies, the MMIS vendor, the behavioral health vendor, the pharmacy vendor, and the State (for prior authorizations) staff are able to perform their day to day business functions using the new system (based on observed satisfactory results of operational readiness testing.		Y	10/25/2020	State ORRs to be conducted with State PMO 10/23 - 10/25. List of ORRs currently in review with PMO. In the process of scheduling MES module ORR. Target for completion is go-live minus 1 week.	State PMO / MMIS Vendor				
60	Operations and Maintenance Support Readiness	O&M processes and procedures are documented, approved and in place (e.g., Change Control and Defect Management, Production Support procedures for staff on-site and off-site at the Data Center; Helpdesk procedures, etc.)		N	9/20/2020	Processes and protocols being updated for Operations to sync with new tools, Service Manager, etc.	MMIS Vendor				
61		System documentation is up to date.		Y	9/20/2020	8 of 8 companion guides completed.	MMIS Vendor				
62		Contact information, including email distribution lists, contract names, email addresses, and phone numbers for support staff are identified.		Y	10/13/2020	OCM to create specific contact lists per the Command Center Plan. Due by 10/13.	State PMO / MMIS Vendor				
63		Escalation path(s) documented and communicated.		Y	10/13/2020	OCM to create specific contact lists per the Command Center Plan. Due by 10/13.	State PMO / MMIS Vendor				
64		Provider training is on track for completion according to the agreed-upon plan /schedule; plans for follow-up training are in place.		Y	10/20/2020	Provider training kicked off on 4/6 as planned. Provider training to run up until 10/20.	MMIS Vendor				
65		Provider communications are mutually agreed to by State agencies and the MMIS vendor and are on track for completion; providers are aware of the changes that affect them.		Y	10/15/2020	The Project Manager is working with State PMO on finalizing the Extension Training / Communication Plan updates for Providers, including a schedule. Need final push to ensure all Providers, major Medical Societies, Hospital Associations, etc. are aware of pertinent changes and impacts.	MMIS Vendor				
		Results of provider testing are acceptable (or have acceptable operational risks) for State agencies and the			10/13/2020	Started on 9/5 for 33 days duration but with risk.					

Executive Dashboard | 1 Dashboard Report | 2a Primary System Readiness | 2b Secondary System Readiness | 2c Tertiary System Readiness | 2d ARW System Readiness | 2e Quaternary Readiness | 2f UAT Completion | 2g Regression Testing | 3a Parallel Testin

Figure 65. Operation and System Readiness Review Report

IV&V Deliverables and Work Products

Business Requirements	
Req #	**Requirement**
IDW-1	Address the bidder's approach to meting each requirement in a table that contains the requirement and the bidder's approach to meeting the requirement.
	Response: **Approach to Meet the Requirements (RFP V B.6.c.xx, V B.6.b.1-4, and VI A.2.a)** ***Figure 66. IV&V Deliverables and Work Products RFP Requirements*** 1. For each project, must fulfill all IV&V contractor responsibilities and submit a monthly deliverable including activities and work products completed within the month: • The monthly IV&V report • Weekly status report materials for the month • IV&V project work product and deliverable assessments completed within the month • Critical incident reports • Requirements traceability matrix updates • CMS and MITA compliance activities • IV&V work plan updates • IV&V work products Our deliverables and work products will be defined in the Deliverables Management Plan of the IV&V Project Management Plan. Initial deliverables and due dates are detailed in Section 2.5. 2. Must perform work and submit work products and deliverables for State review and approval in accordance with the approved IV&V work plan scheduled dates. NTT DATA places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that we will apply to confirm top quality in the deliverables produced for the MES project. By applying these quality standards, working collaboratively with State Project Manager, and ensuring the draft and final deliverables are subject to internal QA reviews, we will meet or exceed the requirements and expectations for deliverables and hence meet or exceed the project completion standards. Prior to the start of deliverable development, NTT DATA will create the format and content specifications, including the outline and major elements to be addressed in the deliverable. We will review this Deliverable Expectation Document (DED) with the State Project Managers or other identified deliverable approver incorporating feedback to establish shared expectations for how the document will be formatted and what content it will contain to meet deliverable requirements.

NTT DATA

	Establishing shared expectations up-front will enable IV&V deliverables to meet DHHS' needs, and will not require extensive revisions or rework. Also, we have found that sharing draft content throughout the process of deliverable development can be another good technique (i.e., getting feedback early and often) to avoid extensive revisions later. As a last internal step, our IV&V deliverables will go through a QA/QC process before being formally submitted to DHHS for review and comment. Upon receipt of DHHS comments, the NTT DATA team will incorporate necessary modifications within the deliverable and finalize the deliverable according to the process agreed upon with DHHS. We will retain electronic copies of draft and final deliverables in our IV&V project repository.
	3. Must provide a tracking capability for tracking of work product and deliverable submission and review status.
	Our team will use a deliverable tracking log to track artifact, deliverable and work product reviews, submission dates, review statuses, and dates and versions. The IV&V Deliverables completed, in-progress, and upcoming for each work period will be included in the IV&V Weekly Status Report and the Monthly IV&V Report.
	4. Must submit any changes to previously approved deliverables for approval through the review process.
	Our IV&V team will re-review State and solution vendor deliverables, work products, and other artifacts to confirm resolution of identified findings. We will also review the sub plans and related reports and regular update submissions for deliverables, work products, or other artifacts that are regularly updated and resubmitted. Any previously approved IV&V deliverables will be subsequently updated if there is a required revision. We will resubmit such deliverables for MLTC approval as per the approved Deliverables Management Process, which will be defined in the IV&V Project Management Plan.

2.7 Organizational Staffing (RFP V C.1-3)

In this section, we provide responses to the following subsections:

- 2.7.1 Approach to Meet the Requirements (RFP V C.3.xxi)
- 2.7.2 Names and Resumes of Key Staff (RFP V C.3.xxii)
- 2.7.3 Staffing Plan For Each Project (RFP V C.3.xxiii)
- 2.7.4 Organizational Chart For Each Project Team (RFP V C.3.xxiv)
- 2.7.5 Approach to Maintain the Appropriate Number of Staff for Each Project (RFP V C.3.xxv)

2.7.1 Approach to Meet the Requirements (RFP V C.3.xxi)

Coordinated Activities Among DHHS, IV&V, and other Contractors
For more than 30 years NTT DATA has worked closely with states and vendors on several different types of engagements – as the PMO, QA vendor, IV&V vendor, Procurement Support, and other roles. In addition, several members of our proposed team have worked for state government or as contractors to state governments at some point in their career. As a result, we understand what it means to be in each of the various roles, and the importance of having a constructive approach to working together that includes listening and responding appropriately and in a timely manner.

On each project we manage, our NTT DATA team has demonstrated experience performing the key actions below:

- Providing cohesion and accountability throughout the life of the contract
- Establishing an environment of cooperation, support, collaboration, and accountability
- Providing accurate and timely reporting to facilitate project decision making
- Fostering a positive project culture for all stakeholders
- Encouraging and facilitating open and constructive communication and transparency
- Establishing shared goals and recognizing “Team” successes
- Providing consistency and structure

Figure 67 provides a high-level overview of the communication framework our IV&V teams typically follow for an IV&V engagement. We will work with DHHS to validate and further define this framework and deliver the appropriate communications for each of the five projects in Nebraska’s portfolio.

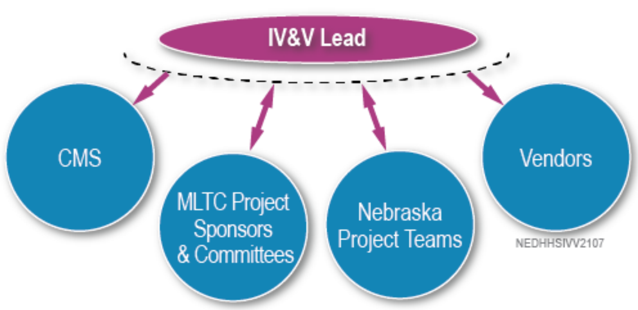


Figure 67. Communication Framework

All of our state and vendor interactions are professional and collaborative, providing the State with an integrated team working toward the same project outcomes.

Our Team Structure Supports Coordinated Activities

We believe that staffing is critical to IV&V success and critical to helping our clients realize successful projects. Our staffing approach is grounded in our IV&V methodology and best practices, influenced by the breadth and depth of our current IV&V experience in 17 states, and customized based on the requirements of the RFP.

We proposed staff whose experience and background make them ideal members of the IV&V team and that bring expertise in the particular projects and skillsets requested in the RFP. In addition, many of the team members can perform the responsibilities of more than one role – which brings added value and continuity to our team, giving us the flexibility to direct our team to focus on the most critical areas without impacting other important areas of a project.

We understand the five projects in Nebraska's portfolio operate under different governance structures, have different State project teams, and may span different State agencies, divisions and/or departments. We also know the importance of bringing the right staff, knowledge, skills, tools, and techniques to an engagement with this complexity. We assigned teams to each of the projects in Nebraska's portfolio and staffed each team with experienced professionals who understand the risks associated with large system integration efforts. Our IV&V team members know that having and maintaining a cross-project, enterprise level, perspective, even in the midst of their individual project assignments, will contribute to the success of all projects in Nebraska's portfolio. We further discuss the benefits of this portfolio approach in Section 1.9.

Our IV&V Lead will be the State's main point of contact and will aggregate the IV&V reporting across the multiple concurrent projects with a holistic view to consider project interdependencies and inform the appropriate stakeholders of project developments, relevant to their decision making. We discuss more about this role in Section 1.9.2.

Figure 68 shows our proposed IV&V team organization structure. Each team and team member, along with their roles, skills, and qualifications, are discussed in detail in Section 1.9.

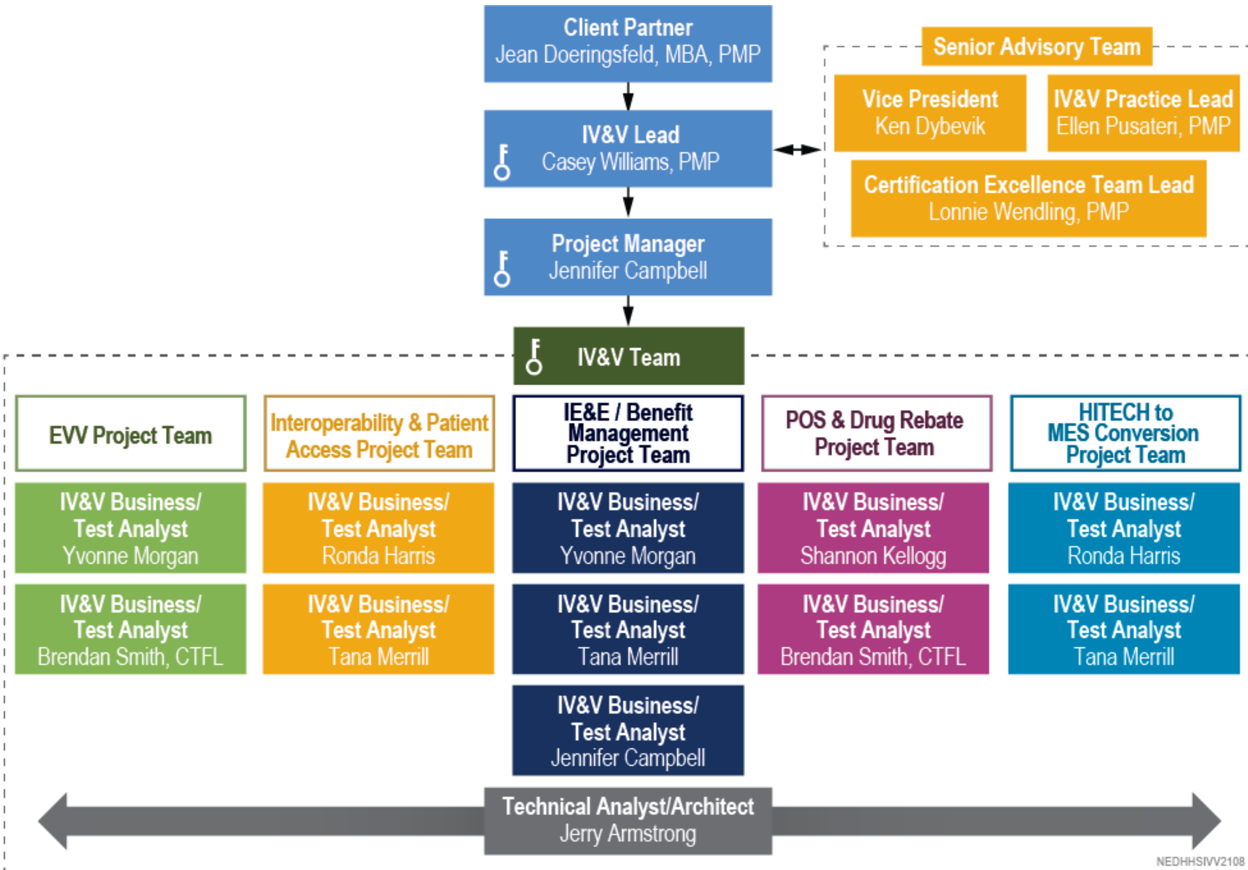


Figure 68. IV&V Team Organization Structure

Each of our team members will report directly to our Project Manager, Jennifer Campbell, and then up to our IV&V Lead, Casey Williams. Both Casey and Jennifer bring extensive IV&V and Project Management expertise of large system implementations that include MES, multiple modules, and a portfolio of projects. This experience makes them uniquely qualified to apply best practices for IV&V and project management across Nebraska's full portfolio of projects. Jennifer will provide day-to-day management of the team and coordinate subject matter expertise when needed. Casey will make sure IV&V processes and best practices are followed across all five projects including any changes from CMS. Casey will be the primary contact to the State and vendors for IV&V activities.

Our IV&V Lead and IV&V Project Manager are supported by our Client Partner, Jean Doeringsfeld, and our Senior Advisory Team (described in Section 1.9). Jean, and the Senior Advisory Team, will coordinate and facilitate any additional information or expertise that may be needed or useful to Nebraska. As an example, our IV&V Lead will work with Ellen Pusateri on the SAT team to stay informed of changes to IV&V from CMS and IV&V practices that are being employed in other states. As needed, Casey will bring this expertise to Nebraska.

Our IV&V Technical Analyst/Architect, Jerry Armstrong, will provide technical expertise at the portfolio and enterprise level to align the technical aspects of each project when integrated. He will also assess each project for compliance with federal, state, and enterprise-level technical requirements.

Figure 69. Organizational Staffing RFP Requirements

1. Must provide an organizational structure which reflects coordinated activities among DHHS, IV&V, and other contractors.
See Sections 1.9.2.1, 2.7.1, 2.7.3, and 2.7.4.
2. Must provide criminal background investigations on all personnel and follow-up investigations every five years. Must report an individuals who have criminal activity identified to DHHS.
As an integral component of our structured recruiting process, NTT DATA conducts a thorough background check on all candidates and staff assigned to any project. We provide highly qualified personnel who succeed in their new roles. By carefully screening candidates, we protect our reputation as a partner of quality staffing services throughout our engagement with Nebraska. NTT DATA will complete a criminal background check prior to any individual being assigned to work on the project, conduct a follow-up investigation for all NTT DATA assigned staff every five years, and report to DHHS on any individuals who have criminal activity identified.
3. Must provide all key positions identified IV.C.1.
All key positions identified in IV.C.1 have been included in this proposal. Details on our proposed staff can be found in Sections 1.9.2.1 and 1.9.2.2. Resumes and references are in Section 1.9.2.5.
4. Must maintain an Organizational Chart and project contact list.
An organizational chart for our proposed project team is included in Figure 68 above. In addition, we will be providing Nebraska with a Staffing Management Plan as part of our Project Management Plan deliverable. The Staffing Management Plan will include an organizational chart of our team (updated as needed to reflect any changes), along with other important items for managing our team. We will report staffing, staff activities, and staff contact information in our Weekly IV&V Status Report, along with any onsite/offsite schedules. We provide additional information on our approach for managing staffing and our SMP in Section 1.9.1 and information on our Weekly IV&V Status Report in Attachment A, IVV-1.
5. Must acquire DHHS approval for key staff and key staff replacements.
NTT DATA agrees to acquire DHHS approval for all key staff and key staff replacements.
6. Must not reassign or replace key personnel without the prior written approval of DHHS.
NTT DATA agrees that it will obtain prior written approval from DHHS for any reassignment or replacement of key personnel.
7. Must provide monthly IV&V staff as proposed.
NTT DATA agrees to provide monthly IV&V staff as proposed.

2.7.2 Names and Resumes of Key Staff (RFP V C.3.xxii)

Resumes are located in Section 1.9.2.5.

2.7.3 Staffing Plan For Each Project (RFP V C.3.xxiii)

In Figure 68 IV&V Team Organization Structure, we graphically depict our proposed team organization structure. We have included the following key positions for each project.

- IV&V Lead
- IV&V Project Manager
- IV&V Technical Architect
- Two (2) IV&V Business/Test Analysts

Our IV&V Lead, IV&V Project Manager, and IV&V Technical Architect will be supporting all projects. Our experience has shown these positions require a "portfolio" view (i.e., a view across all projects) so that best practices are applied consistently, staffing is managed based on a comprehensive view of workload, and technical aspects of the projects align. We have staffed these positions with team members who know how to provide and apply this perspective. In addition, all our IV&V Business/Test Analyst staff are highly experienced and familiar with working under this model. They are prepared to support Nebraska's individual projects and overall vision.

We based our staff allocations for each project on the timing and scope of work provided in the RFP and in Nebraska's answers to the Q&A. To support our understanding, we applied our knowledge and experience performing work on similar projects:

- **EVV.** We understand that Personal Care Services and Waiver Program modules went live on 12/1/2020. The Home Health, Children and Families and Developmental Disability module(s) is currently in the planning phase. We know that states have until January 2023 to complete EVV, and our experience has been that most states certify all of these modules together. We accommodated the full timeline, until January 2023, into our staffing approach for this project.

- **Interoperability and Patient Access.** We aligned our timeline to Nebraska's estimated start date for this project of March 2022. We found that for states that have an existing HIE, the implementation for this project will take approximately four months. Streamlined certification takes approximately three months after operational readiness. As a result, we estimated seven months as the total time for this project from the March 2022 start date.

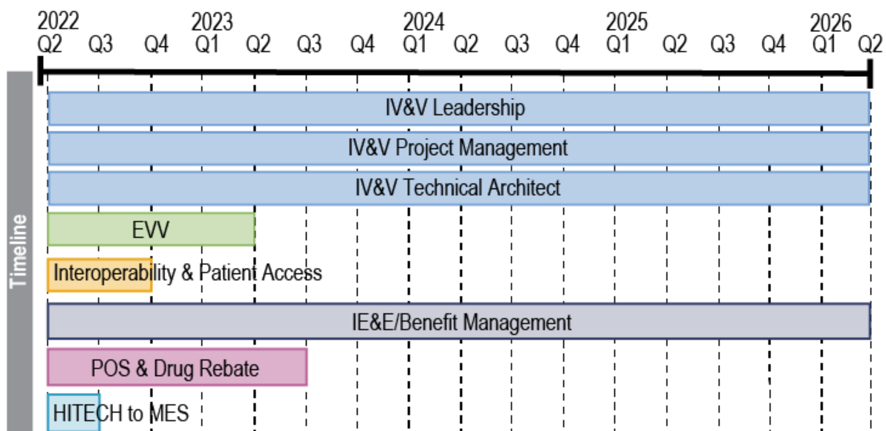
- **Integrated Eligibility and Enrollment/Benefits Management.** We understand that Nebraska is expecting a portal go live in April 2022 and the estimated start date for the remainder of the effort is unknown. To assure appropriate staff coverage, we assumed planning activities for the IE&E/BM project would start immediately after go-live of the portal component, if not before. Our experience has shown that IE&E/BM modules require approximately one year for planning, 30-36 months for DDI, and then six months after go-live for final certification by CMS and FMS. Based on this experience, we estimated the timeline for this project will extend through the end of the 4-year initial contract term.

- **Point of Sale Drug Claim Processing/Drug Rebate.** Based on Nebraska's anticipated RFP date of June 2022 and the stated estimated implementation date of January 2023 we calculated that certification would occur six months after go-live in the June or July 2023 timeframe.

- **HITECH Transition to MES.** Nebraska has estimated that certification review for this effort would occur in May 2022. In alignment with Nebraska's answers to questions, we estimated that IV&V services for this effort would end with certification in May 2022.

Based on these timelines, we were able to leverage skill sets (and staff) across projects so that we could be the most efficient and cost-effective in completing the work. We understand the timing of projects and project phases may change and we will work with Nebraska to determine if changes to our proposed staff allocation and assignments are needed and adjust staffing if necessary.

Figure 70 shows the timeline for each of Nebraska's individual projects along with the key position assigned and their allocation (in FTE, by calendar quarter) to each project. These allocations demonstrate that no staff are over-allocated. Further, these allocations comply with Nebraska's requirements to have staff start at the beginning of the project (April 1, 2022) and to include at least five key positions on each project. We assumed a waterfall-based project approach and 25% onsite for all key staff for the duration of the project.



	2022 Q2	Q3	Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1
Leadership Team																
IV&V Lead - Williams, Casey	1	1	1	1	1	1	1	.3	.3	.3	.3	.3	.3	.3	.3	.3
Project Manager - Campbell, Jennifer	1	1	1	1	1	1	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Technical Architect - Armstrong, Jerry	.5	.25	.25	.2	.2	.2	.2	.05	.05	.05	.05	.05	.05	.05	.05	.05
EVV Team																
Business/Test Analyst - Morgan, Wilyvonne	.5	.5	.5	.5												
Business/Test Analyst - Smith, Brendan	.5	.5	.5	.1												
Interoperability & Patient Access Team																
Business/Test Analyst - Harris, Ronda	.5	1														
Business/Test Analyst - Merrill, Tana	.33	.5														
IE& E/Benefit Management Team																
Business/Test Analyst - Morgan, Wilyvonne	.5	.5	.5	.5	.5	1										
Business/Test Analyst - Campbell, Jennifer							.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Business/Test Analyst - Merrill, Tana	.33	.5	1	1	1	1	1	1	1	1	1	1	1	.2	.2	.2
POS & Drug Rebate Team																
Business/Test Analyst - Kellogg, Shannon	1	1	1	1	1											
Business/Test Analyst - Smith, Brendan	.5	.5	.5	.1	.1											
HITECH to MES Conversion Team																
Business/Test Analyst - Harris, Ronda	.5															
Business/Test Analyst - Merrill, Tana	.33															
Total FTE:	7.59	7.25	6.25	6.2	5.4	5.3	3.2	2.35	2.35	2.35	2.35	2.35	2.35	1.55	1.55	2.05

Figure 70. IV&V Team Staff Allocations by Project

2.7.4 Organizational Chart For Each Project Team (RFP V C.3.xxiv)

Our proposed Organization Chart for each project team is shown in
Figure 71. Please see details in Section 2.7.3 regarding staff structure and allocation, and Section 1.9 for roles, responsibilities, and staff qualifications.

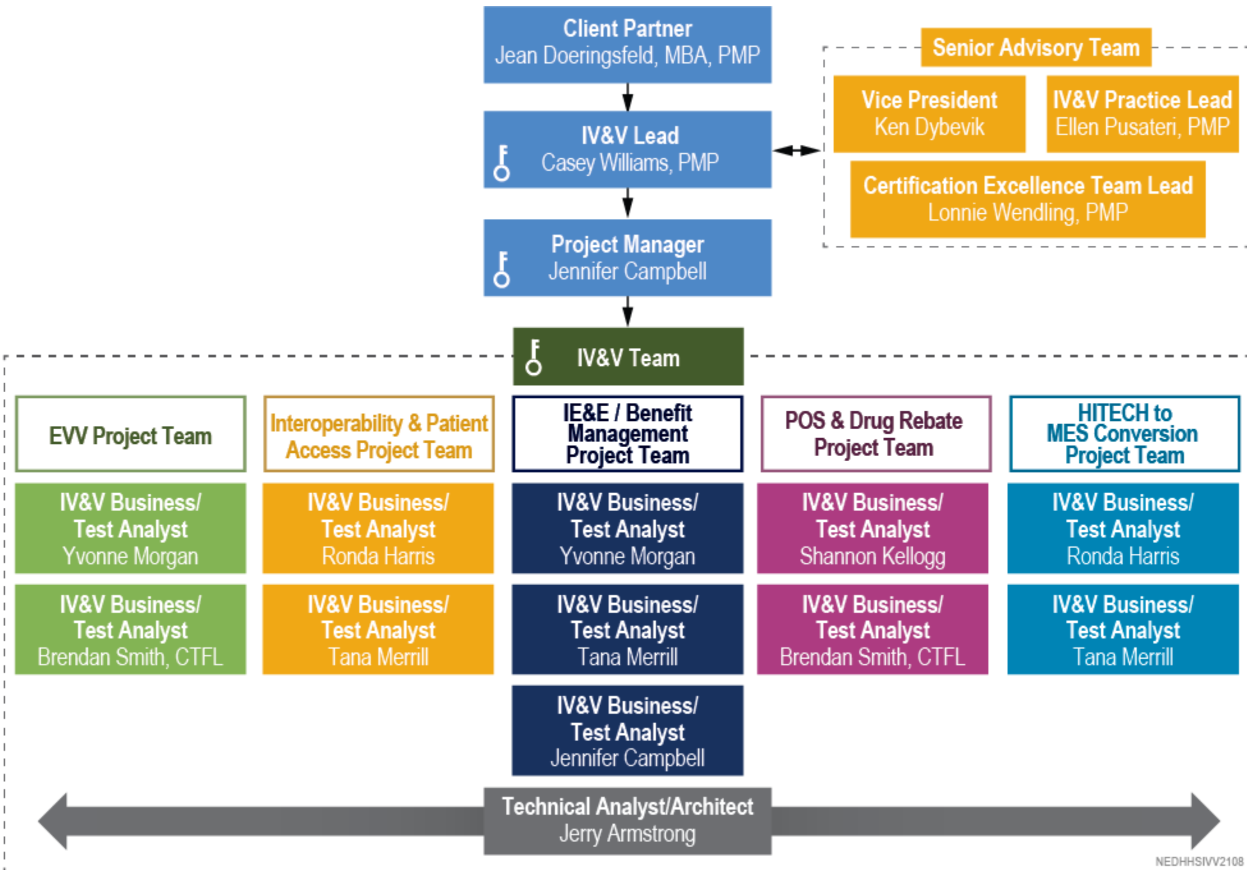


Figure 71. Organizational Chart

2.7.5 Approach to Maintain the Appropriate Number of Staff for Each Project (RFP V C.3.xxv)

In Section 2.7.3 we discuss how we allocated staff to each project and provided details on those allocations. We carefully examined the information in the RFP and Nebraska's answers to the Q&A to understand the current phases and timeline for each project before allocating staff. Allocation was based on skills and effort, structuring our team to support a portfolio and enterprise perspective while doing their work. We are confident that all staff – including staff allocated to multiple projects – will be able to complete their assignments with the thoroughness, quality, and efficiency required of our IV&V team.

We understand changes in timeframe and scope do occur and we are committed to maintaining the required five key positions on each project. If a project timeline slips, staff become unavailable, scope changes, or an event occurs that requires us to re-evaluate skills or re-assign team members, we have several mechanisms to help us quickly respond and minimize or avoid any impact to our IV&V services. Some of those mechanisms include:

1. Leveraging skillsets and experience from other team members. All of our proposed staff have the skills and experience to perform the responsibilities of more than one key role which brings added value and continuity to our team. Because of the overlap in skills and experience, we can have another team member fill in, even if only temporarily, when/if needed.
2. Working with NTT DATA's internal Resource Manager. Our IV&V Lead and IV&V Project Manager can work with our internal Resource Manager to identify consultants with the skills, experience, and availability required to meet the needs of the project. With close to 20,000 U.S.-based employees, we have a steady source of professionals who become available for new opportunities as they successfully complete other projects for our clients. We can also reach out to our affiliate companies in the NTT Group or subcontractors for support when necessary. Section 1.9.2 provides additional details on our staffing and recruiting support services.

Combined, these mechanisms allow us to be responsive to project changes and bring the right resources based on the needs of the specific project.

2.8 Logistics (RFP V D.1-3)

In this section, we provide responses to the following subsections:
- 2.8.1 Approach to Meet the Requirements (RFP V D.3.xxvi)
- 2.8.2 Where Staff May Perform Work When Not On-Site (RFP V D.3.xxvii)

Additional information can be found in Section 2.9, focused on privacy and security.

2.8.1 Approach to Meet the Requirements (RFP V D.3.xxvi)

NTT DATA's approach to meeting the logistics requirements centers on maintaining information in a designated repository while sustaining the security and privacy of information, regardless of NTT DATA personnel's work location. Our approach to meeting the Logistics RFP requirements are discussed in Figure 72.

Figure 72. Logistics RFP Requirements

1. Must store all work products in DHHS designated repository and using designated folder structure.
NTT DATA will store all work products in the DHHS designated repository, using the designated folder structure. NTT DATA will follow DHHS policies and procedures, in addition to applying our own best practices, to protect the integrity and confidentiality of the data, promote information security, and respect the conventions of the designated repository. NTT DATA's IV&V Lead will work with DHHS to obtain a copy of the repository's policies and procedures, and its respective folder structure. This information will be used to train all NTT DATA assigned team members on proper use, conventions, structure, and information security requirements with respect to work products. NTT DATA's information security policies and procedures are developed by our Chief Information Security Office (CISO) and are part of required training that is validated through employee testing and quizzes. NTT DATA's security practices provide a means for NTT DATA employees and subcontractors to perform work while on-site or remotely using zero-trust hardware, software, policies, and procedures. These policies and procedures will serve as a supplement to the policies and procedures required by DHHS during the performance of this contract for all off-site (remote) work. For work performed on-site in Lincoln, using government furnished equipment and information, NTT DATA's IV&V Lead and IV&V Project Manager will strictly enforce the policies and procedures required by DHHS. Detailed information related to security and privacy is discussed in Section 2.9 Privacy and Security.

2. Must have controlled access to all contractor facilities where any contract related work is performed in compliance with privacy and security requirements.
NTT DATA's facility security practices mandate strict controlled access and storage requirements to meet federal and international security standards for critical infrastructure facilities. As one of the world's largest data center operators and managed security service providers for the Department of Defense and Intelligence Community, NTT DATA maintains a globally applied, controlled access facility security program. Our program demonstrates a zero-trust environment, affording access to only authorized personnel within our facilities in accordance with the standards and requirements of the Defense Counterintelligence and Security Agency (DCSA). Additionally, all of our policies and procedures related to facility and information security are specifically designed to promote compliance with privacy and security requirements. Admittance into facilities requires the use of security badges that are issued to all personnel, including subcontractors and consultants as appropriate, during core business hours. Security badges are always to be worn and visible. The IV&V Program Manager tracks security badges in accordance with NTT DATA Facility Security Requirements. The Program Manager will facilitate obtaining security badges for NTT DATA staff when travel or work in State facilities is necessary. NTT DATA team members will be accountable for protecting their security badges throughout the contract. At the conclusion of the contract, security badges will be returned to the State or destroyed by NTT DATA as appropriate and in compliance with State security and privacy policies.

2.8.2 Where Staff May Perform Work When Not On-Site (RFP V D.3.xxvii)

When our personnel are not on-site, NTT DATA will provide remote work capabilities through NTT DATA-provided hardware and software, configured for zero-trust capabilities. This enables NTT DATA employees, regardless of work location, to uphold security and privacy practices and standards, and sustain the confidentiality, integrity, and accessibility of information and systems during the performance of this contract.

2.9 Privacy and Security (RFP V E.1-3)

In this section, we provide responses to the following subsections:

- 2.9.1 Approach to Meet the Requirements
- 2.9.2 Proposed Strategy, Methodology and Capabilities for Systems, Operational and Physical Security
- 2.9.3 Sample of a Privacy and Security Plan
- 2.9.4 How Workforce Privacy and Security Awareness is Supported
- 2.9.5 Approach to Monitoring Attempted Security Violations and the Actions that will be Taken

A sample Privacy and Security Plan is provided in Appendix G for the State's review.

2.9.1 Approach to Meet the Requirements (RFP V E.3.xxviii)

NTT DATA's approach to meeting the requirements for privacy and security of DHHS data includes a Privacy and Security Plan for securing electronic personal health information (ePHI), NE HHS enterprise information, and any content covered under HIPAA.

Figure 73 provides details of this approach and discusses our Security and Privacy Plan which we have used with other clients (sample included in the Appendices).

Figure 73. Privacy and Security Requirements and Approach

1. Must develop and submit a Privacy and Security Plan work product that includes a description of how contractor safeguards all state information that is transmitted within contractor's systems (i.e., email). The plan must be approved by DHHS prior to the contractor having access to project materials.
Upon contract award, NTT DATA will revise its current Privacy and Security Plan to comply with State requirements for privacy and security. We will also include a description on how NTT DATA will safeguard all state information transmitted within NTT DATA systems such as email. NTT DATA will provide the draft Privacy and Security Plan to the State for review during the Kickoff Meeting. This plan will be updated and presented to DHHS for approval prior to NTT DATA gaining access to project materials.
2. Must comply with all security and privacy laws, regulations, and policies, including HIPAA, and related breach notification laws and directives.
NTT DATA is a provider of IV&V services and Security and Privacy Assessment services to state and federal HHS agencies. It is our duty to both know and put into practice the laws, regulations, policies, and standards that guide the security of ePHI and PII. NTT DATA consults, utilizes, and complies with security and privacy requirements that include, but are not limited to: • The HIPAA Act of 1996 • HITECH Act of 2009 • Patient Protection Affordable Care Act of 2010 • Final Omnibus Rule of 2013 • NIST SP 800-66 Implementation Guide HIPAA Security Rule • Minimal Acceptable Risks for Security- Exchanges (MARS-E) The above legal requirements and industry standards address the application of breach notification requirements.
3. Must provide initial and ongoing privacy and security and HIPAA compliance training to all employees and contract personnel assigned to the project prior to providing access to PHI.
Privacy, security, and HIPAA compliance training are part of NTT DATA's initial and annual employee training. NTT DATA's current training policy applies to full-time and part-time regular and transitional employees in the company. The policy outlines NTT DATA's training and education goals, opportunities, and requirements, as well as the company's mode for promoting total adoption of our training standards through a variety of online and in-person resources. Our New Employee Orientation and Continuing Education programs include a 2021 HIPAA Privacy and Security Training Campaign provided by NTT DATA Global HR. The HIPAA Privacy and Security Training courses are mandatory for all NTT DATA staff (e.g., employees, temporary personnel, and contractors) who work on or support U.S. Healthcare and Life Sciences accounts or that may come in contact with PHI while performing their job. All individuals supporting the U.S. healthcare industry or government health agencies are required to complete such training and cover content such as the HIPAA Security Rule and HIPAA Privacy Rule and the best practices for protecting information, avoiding violations, roles of individual employees in preventing breaches, and best practices to reduce risks to ePHI including how to achieve better security when emailing, browsing the web, or remotely accessing ePHI. The requirements for training and education regarding HIPAA privacy and security are designed to meet an annual compliance requirement to which NTT DATA complies. Our team will also complete any state-required compliance training as required by DHHS policy and state law. Additional information is discussed in Section 2.9.4 of this proposal regarding our training delivery compliance methods.

4. Must take all reasonable industry recognized methods to secure the system from un-authorized access.
NTT DATA has a stringent information and network access data security policy requiring all employees to comply with NTT DATA CISO policies, standards, and regulations as developed from legal and industry requirements for information and system security to protect against unauthorized access. Our consultants work within a zero-trust information architecture with least privileges, end-to-end encryption, and multiple layers of administrative approval requirements to gain access to NTT DATA hardware, software, networks, or data. NTT DATA will take all reasonable industry-recognized methods to secure the systems from unauthorized access.
5. Must permanently destroy all confidential data and protected health information entrusted to the contractor for the performance of the contract upon approval of DHHS.
For confidential data and PHI entrusted to NTT DATA on DHHS-provided equipment, we will work with the appropriate DHHS information security representatives to permanently destroy all confidential data and protected health information upon an event such as termination or reassignment of an NTT DATA employee. This includes providing notification to the appropriate DHHS information security or information technology resources that manage credentialing access to DHHS equipment, networks, applications, and data. NTT DATA will confirm with DHHS that all access to equipment, networks, applications, and data are revoked for personnel no longer needing access to such information or devices. For confidential data and PHI that may be collected, stored, or transmitted on NTT DATA-owned devices, our Chief Information Security Officer has implemented global policies and methods of information, software, and hardware controls to protect confidential data and PHI. During the performance of the contract, NTT DATA will apply our CISO’s guidance and DHHS requirements, with approval from DHHS, to permanently destroy confidential data and PHI using the most effective and compliant data destruction methods available to NTT DATA.

2.9.2 Proposed Strategy, Methodology and Capabilities for Systems, Operational and Physical Security (RFP V E.3.xxix)

Our proposed strategy, methodology, and capabilities for systems, operational, and physical security are outlined in NTT DATA’s Sample Security and Privacy Plan. This plan includes strategies and methodologies, coordinated by our IV&V Lead along with NTT DATA corporate resources (e.g., Legal, IT department, Incident Response Team), and combines technology and procedural safeguards to reinforce the confidentiality and integrity of all information created, transmitted, or stored during the performance of this contract. As a mature organization that serves federal, state, and local government agencies, our security and privacy policies and practices are well-equipped and proven successful.

2.9.3 Sample of a Privacy and Security Plan (RFP V E.3.xxx)

NTT DATA’s Sample Privacy and Security Plan is included in Appendix G and includes our instructions and procedures (RFP V E.3.xxxi) for maintaining the privacy and security of ePHI and PHI. The document is a de-identified example from another state client and is in the template that will be used for DHHS.

We typically do not create the Security and Privacy Plan for the projects, as those are usually created by the agency and software vendor for each project and then assessed by IV&V. However, if MLTC prefers our team produce the Security and Privacy Plans for projects, we have the expertise, capability, and tools/templates from our Project Advantage methodology, as well as experience as a PMO vendor.

2.9.4 Privacy and Security Plan Template with Instructions and Procedures (RFP V E.3.xxxi)

We included a sample Privacy and Security Plan, see Appendix G, that has been approved by our corporate offices. This demonstrates our policies and procedures as a corporation, on protecting privacy and security of information systems and information that resides within our network.

2.9.5 How Workforce Privacy and Security Awareness is Supported (RFP V E.3.xxxii)

NTT DATA has company mandates for all employees, contractors, subcontractors, and temporary employees to undergo mandatory privacy and security awareness training, conducted via NTT DATA Catalys Learning Management System (LMS). The LMS provides guided instruction and assessments that require a minimum threshold for certification and all scores, records, and compliance requirements are automatically tracked. In accordance with NTT DATA policies, our personnel will complete training at least annually. An automated email notification of any upcoming training requirements will be sent to each individual for action. In an operational setting, managers are expected to conduct proactive surveys of employee knowledge and compliance with privacy and security requirements. Additional information related to privacy and security practices is discussed in our Privacy and Security Plan.

2.9.6 Approach to Monitoring Attempted Security Violations and the Actions that will be Taken (RFP V E.3.xxxiii)

In the event a project member working on the State's systems is involved in a security violation, the IV&V Lead, who will function as the Security Coordinator in alignment with the Sample Privacy and Security Plan, will take immediate action, implementing state rules, regulations, and policies to coordinate appropriate actions and communication with the State.

When NTT DATA's information systems are used to create, transmit, and store data, NTT DATA's Security Incident Management policies and procedures will be used to address the security incidents. In accordance with the RFP requirements, NTT DATA has developed a Privacy and Security Plan that includes procedures to respond to suspected or confirmed security violations. NTT DATA's methods for monitoring attempted security violations on its networks include information security group policy management, zero-trust platforms, end-to-end encryption, and system activity monitoring through security operations control management, vulnerability assessment appliances, virtual private networks, and packet capture analysis. These functions are performed by NTT DATA's IT departments with enforcement activities promoted by managers and leadership operating on-site or remotely. Violators of security policies are subject to administrative and legal actions as appropriate to the scope of the violation. NTT DATA has an Incident Response Team that will take action upon received violation notices, received through a variety of channels. The Incident Response Team works with NTT DATA leadership to address violations appropriately, based on the incident. We will collaborate with DHHS to establish the acceptable time period in which NTT DATA reports violations to the State.

APPENDIX A – ORIGINAL REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES

Appendix A begins on the next page.

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

CONTRACTOR MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the contractor guarantees compliance with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that contractor maintains a drug free work place.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

__NA__ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

__NA__ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

__NA__ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	NTT DATA State Health Consulting, LLC
COMPLETE ADDRESS:	7950 Legacy Drive, Suite 900 Plano, TX 75024
TELEPHONE NUMBER:	(800) 745-3263
FAX NUMBER:	NA
DATE:	November 19, 2021
SIGNATURE:	Timothy Conway
TYPED NAME & TITLE OF SIGNER:	Timothy Conway, EVP & Group President, Public Sector

APPENDIX B – FORM A CONTRACTOR PROPOSAL POINT OF CONTACT REQUEST FOR PROPOSAL #109035 O3

Appendix B begins on the next page.

Form A
Contractor Proposal Point of Contact
Request for Proposal Number 109035 O3

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the contractor's name and address, and the specific person(s) who are responsible for preparation of the contractor's response.

Preparation of Response Contact Information	
Contractor Name:	NTT DATA State Health Consulting, LLC
Contractor Address:	7950 Legacy Drive, Suite 900 Plano, TX 75024
Contact Person & Title:	Deirdre McCormick | Business Development Sr Advisor
E-mail Address:	deirdre.mccormick@nttdata.com
Telephone Number (Office):	(207) 649-0885
Telephone Number (Cellular):	(207) 649-0885
Fax Number:	NA

Each Contractor should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the contractor's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Contractor Name:	NTT DATA State Health Consulting, LLC
Contractor Address:	7950 Legacy Drive, Suite 900 Plano, TX 75024
Contact Person & Title:	Jean Doeringsfeld, Business Consulting Director
E-mail Address:	jean.doeringsfeld@nttdata.com
Telephone Number (Office):	(608) 219-9828
Telephone Number (Cellular):	(608) 219-9828
Fax Number:	NA

APPENDICES C, D, E

C. RFP SECTION II. TERMS AND CONDITIONS
D. RFP SECTION III. CONTRACTOR DUTIES
E. RFP SECTION IV. PAYMENT

Appendices C, D, E are one continuous document and begin on the next page.

II. TERMS AND CONDITIONS

Contractors should complete Sections II through VI as part of their proposal. Contractor is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The Contractor should also provide an explanation of why the Contractor rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, contractor is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and Contractor fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this solicitation. The State reserves the right to reject proposals that attempt to substitute the Contractor's commercial contracts and/or documents for this solicitation.

The Contractors should submit with their proposal any license, user agreement, service level agreement, or similar documents that the Contractor wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the Contractor's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The contract resulting from this solicitation shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the solicitation;
3. Questions and Answers;
4. Contractor's proposal (Solicitation and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) executed Contract and any attached Addenda, 3) Amendments to solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the Contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or five (5) calendar days following deposit in the mail.

Either party may change its address for notification purposes by giving notice of the change, and setting forth the new address and an effective date.

C. NOTICE (POC)
The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the Contractor will be provided a copy of the appointment document, and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)
Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

E. BEGINNING OF WORK
The Contractor shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

F. AMENDMENT
This Contract may be amended in writing, within scope, upon the agreement of both parties.

G. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation	NOTES/COMMENTS:

		Response (Initial)	
TC			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost proposal for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

*****Contractor will not substitute any item that has been awarded without prior written approval of SPB*****

H. VENDOR PERFORMANCE REPORT(S)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
TC			

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

I. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
TC			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

J. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. OR In case of breach by the Contractor, the State may, without unreasonable delay, make a good faith effort to make a reasonable purchase or contract to purchased goods in substitution of those due from the contractor. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor's breach.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

K. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

L. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

M. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation	NOTES/COMMENTS:

		Response (Initial)	
		DS TC	Addition of provision: 6. Limitation of Liability Neither party will be liable for incidental or consequential damages, including without limitation lost revenues or profits, and Vendor's liability, regardless of the cause of action, will not exceed the annual value of the contract

1. **GENERAL**
The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials (for the purposes of this section, "the Indemnified Parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses (for the purposes of this section, "the Claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the Claims.

2. **INTELLECTUAL PROPERTY**
The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the Indemnified Parties from and against any and all Claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement Claim that will affect the State's use of the Licensed Software or any other deliverable under this solicitation without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this solicitation.

3. **PERSONNEL**
The Contractor shall, at its expense, indemnify and hold harmless the Indemnified Parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractors and their employees, provided by the Contractor.

4. **SELF-INSURANCE**
The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. **LEGAL REPRESENTATION**
The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

N. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TL			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

O. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TL			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as said third party involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TL			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

Q. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within	NOTES/COMMENTS:

		Solicitation Response (Initial)	
TC			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

R. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
TC			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than $5,000.

S. OFFICE OF PUBLIC COUNSEL (Statutory)
If it provides, under the terms of this contract and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Contractor shall submit to the jurisdiction of the Office of Public Counsel, pursuant to Neb. Rev. Stat. §§ 81-8,240 et seq. This section shall survive the termination of this contract.

T. LONG-TERM CARE OMBUDSMAN (Statutory)
Contractor must comply with the Long-Term Care Ombudsman Act, per Neb. Rev. Stat. §§ 81-2237 et seq. This section shall survive the termination of this contract.

U. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
TC			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.

2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.

3. The State may terminate the contract immediately for the following reasons:

   a. if directed to do so by statute;
   b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
   c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
   d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
   e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
   f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
   g. Contractor intentionally discloses confidential information;
   h. Contractor has or announces it will discontinue support of the deliverable; and,
   i. In the event funding is no longer available.

V. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor's employees within the scope of their duties under the contract;
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law;
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the contractor's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TL			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at http://das.nebraska.gov/materiel/purchasing.html

2. The completed United States Attestation Form should be submitted with the solicitation response.

3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.

4. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this solicitation.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TL			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. DISCOUNTS

Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the proposal. Cash discount periods will be computed from the date of receipt of a properly executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

F. PRICES

All prices, costs, and terms and conditions submitted in the proposal shall remain fixed and valid commencing on the opening date of the proposal until an award is made or the solicitation is cancelled.

Prices submitted on the cost proposal form shall remain fixed for the life of the contract.

G. COST CLARIFICATION

The State reserves the right to review all aspects of cost for reasonableness and to request clarification of any proposal where the cost component shows significant and unsupported deviation from industry standards or in areas where detailed pricing is required.

H. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

I. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

J. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:

DS TC			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within two (2) years of termination or expiration of the contract, the contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and two (2) years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contactors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter**. The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-**

contributory. **The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	$2,000,000
Products/Completed Operations Aggregate	$2,000,000
Personal/Advertising Injury	$1,000,000 per occurrence
Bodily Injury/Property Damage	$1,000,000 per occurrence
Medical Payments	$10,000 any one person
Damage to Rented Premises (Fire)	$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Contractors	Included
Abuse & Molestation	Included
WORKER'S COMPENSATION	
Employers Liability Limits	$500K/$500K/$500K
Statutory Limits- All States	Statutory - State of Nebraska
USL&H Endorsement	Statutory
Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
Bodily Injury/Property Damage	$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	$5,000,000 per occurrence
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	$10,000,000
CONTRACTOR'S POLLUTION LIABILITY	
Each Occurrence/Aggregate Limit	$2,000,000
Includes Non-Owned Disposal Sites	
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

3. **EVIDENCE OF COVERAGE**

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Department of Health and Human Services
Attn: IV&V Contract Manager
301 Centennial Mall South, 5th Floor
Lincoln, NE 68508

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

K. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

If Contractor breaches the contract or anticipates breaching the contract the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, and may include a request for a waiver of the breach if so desired. The State may, at its discretion, temporarily or permanently waive the breach. By granting a temporary waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

L. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

M. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

By submitting a proposal, Bidder certifies that no relationship exists between the Bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that Bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, Bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

N. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

O. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The Contractor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

P. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

Q. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at http://nitc.nebraska.gov/standards/2-201.html and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

R. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

S. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

T. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to Customer, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse Customer the fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)

Neb. Rev. Stat. §§81-2403 states, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

E. PAYMENT (Statutory)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Statutory)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Statutory)

The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Statutory)

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS TC			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

APPENDIX F – HIPAA AGREEMENT

Appendix F begins on the next page.

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DHHS HIPAA BUSINESS ASSOCIATE AGREEMENT PROVISIONS SERVICES CONTRACTS

1. BUSINESS ASSOCIATE. "Business Associate" shall generally have the same meaning as the term "business associate" at 45 CFR § 160.103, and in reference to the party in this Contract, shall mean Contractor.

2. COVERED ENTITY. "Covered Entity" shall generally have the same meaning as the term "covered entity" at 45 CFR § 160.103, and in reference to the party to this Contract, shall mean DHHS.

3. HIPAA RULES. "HIPAA Rules" shall mean the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.

4. OTHER TERMS. The following terms shall have the same meaning as those terms in the HIPAA Rules: Breach, Data Aggregation, Designated Record Set, Disclosure, Health Care Operations, Individual, Minimum Necessary, Notice of Privacy Practices, Protected Health Information, Required by Law, Secretary, Security Incident, Subcontractor, Unsecured Protected Health Information, and Use.

5. THE CONTRACTOR shall do the following:
   - 5.1. Not use or disclose Protected Health Information other than as permitted or required by this Contract or as required by law. Contractor may use Protected Health Information for the purposes of managing its internal business processes relating to its functions and performance under this Contract. Use or disclosure must be consistent with DHHS' minimum necessary policies and procedures.
   - 5.2. Implement and maintain appropriate administrative, physical, and technical safeguards to prevent access to and the unauthorized use and disclosure of Protected Health Information. Comply with Subpart C of 45 CFR Part 164 with respect to electronic Protected Health Information, to prevent use or disclosure of Protected Health Information other than as provided for in this Contract and assess potential risks and vulnerabilities to the individual health data in its care and custody and develop, implement, and maintain reasonable security measures.
   - 5.3. To the extent Contractor is to carry out one or more of the DHHS' obligations under Subpart E of 45 CFR Part 164, comply with the requirements of Subpart E that apply to DHHS in the performance of such obligations. Contractor may not use or disclosure Protected Health Information in a manner that would violate Subpart E of 45 CFR Part 164 if done by DHHS.
   - 5.4. In accordance with 45 CFR §§ 164.502(E)(1)(ii) and 164.308(b)(2), if applicable, ensure that any agents and subcontractors that create, receive, maintain, or transmit Protected Health Information received from DHHS, or created by or received from the Contractor on behalf of DHHS, agree in writing to the same restrictions, conditions, and requirements relating to the confidentiality, care, custody, and minimum use of Protected Health Information that apply to the Contractor with respect to such information.
   - 5.5. Obtain reasonable assurances from the person to whom the information is disclosed that the information will remain confidential and used or further disclosed only as required by law or for the purposes for which it was disclosed to the person, and the person notifies the Contractor of any instances of which it is aware that the confidentiality of the information has been breached.
   - 5.6. Within fifteen (15) days:
     - 5.6.1. Make available Protected Health Information to DHHS as necessary to satisfy DHHS' obligations under 45 CFR § 164.524;
     - 5.6.2. Make any amendment(s) to Protected Health Information as directed or agreed to by DHHS pursuant to 45 CFR § 164.526, or take other measures as necessary to satisfy DHHS' obligations under 45 CFR § 164.526;
     - 5.6.3. Maintain and make available the information required to provide an accounting of disclosures to DHHS as necessary to satisfy DHHS' obligations under 45 CFR § 164.528.

5.7. Make its internal practices, books, and records relating to the use and disclosure of Protected Heath Information received from, or created or received by the Contractor on behalf of the DHHS available to the Secretary for purposes of determining compliance with the HIPAA rules. Contractor shall provide DHHS with copies of the information it has made available to the Secretary.

5.8. Report to DHHS within fifteen (15) days, any unauthorized use or disclosure of Protected Health Information made in violation of this Contract, or the HIPAA rules, including any security incident that may put electronic Protected Health Information at risk. Contractor shall, as instructed by DHHS, take immediate steps to mitigate any harmful effect of such unauthorized disclosure of Protected Health Information pursuant to the conditions of this Contract through the preparation and completion of a written Corrective Action Plan subject to the review and approval by DHHS. The Contractor shall report any breach to the individuals affected and to the Secretary as required by the HIPAA rules.

6. TERMINATION.

6.1. DHHS may immediately terminate this Contract and any and all associated contracts if DHHS determines that the Contractor has violated a material term of this Contract.

6.2. Within thirty (30) days of expiration or termination of this Contract, or as agreed, unless Contractor requests and DHHS authorizes a longer period of time, Contractor shall return or at the written direction of DHHS destroy all Protected Health Information received from DHHS (or created or received by Contractor on behalf of DHHS) that Contractor still maintains in any form and retain no copies of such Protected Health Information. Contractor shall provide a written certification to DHHS that all such Protected Health Information has been returned or destroyed (if so instructed), whichever is deemed appropriate. If such return or destruction is determined by the DHHS be infeasible, Contractor shall use such Protected Health Information only for purposes that makes such return or destruction infeasible and the provisions of this Contract shall survive with respect to such Protected Health Information.

6.3. The obligations of the Contractor under the Termination Section shall survive the termination of this Contract.

Signature: Timothy Conway ____ Timothy Conway, EVP & Group President, Public Sector

APPENDIX G – SCHEDULE, TEMPLATES, PLANS, REPORTS

Below is a list of all RFP requested schedules, templates, plans and reports in the order they appear in this appendix.

- IV&V Project Schedule Example
- IV&V Product Review Worksheet Example
- IV&V Weekly Status Report Template
- IV&V Weekly Status Report Example
- Monthly IV&V Report Template
- Monthly IV&V Report Example
- Privacy and Security Plan Example

In addition to the documents listed above, the RFP-requested items listed below are in Excel format and are included as separate attachments.

- Operation and System Readiness Plan Example 1
- Operation and System Readiness Plan Example 2
- Operation and System Readiness Review Reports Example

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
0	**0**	**MES IV&V Project**	**81%**	**1179 days**	**Wed 11/15/17**	**Fri 7/15/22**		
712	**6**	**Task Order 005 SFY 21-22**	**12%**	**280 days**	**Wed 6/9/21**	**Fri 7/15/22**		
937	6.6	Task Order 0005 Complete	0%	0 days	Fri 7/15/22	Fri 7/15/22	727,740,753,779,792	
920	**6.5**	**T-9 EDW ODS Module Release Assessment Report (MRAR)**	**0%**	**89 days**	**Mon 10/25/21**	**Wed 3/2/22**		
936	6.5.11	Approve EDW ODS MRAR	0%	0 days	Wed 3/2/22	Wed 3/2/22	935	937
935	6.5.10	Review EDW ODS MRAR	0%	5 days	Thu 2/24/22	Wed 3/2/22	934	936
934	6.5.9	PM/PD review of EDW ODS MRAR and resubmit to State Agency	0%	2 days	Tue 2/22/22	Wed 2/23/22	933	935
933	6.5.8	Update EDW ODS MRAR based on State Agency comments to submit to PM/PD	0%	5 days	Tue 2/15/22	Mon 2/21/22	932	934
932	6.5.7	Review EDW ODS MRAR and provide comments	0%	10 days	Tue 2/1/22	Mon 2/14/22	931	933
931	6.5.6	Submit EDW ODS MRAR	0%	0 days	Mon 1/31/22	Mon 1/31/22	930	932
930	6.5.5	Conduct PM/PD review of the EDW ODS MRAR to State Agency	0%	2 days	Fri 1/28/22	Mon 1/31/22	929	931
929	6.5.4	Conduct a QC review and provide comments on the EDW ODS MRAR	0%	5 days	Fri 1/21/22	Thu 1/27/22	928	930
928	6.5.3	Create the EDW ODS MRAR and submit for QC review	0%	15 days	Thu 12/30/21	Thu 1/20/22	927	929
927	6.5.2	Perform EDW ODS module release assessment	0%	20 days	Wed 12/1/21	Wed 12/29/21	926	928
921	**6.5.1**	**EDW ODS MRAR DED**	**0%**	**25 days**	**Mon 10/25/21**	**Tue 11/30/21**		
926	6.5.1.5	Approve EDW ODS MRAR DED	0%	0 days	Tue 11/30/21	Tue 11/30/21	925	927
925	6.5.1.4	Review EDS ODS MRAR DED and provide comments to IV&V or approve	0%	10 days	Mon 11/15/21	Tue 11/30/21	924	926
924	6.5.1.3	Perform PM/PD review/update EDW ODS MRAR DED and submit to State Agency	0%	2 days	Thu 11/11/21	Fri 11/12/21	923	925
923	6.5.1.2	Perform QC review/update EDW ODS MRAR DED and submit for PM/PD review	0%	3 days	Mon 11/8/21	Wed 11/10/21	922	924
922	6.5.1.1	Create EDW ODS MRAR DED and submit for QC review	0%	10 days	Mon 10/25/21	Fri 11/5/21		923
912	**6.4**	**T-1b UOC Project Management Initial Assessment - TO 005**	**0%**	**34 days**	**Thu 5/26/22**	**Fri 7/15/22**		
919	6.4.7	Approve UOC Project Management Initial Assessment Report	0%	0 days	Fri 7/15/22	Fri 7/15/22	918	937
918	6.4.6	Review UOC Project Management Initial Assessment Report	0%	10 days	Fri 7/1/22	Fri 7/15/22	917	919
917	6.4.5	Perform PM/PD review of UOC Project Management Initial Assessment Report and submit to State Agency	0%	1 day	Thu 6/30/22	Thu 6/30/22	916	918
916	6.4.4	Perform QC Review ofUOC Project Management Initial Assessment Report	0%	3 days	Mon 6/27/22	Wed 6/29/22	915	917
915	6.4.3	Create UOC Project Management Initial Assessment Report and submit to QC	0%	10 days	Mon 6/13/22	Fri 6/24/22	914	916
914	6.4.2	Perform UOC Project Management Initial Assessment	0%	10 days	Fri 5/27/22	Fri 6/10/22	913	915
913	6.4.1	UOC Vendor Project Schedule and PMP Deliverables Approved by State Agency	0%	0 days	Thu 5/26/22	Thu 5/26/22		914
871	**6.3**	**T-1d MES Project Focused Assessments - TO 005**	**7%**	**220 days**	**Tue 8/3/21**	**Tue 6/14/22**		
902	**6.3.4**	**MES Project Focused Assessment 8**	**0%**	**65 days**	**Tue 3/15/22**	**Tue 6/14/22**		
911	6.3.4.9	Approve MES Project Focused Assessment 8 Report	0%	0 days	Tue 6/14/22	Tue 6/14/22	910	937
910	6.3.4.8	Review and Respond to MES Project Focused Assessment 8 Report	0%	10 days	Wed 6/1/22	Tue 6/14/22	909	911
909	6.3.4.7	PM/PD review of MES Project Focused Assessment 8 Report and submit to Agency	0%	1 day	Tue 5/31/22	Tue 5/31/22	908	910
908	6.3.4.6	QC Review MES Project Focused Assessment 8 Report	0%	5 days	Mon 5/23/22	Fri 5/27/22	907	909
907	6.3.4.5	Create MES Project Focused Assessment 8 Report	0%	15 days	Mon 5/2/22	Fri 5/20/22	906	908
906	6.3.4.4	Perform MES Project Focused Assessment 8	0%	20 days	Mon 4/4/22	Fri 4/29/22	905	907
905	6.3.4.3	Submit MES Project Focused Assessment 8 template to State Agency	0%	1 day	Fri 4/1/22	Fri 4/1/22	904	906
904	6.3.4.2	Review MES Project Focused Assessment 8 Template	0%	3 days	Tue 3/29/22	Thu 3/31/22	903	905
903	6.3.4.1	Create MES Project Focused Assessment 8 Template	0%	10 days	Tue 3/15/22	Mon 3/28/22		904
892	**6.3.3**	**MES Project Focused Assessment 7**	**0%**	**66 days**	**Wed 1/12/22**	**Wed 4/13/22**		
901	6.3.3.9	Approve MES Project Focused Assessment 7 Report	0%	0 days	Wed 4/13/22	Wed 4/13/22	900	937
900	6.3.3.8	Review and Respond to MES Project Focused Assessment 7 Report	0%	10 days	Thu 3/31/22	Wed 4/13/22	899	901
899	6.3.3.7	PM/PD review of MES Project Focused Assessment 7 Report and submit to Agency	0%	2 days	Tue 3/29/22	Wed 3/30/22	898	900
898	6.3.3.6	QC Review MES Project Focused Assessment 7 Report	0%	5 days	Tue 3/22/22	Mon 3/28/22	897	899
897	6.3.3.5	Create MES Project Focused Assessment 7 Report	0%	15 days	Tue 3/1/22	Mon 3/21/22	896	898
896	6.3.3.4	Perform MES Project Focused Assessment 7	0%	20 days	Tue 2/1/22	Mon 2/28/22	895	897
895	6.3.3.3	Submit MES Project Focused Assessment 7 template to State Agency	0%	1 day	Mon 1/31/22	Mon 1/31/22	894	896

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
894	6.3.3.2	Review MES Project Focused Assessment 7 Template	0%	3 days	Wed 1/26/22	Fri 1/28/22	893	895
893	6.3.3.1	Create MES Project Focused Assessment 7 Template	0%	10 days	Wed 1/12/22	Tue 1/25/22		894
882	**6.3.2**	**MES Project Focused Assessment 6**	**0%**	**63 days**	**Wed 9/15/21**	**Tue 12/14/21**		
891	6.3.2.9	Approve MES Project Focused Assessment 6 Report	0%	0 days	Tue 12/14/21	Tue 12/14/21	890	937
890	6.3.2.8	Review and Respond to MES Project Focused Assessment 6 Report	0%	10 days	Wed 12/1/21	Tue 12/14/21	889	891
889	6.3.2.7	PM/PD review of MES Project Focused Assessment 6 Report and submit to Agency	0%	1 day	Tue 11/30/21	Tue 11/30/21	888	890
888	6.3.2.6	QC Review MES Project Focused Assessment 6 Report	0%	5 days	Thu 11/18/21	Wed 11/24/21	887	889
887	6.3.2.5	Create MES Project Focused Assessment 6 Report	0%	14 days	Fri 10/29/21	Wed 11/17/21	886	888
886	6.3.2.4	Perform MES Project Focused Assessment 6	0%	18 days	Tue 10/5/21	Thu 10/28/21	885	887
885	6.3.2.3	Submit MES Project Focused Assessment 6 template to State Agency	0%	1 day	Mon 10/4/21	Mon 10/4/21	884	886
884	6.3.2.2	Review MES Project Focused Assessment 6 Template	0%	3 days	Wed 9/29/21	Fri 10/1/21	883	885
883	6.3.2.1	Create MES Project Focused Assessment 6 Template	0%	10 days	Wed 9/15/21	Tue 9/28/21		884
872	**6.3.1**	**MES Project Focused Assessment 5**	**31%**	**52 days**	**Tue 8/3/21**	**Thu 10/14/21**		
881	6.3.1.9	Approve MES Project Focused Assessment 5 Report	0%	0 days	Thu 10/14/21	Thu 10/14/21	880	937
880	6.3.1.8	Review and Respond to MES Project Focused Assessment 5 Report	0%	10 days	Fri 10/1/21	Thu 10/14/21	879	881
879	6.3.1.7	PM/PD review of MES Project Focused Assessment 5 Report and submit to Agency	0%	1 day	Thu 9/30/21	Thu 9/30/21	878	880
878	6.3.1.6	QC Review MES Project Focused Assessment 5 Report	0%	5 days	Thu 9/23/21	Wed 9/29/21	877	879
877	6.3.1.5	Create MES Project Focused Assessment 5 Report	0%	7 days	Tue 9/14/21	Wed 9/22/21	876	878
876	6.3.1.4	Perform MES Project Focused Assessment 5	25%	15 days	Mon 8/23/21	Mon 9/13/21	875	877
875	6.3.1.3	Submit MES Project Focused Assessment 5 template to State Agency	0%	1 day	Fri 8/20/21	Fri 8/20/21	874	876
874	6.3.1.2	Review MES Project Focused Assessment 5 Template	75%	3 days	Tue 8/17/21	Thu 8/19/21	873	875
873	6.3.1.1	Create MES Project Focused Assessment 5 Template	100%	10 days	Tue 8/3/21	Mon 8/16/21		874
714	**6.2**	**T-1 MES Monthly Status Report - TO 005**	**16%**	**272 days**	**Mon 6/21/21**	**Fri 7/15/22**		
858	**6.2.12**	**MES Monthly Status Report 50**	**0%**	**32 days**	**Wed 6/1/22**	**Fri 7/15/22**		
870	6.2.12.12	Approve MES Monthly Status Report 50	0%	0 days	Fri 7/15/22	Fri 7/15/22	869	937
869	6.2.12.11	State Agency Review and Respond to MES Monthly Status Report 50	0%	10 days	Fri 7/1/22	Fri 7/15/22	868	870
868	6.2.12.10	PM/PDReview MES Monthly Status Report 50 and submit to State Agency	0%	1 day	Thu 6/30/22	Thu 6/30/22	867	869
867	6.2.12.9	QC review and update of MES Monthly Status Report 50 and send to PM/PD	0%	2 days	Tue 6/28/22	Wed 6/29/22	861,862,863,864,865	868
866	6.2.12.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 50	0%	1 day	Mon 6/27/22	Mon 6/27/22	860	867
865	6.2.12.7	Write Core Lead Summary for MES Monthly Status Report 50	0%	1 day	Mon 6/27/22	Mon 6/27/22	860	867
864	6.2.12.6	Write PST Lead Summary for MES Monthly Status Report 50	0%	1 day	Mon 6/27/22	Mon 6/27/22	860	867
863	6.2.12.5	Write UOC Lead Summary for MES Monthly Status Report 50	0%	1 day	Mon 6/27/22	Mon 6/27/22	860	867
862	6.2.12.4	Write EDW Lead Summary for MES Monthly Status Report 50	0%	1 day	Mon 6/27/22	Mon 6/27/22	860	867
861	6.2.12.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 50	0%	1 day	Mon 6/27/22	Mon 6/27/22	860	867
860	6.2.12.2	Create MES Monthly Status Report 50	0%	13 days	Wed 6/8/22	Fri 6/24/22	859SS+5 days	861,862,863,864,865,866
859	6.2.12.1	Perform Monthly Project Assessment 50	0%	15 days	Wed 6/1/22	Tue 6/21/22	846	860SS+5 days
845	**6.2.11**	**MES Monthly Status Report 49**	**0%**	**38 days**	**Mon 5/2/22**	**Thu 6/23/22**		
857	6.2.11.12	Approve MES Monthly Status Report 49	0%	0 days	Thu 6/23/22	Thu 6/23/22	856	937
856	6.2.11.11	State Agency Review and Respond to MES Monthly Status Report 49	0%	10 days	Fri 6/10/22	Thu 6/23/22	855	857
855	6.2.11.10	PM/PD Review MES Monthly Status Report 49 and submit to State Agency	0%	1 day	Thu 6/9/22	Thu 6/9/22	854	856
854	6.2.11.9	QC review and update of MES Monthly Status Report 49 and send to PM/PD	0%	2 days	Tue 6/7/22	Wed 6/8/22	848,849,850,851,852	855
853	6.2.11.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 49	0%	1 day	Mon 6/6/22	Mon 6/6/22	847	854
852	6.2.11.7	Write Core Lead Summary for MES Monthly Status Report 49	0%	1 day	Mon 6/6/22	Mon 6/6/22	847	854
851	6.2.11.6	Write PST Lead Summary for MES Monthly Status Report 49	0%	1 day	Mon 6/6/22	Mon 6/6/22	847	854
850	6.2.11.5	Write UOC Lead Summary for MES Monthly Status Report 49	0%	1 day	Mon 6/6/22	Mon 6/6/22	847	854
849	6.2.11.4	Write EDW Lead Summary for MES Monthly Status Report 49	0%	1 day	Mon 6/6/22	Mon 6/6/22	847	854

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
848	6.2.11.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 49	0%	1 day	Mon 6/6/22	Mon 6/6/22	847	854
847	6.2.11.2	Create MES Monthly Status Report 49	0%	19 days	Mon 5/9/22	Fri 6/3/22	846SS+5 days	848,849,850,851,852,853
846	6.2.11.1	Perform Monthly Project Assessment 49	0%	21 days	Mon 5/2/22	Tue 5/31/22	833	847SS+5 days,859
832	**6.2.10**	**MES Monthly Status Report 48**	**0%**	**38 days**	**Fri 4/1/22**	**Tue 5/24/22**		
844	6.2.10.12	Approve MES Monthly Status Report 48	0%	0 days	Tue 5/24/22	Tue 5/24/22	843	937
843	6.2.10.11	State Agency Review and Respond to MES Monthly Status Report 48	0%	10 days	Wed 5/11/22	Tue 5/24/22	842	844
842	6.2.10.10	PM/PD Review MES Monthly Status Report 48 and submit to State Agency	0%	1 day	Tue 5/10/22	Tue 5/10/22	841	843
841	6.2.10.9	QC review and update of MES Monthly Status Report 48 and send to PM/PD	0%	2 days	Fri 5/6/22	Mon 5/9/22	835,836,837,838,839	842
840	6.2.10.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 48	0%	1 day	Thu 5/5/22	Thu 5/5/22	834	841
839	6.2.10.7	Write Core Lead Summary for MES Monthly Status Report 48	0%	1 day	Thu 5/5/22	Thu 5/5/22	834	841
838	6.2.10.6	Write PST Lead Summary for MES Monthly Status Report 48	0%	1 day	Thu 5/5/22	Thu 5/5/22	834	841
837	6.2.10.5	Write UOC Lead Summary for MES Monthly Status Report 48	0%	1 day	Thu 5/5/22	Thu 5/5/22	834	841
836	6.2.10.4	Write EDW Lead Summary for MES Monthly Status Report 48	0%	1 day	Thu 5/5/22	Thu 5/5/22	834	841
835	6.2.10.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 48	0%	1 day	Thu 5/5/22	Thu 5/5/22	834	841
834	6.2.10.2	Create MES Monthly Status Report 48	0%	19 days	Fri 4/8/22	Wed 5/4/22	833SS+5 days	835,836,837,838,839,840
833	6.2.10.1	Perform Monthly Project Assessment 48	0%	21 days	Fri 4/1/22	Fri 4/29/22	820	834SS+5 days,846
819	**6.2.9**	**MES Monthly Status Report 47**	**0%**	**39 days**	**Wed 3/2/22**	**Mon 4/25/22**		
831	6.2.9.12	Approve MES Monthly Status Report 47	0%	0 days	Mon 4/25/22	Mon 4/25/22	830	937
830	6.2.9.11	State Agency Review and Respond to MES Monthly Status Report 47	0%	10 days	Tue 4/12/22	Mon 4/25/22	829	831
829	6.2.9.10	PM/PD Review MES Monthly Status Report 47 and submit to State Agency	0%	1 day	Mon 4/11/22	Mon 4/11/22	828	830
828	6.2.9.9	QC review and update of MES Monthly Status Report 47 and send to PM/PD	0%	2 days	Thu 4/7/22	Fri 4/8/22	822,823,824,825,826	829
827	6.2.9.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 47	0%	1 day	Wed 4/6/22	Wed 4/6/22	821	828
826	6.2.9.7	Write Core Lead Summary for MES Monthly Status Report 47	0%	1 day	Wed 4/6/22	Wed 4/6/22	821	828
825	6.2.9.6	Write PST Lead Summary for MES Monthly Status Report 47	0%	1 day	Wed 4/6/22	Wed 4/6/22	821	828
824	6.2.9.5	Write UOC Lead Summary for MES Monthly Status Report 47	0%	1 day	Wed 4/6/22	Wed 4/6/22	821	828
823	6.2.9.4	Write EDW Lead Summary for MES Monthly Status Report 47	0%	1 day	Wed 4/6/22	Wed 4/6/22	821	828
822	6.2.9.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 47	0%	1 day	Wed 4/6/22	Wed 4/6/22	821	828
821	6.2.9.2	Create MES Monthly Status Report 47	0%	20 days	Wed 3/9/22	Tue 4/5/22	820SS+5 days	822,823,824,825,826,827
820	6.2.9.1	Perform Monthly Project Assessment 47	0%	22 days	Wed 3/2/22	Thu 3/31/22	807	821SS+5 days,833
806	**6.2.8**	**MES Monthly Status Report 46**	**0%**	**37 days**	**Tue 2/1/22**	**Wed 3/23/22**		
818	6.2.8.12	Approve MES Monthly Status Report 46	0%	0 days	Wed 3/23/22	Wed 3/23/22	817	937
817	6.2.8.11	State Agency Review and Respond to MES Monthly Status Report 46	0%	10 days	Thu 3/10/22	Wed 3/23/22	816	818
816	6.2.8.10	PM/PD Review MES Monthly Status Report 46 and submit to State Agency	0%	1 day	Wed 3/9/22	Wed 3/9/22	815	817
815	6.2.8.9	QC review and update of MES Monthly Status Report 46 and send to PM/PD	0%	2 days	Mon 3/7/22	Tue 3/8/22	809,810,811,812,813	816
814	6.2.8.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 46	0%	1 day	Fri 3/4/22	Fri 3/4/22	808	815
813	6.2.8.7	Write Core Lead Summary for MES Monthly Status Report 46	0%	1 day	Fri 3/4/22	Fri 3/4/22	808	815
812	6.2.8.6	Write PST Lead Summary for MES Monthly Status Report 46	0%	1 day	Fri 3/4/22	Fri 3/4/22	808	815
811	6.2.8.5	Write UOC Lead Summary for MES Monthly Status Report 46	0%	1 day	Fri 3/4/22	Fri 3/4/22	808	815
810	6.2.8.4	Write EDW Lead Summary for MES Monthly Status Report 46	0%	1 day	Fri 3/4/22	Fri 3/4/22	808	815
809	6.2.8.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 46	0%	1 day	Fri 3/4/22	Fri 3/4/22	808	815
808	6.2.8.2	Create MES Monthly Status Report 46	0%	18 days	Tue 2/8/22	Thu 3/3/22	807SS+5 days	809,810,811,812,813,814
807	6.2.8.1	Perform Monthly Project Assessment 46	0%	21 days	Tue 2/1/22	Tue 3/1/22	794	808SS+5 days,820
793	**6.2.7**	**MES Monthly Status Report 45**	**0%**	**38 days**	**Mon 1/3/22**	**Wed 2/23/22**		

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
805	6.2.7.12	Approve MES Monthly Status Report 45	0%	0 days	Wed 2/23/22	Wed 2/23/22	804	937
804	6.2.7.11	State Agency Review and Respond to MES Monthly Status Report 45	0%	10 days	Thu 2/10/22	Wed 2/23/22	803	805
803	6.2.7.10	PM/PD Review MES Monthly Status Report 45 and submit to State Agency	0%	1 day	Wed 2/9/22	Wed 2/9/22	802	804
802	6.2.7.9	QC review and update of MES Monthly Status Report 45 and send to PM/PD	0%	2 days	Mon 2/7/22	Tue 2/8/22	796,797,798,799,800	803
801	6.2.7.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 45	0%	1 day	Fri 2/4/22	Fri 2/4/22	795	802
800	6.2.7.7	Write Core Lead Summary for MES Monthly Status Report 45	0%	1 day	Fri 2/4/22	Fri 2/4/22	795	802
799	6.2.7.6	Write PST Lead Summary for MES Monthly Status Report 45	0%	1 day	Fri 2/4/22	Fri 2/4/22	795	802
798	6.2.7.5	Write UOC Lead Summary for MES Monthly Status Report 45	0%	1 day	Fri 2/4/22	Fri 2/4/22	795	802
797	6.2.7.4	Write EDW Lead Summary for MES Monthly Status Report 45	0%	1 day	Fri 2/4/22	Fri 2/4/22	795	802
796	6.2.7.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 45	0%	1 day	Fri 2/4/22	Fri 2/4/22	795	802
795	6.2.7.2	Create MES Monthly Status Report 45	0%	19 days	Mon 1/10/22	Thu 2/3/22	794SS+5 days	796,797,798,799,800,801
794	6.2.7.1	Perform Monthly Project Assessment 45	0%	21 days	Mon 1/3/22	Mon 1/31/22	781	795SS+5 days,807
780	**6.2.6**	**MES Monthly Status Report 44**	**0%**	**38 days**	**Wed 12/1/21**	**Tue 1/25/22**		
792	6.2.6.12	Approve MES Monthly Status Report 44	0%	0 days	Tue 1/25/22	Tue 1/25/22	791	937
791	6.2.6.11	State Agency Review and Respond to MES Monthly Status Report 44	0%	10 days	Wed 1/12/22	Tue 1/25/22	790	792
790	6.2.6.10	PM/PD Review MES Monthly Status Report 44 and submit to State Agency	0%	1 day	Tue 1/11/22	Tue 1/11/22	789	791
789	6.2.6.9	QC review and update of MES Monthly Status Report 44 and send to PM/PD	0%	2 days	Fri 1/7/22	Mon 1/10/22	783,784,785,786,787	790
788	6.2.6.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 44	0%	1 day	Thu 1/6/22	Thu 1/6/22	782	789
787	6.2.6.7	Write Core Lead Summary for MES Monthly Status Report 44	0%	1 day	Thu 1/6/22	Thu 1/6/22	782	789
786	6.2.6.6	Write PST Lead Summary for MES Monthly Status Report 44	0%	1 day	Thu 1/6/22	Thu 1/6/22	782	789
785	6.2.6.5	Write UOC Lead Summary for MES Monthly Status Report 44	0%	1 day	Thu 1/6/22	Thu 1/6/22	782	789
784	6.2.6.4	Write EDW Lead Summary for MES Monthly Status Report 44	0%	1 day	Thu 1/6/22	Thu 1/6/22	782	789
783	6.2.6.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 44	0%	1 day	Thu 1/6/22	Thu 1/6/22	782	789
782	6.2.6.2	Create MES Monthly Status Report 44	0%	19 days	Wed 12/8/21	Wed 1/5/22	781SS+5 days	783,784,785,786,787,78
781	6.2.6.1	Perform Monthly Project Assessment 44	0%	21 days	Wed 12/1/21	Thu 12/30/21	768	782SS+5 days,794
767	**6.2.5**	**MES Monthly Status Report 43**	**0%**	**37 days**	**Mon 11/1/21**	**Thu 12/23/21**		
779	6.2.5.12	Approve MES Monthly Status Report 43	0%	0 days	Thu 12/23/21	Thu 12/23/21	778	937
778	6.2.5.11	State Agency Review and Respond to MES Monthly Status Report 43	0%	10 days	Fri 12/10/21	Thu 12/23/21	777	779
777	6.2.5.10	PM/PD Review MES Monthly Status Report 43 and submit to State Agency	0%	1 day	Thu 12/9/21	Thu 12/9/21	776	778
776	6.2.5.9	QC review and update of MES Monthly Status Report 43 and send to PM/PD	0%	2 days	Tue 12/7/21	Wed 12/8/21	770,771,772,773,774	777
775	6.2.5.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 43	0%	1 day	Mon 12/6/21	Mon 12/6/21	769	776
774	6.2.5.7	Write Core Lead Summary for MES Monthly Status Report 43	0%	1 day	Mon 12/6/21	Mon 12/6/21	769	776
773	6.2.5.6	Write PST Lead Summary for MES Monthly Status Report 43	0%	1 day	Mon 12/6/21	Mon 12/6/21	769	776
772	6.2.5.5	Write UOC Lead Summary for MES Monthly Status Report 43	0%	1 day	Mon 12/6/21	Mon 12/6/21	769	776
771	6.2.5.4	Write EDW Lead Summary for MES Monthly Status Report 43	0%	1 day	Mon 12/6/21	Mon 12/6/21	769	776
770	6.2.5.3	Write ISIP-TO#### Lead Summary for MES Monthly Status Report 43	0%	1 day	Mon 12/6/21	Mon 12/6/21	769	776
769	6.2.5.2	Create MES Monthly Status Report 43	0%	18 days	Mon 11/8/21	Fri 12/3/21	768SS+5 days	770,771,772,773,774,775
768	6.2.5.1	Perform Monthly Project Assessment 43	0%	20 days	Mon 11/1/21	Tue 11/30/21	755	769SS+5 days,781
754	**6.2.4**	**MES Monthly Status Report 42**	**0%**	**38 days**	**Fri 10/1/21**	**Tue 11/23/21**		
766	6.2.4.12	Approve MES Monthly Status Report 42	0%	0 days	Tue 11/23/21	Tue 11/23/21	765	
765	6.2.4.11	State Agency Review and Respond to MES Monthly Status Report 42	0%	10 days	Wed 11/10/21	Tue 11/23/21	764	766
764	6.2.4.10	PM/PD Review MES Monthly Status Report 42 and submit to State Agency	0%	1 day	Tue 11/9/21	Tue 11/9/21	763	765

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
763	6.2.4.9	QC review and update of MES Monthly Status Report 42 and send to PM/PD	0%	2 days	Fri 11/5/21	Mon 11/8/21	757,758,759,760,761	764
762	6.2.4.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 42	0%	1 day	Thu 11/4/21	Thu 11/4/21	756	763
761	6.2.4.7	Write Core Lead Summary for MES Monthly Status Report 42	0%	1 day	Thu 11/4/21	Thu 11/4/21	756	763
760	6.2.4.6	Write PST Lead Summary for MES Monthly Status Report 42	0%	1 day	Thu 11/4/21	Thu 11/4/21	756	763
759	6.2.4.5	Write UOC Lead Summary for MES Monthly Status Report 42	0%	1 day	Thu 11/4/21	Thu 11/4/21	756	763
758	6.2.4.4	Write EDW Lead Summary for MES Monthly Status Report 42	0%	1 day	Thu 11/4/21	Thu 11/4/21	756	763
757	6.2.4.3	Write ISIP-TO0001 Lead Summary for MES Monthly Status Report 42	0%	1 day	Thu 11/4/21	Thu 11/4/21	756	763
756	6.2.4.2	Create MES Monthly Status Report 42	0%	19 days	Fri 10/8/21	Wed 11/3/21	755SS+5 days	757,758,759,760,761,762
755	6.2.4.1	Perform Monthly Project Assessment 42	0%	21 days	Fri 10/1/21	Fri 10/29/21	742	756SS+5 days,768
741	**6.2.3**	**MES Monthly Status Report 41**	**0%**	**38 days**	**Wed 9/1/21**	**Mon 10/25/21**		
753	6.2.3.12	Approve MES Monthly Status Report 41	0%	0 days	Mon 10/25/21	Mon 10/25/21	752	937
752	6.2.3.11	State Agency Review and Respond to MES Monthly Status Report 41	0%	10 days	Tue 10/12/21	Mon 10/25/21	751	753
751	6.2.3.10	PM/PD Review MES Monthly Status Report 41 and submit to State Agency	0%	1 day	Mon 10/11/21	Mon 10/11/21	750	752
750	6.2.3.9	QC review and update of MES Monthly Status Report 41 and send to PM/PD	0%	2 days	Thu 10/7/21	Fri 10/8/21	744,745,746,747,748	751
749	6.2.3.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 41	0%	1 day	Wed 10/6/21	Wed 10/6/21	743	750
748	6.2.3.7	Write Core Lead Summary for MES Monthly Status Report 41	0%	1 day	Wed 10/6/21	Wed 10/6/21	743	750
747	6.2.3.6	Write PST Lead Summary for MES Monthly Status Report 41	0%	1 day	Wed 10/6/21	Wed 10/6/21	743	750
746	6.2.3.5	Write UOC Lead Summary for MES Monthly Status Report 41	0%	1 day	Wed 10/6/21	Wed 10/6/21	743	750
745	6.2.3.4	Write EDW Lead Summary for MES Monthly Status Report 41	0%	1 day	Wed 10/6/21	Wed 10/6/21	743	750
744	6.2.3.3	Write ISIP-TO0001 Lead Summary for MES Monthly Status Report 41	0%	1 day	Wed 10/6/21	Wed 10/6/21	743	750
743	6.2.3.2	Create MES Monthly Status Report 41	0%	19 days	Thu 9/9/21	Tue 10/5/21	742SS+5 days	744,745,746,747,748,749
742	6.2.3.1	Perform Monthly Project Assessment 41	0%	21 days	Wed 9/1/21	Thu 9/30/21	729	743SS+5 days,755
728	**6.2.2**	**MES Monthly Status Report 40**	**61%**	**39 days**	**Mon 8/2/21**	**Fri 9/24/21**		
740	6.2.2.12	Approve MES Monthly Status Report 40	0%	0 days	Fri 9/24/21	Fri 9/24/21	739	937
739	6.2.2.11	State Agency Review and Respond to MES Monthly Status Report 40	0%	10 days	Mon 9/13/21	Fri 9/24/21	738	740
738	6.2.2.10	PM/PD Review MES Monthly Status Report 40 and submit to State Agency	0%	1 day	Fri 9/10/21	Fri 9/10/21	737	739
737	6.2.2.9	QC review and update of MES Monthly Status Report 40 and send to PM/PD	0%	2 days	Wed 9/8/21	Thu 9/9/21	731,732,733,734,735	738
736	6.2.2.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 40	0%	1 day	Tue 9/7/21	Tue 9/7/21	730	737
735	6.2.2.7	Write Core Lead Summary for MES Monthly Status Report 40	0%	1 day	Tue 9/7/21	Tue 9/7/21	730	737
734	6.2.2.6	Write PST Lead Summary for MES Monthly Status Report 40	0%	1 day	Tue 9/7/21	Tue 9/7/21	730	737
733	6.2.2.5	Write UOC Lead Summary for MES Monthly Status Report 40	0%	1 day	Tue 9/7/21	Tue 9/7/21	730	737
732	6.2.2.4	Write EDW Lead Summary for MES Monthly Status Report 40	0%	1 day	Tue 9/7/21	Tue 9/7/21	730	737
731	6.2.2.3	Write ISIP-TO0001 Lead Summary for MES Monthly Status Report 40	0%	1 day	Tue 9/7/21	Tue 9/7/21	730	737
730	6.2.2.2	Create MES Monthly Status Report 40	75%	20 days	Mon 8/9/21	Fri 9/3/21	729SS+5 days	731,732,733,734,735,736
729	6.2.2.1	Perform Monthly Project Assessment 40	100%	22 days	Mon 8/2/21	Tue 8/31/21	716	730SS+5 days,742
715	**6.2.1**	**MES Monthly Status Report 39**	**100%**	**50 days**	**Mon 6/21/21**	**Mon 8/30/21**		
727	6.2.1.12	Approve MES Monthly Status Report 39	100%	4 days	Tue 8/24/21	Mon 8/30/21	726	937
726	6.2.1.11	State Agency Review and Respond to MES Monthly Status Report 39	100%	10 days	Wed 8/11/21	Tue 8/24/21	725	727
725	6.2.1.10	PM/PD Review MES Monthly Status Report 39 and submit to State Agency	100%	1 day	Tue 8/10/21	Tue 8/10/21	724	726
724	6.2.1.9	QC review and update of MES Monthly Status Report 39 and send to PM/PD	100%	2 days	Fri 8/6/21	Mon 8/9/21	718,719,720,721,722	725
723	6.2.1.8	Write CMS Interoperability Lead Summary for MES Monthly Status Report 39	100%	1 day	Thu 8/5/21	Thu 8/5/21	717	724
722	6.2.1.7	Write Core Lead Summary for MES Monthly Status Report 39	100%	1 day	Thu 8/5/21	Thu 8/5/21	717	724

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
721	6.2.1.6	Write PST Lead Summary for MES Monthly Status Report 39	100%	1 day	Thu 8/5/21	Thu 8/5/21	717	724
720	6.2.1.5	Write UOC Lead Summary for MES Monthly Status Report 39	100%	1 day	Thu 8/5/21	Thu 8/5/21	717	724
719	6.2.1.4	Write EDW Lead Summary for MES Monthly Status Report 39	100%	1 day	Thu 8/5/21	Thu 8/5/21	717	724
718	6.2.1.3	Write ISIP-TO0001 Lead Summary for MES Monthly Status Report 39	100%	1 day	Thu 8/5/21	Thu 8/5/21	717	724
717	6.2.1.2	Create MES Monthly Status Report 39	100%	27 days	Mon 6/28/21	Wed 8/4/21	716SS+5 days	718,719,720,721,722,72
716	6.2.1.1	Perform Monthly Project Assessment 39	100%	29 days	Mon 6/21/21	Fri 7/30/21		717SS+5 days,729
713	6.1	Task Order 005 starts	100%	0 days	Wed 6/9/21	Wed 6/9/21		
510	**5**	**Task Order 004 SFY 20-21**	**100%**	**264 days**	**Wed 7/1/20**	**Thu 7/15/21**		
704	**5.6**	**T-8 ISIP Disaster Recovery Verification Report (DRVR)**	**100%**	**34 days**	**Mon 2/22/21**	**Thu 4/8/21**		
711	5.6.7	DRVR is Approved	100%	10 days	Fri 3/26/21	Thu 4/8/21	710	
710	5.6.6	Submit DRVR to State Agency	100%	0 days	Thu 3/25/21	Thu 3/25/21	709	711
709	5.6.5	Conduct PD review and finalize the DRVR	100%	1 day	Thu 3/25/21	Thu 3/25/21	708	710
708	5.6.4	Update the DRVR based on QC comments and submit for PD review	100%	2 days	Tue 3/23/21	Wed 3/24/21	707	709
707	5.6.3	Conduct a QC review and provide comments on the DRVR	100%	1 day	Mon 3/22/21	Mon 3/22/21	706	708
706	5.6.2	Create the DRVR and submit for QC review	100%	5 days	Mon 3/15/21	Fri 3/19/21	705	707
705	5.6.1	Evaluate the disaster declaration criteria, and procedures to recover information systems and associated services after a disruption.	100%	15 days	Mon 2/22/21	Fri 3/12/21		706
690	**5.5**	**T-7 ISIP Operational Readiness Assessment Report (ORAR)**	**100%**	**38 days**	**Wed 1/20/21**	**Fri 3/12/21**		
703	5.5.13	ORAR review and Approval	100%	10 days	Mon 3/1/21	Fri 3/12/21	702	
702	5.5.12	Submit ORAR to State Agency	100%	0 days	Fri 2/26/21	Fri 2/26/21	701	703
701	5.5.11	Conduct PD review and finalize the ORAR	100%	1 day	Fri 2/26/21	Fri 2/26/21	700	702
700	5.5.10	Update the ORAR based on QC comments and submit for PD review	100%	2 days	Wed 2/24/21	Thu 2/25/21	699	701
699	5.5.9	Conduct a QC review and provide comments on the ORAR	100%	2 days	Mon 2/22/21	Tue 2/23/21	698	700
698	5.5.8	Create the ORAR and submit for QC review	100%	5 days	Mon 2/15/21	Fri 2/19/21	691,692,693,694,695	699
697	5.5.7	Assess ISIP operational readiness for system support functions (help desk)	100%	18 days	Wed 1/20/21	Fri 2/12/21	691SS	698
696	5.5.6	Assess ISIP operational readiness for the implementation of policy changes	100%	18 days	Wed 1/20/21	Fri 2/12/21	691SS	698
695	5.5.5	Assess ISIP operational readiness for Site Readiness	100%	18 days	Wed 1/20/21	Fri 2/12/21	691SS	698
694	5.5.4	Assess the Organization Change Management Plan and processes, and the execution of the Plan	100%	18 days	Wed 1/20/21	Fri 2/12/21	691SS	698
693	5.5.3	Assess ISIP the effectiveness of operational processes	100%	18 days	Wed 1/20/21	Fri 2/12/21	691SS	698
692	5.5.2	Assess ISIP operations training	100%	18 days	Wed 1/20/21	Fri 2/12/21	691SS	698
691	5.5.1	Assess ISIP user training	100%	18 days	Wed 1/20/21	Fri 2/12/21		692SS,693SS,694SS,695S
683	**5.4**	**T-4 MMIS IV&V Progress Reports - TO 004**	**100%**	**30 days**	**Thu 9/17/20**	**Wed 10/28/20**		
684	**5.4.1**	**Progress Report 7**	**100%**	**30 days**	**Thu 9/17/20**	**Wed 10/28/20**		
689	5.4.1.5	Approval of MMIS IV&V Progress Report 7	100%	0 days	Wed 10/28/20	Wed 10/28/20	688	
688	5.4.1.4	Review MMIS IV&V Progress Report 7	100%	10 days	Thu 10/15/20	Wed 10/28/20	687	689
687	5.4.1.3	Deliver MMIS IV&V Progress Report 7	100%	0 days	Wed 10/14/20	Wed 10/14/20	686	688
686	5.4.1.2	Internal Review MMIS IV&V Progress Report 7	100%	10 days	Thu 10/1/20	Wed 10/14/20	685	687
685	5.4.1.1	Develop MMIS IV&V Progress Report 7	100%	10 days	Thu 9/17/20	Wed 9/30/20		686
654	**5.3**	**T-1d MES Project Focused Assessments - TO 004**	**100%**	**251 days**	**Tue 7/21/20**	**Thu 7/15/21**		
676	**5.3.4**	**MES Project Focused Assessment 4**	**100%**	**48 days**	**Fri 5/7/21**	**Thu 7/15/21**		
669	**5.3.3**	**MES Project Focused Assessment 3**	**100%**	**42 days**	**Thu 4/15/21**	**Mon 6/14/21**		
662	**5.3.2**	**MES Project Focused Assessment 2**	**100%**	**36 days**	**Fri 1/22/21**	**Fri 3/12/21**		
655	**5.3.1**	**MES Project Focused Assessment 1**	**100%**	**38 days**	**Tue 7/21/20**	**Fri 9/11/20**		
661	5.3.1.6	Approve MES Project Focused Assessment 1 Report	100%	0 days	Fri 9/11/20	Fri 9/11/20	660	
660	5.3.1.5	Review and Respond to MES Project Focused Assessment 1 Report	100%	10 days	Fri 8/28/20	Fri 9/11/20	659	661
659	5.3.1.4	Deliver MES Project Focused Assessment 1 Report	100%	0 days	Thu 8/27/20	Thu 8/27/20	658	660
658	5.3.1.3	Internal Review MES Project Focused Assessment 1 Report	100%	6 days	Tue 8/18/20	Tue 8/25/20	657	659
657	5.3.1.2	Create MES Project Focused Assessment 1 Report	100%	8 days	Thu 8/6/20	Mon 8/17/20	656SS+12 days	658
656	5.3.1.1	Perform MES Project Focused Assessment 1	100%	13 days	Tue 7/21/20	Thu 8/6/20		657SS+12 days
645	**5.2**	**T-1b Project Management Initial Assessment - TO004**	**100%**	**26 days**	**Fri 5/7/21**	**Mon 6/14/21**		
646	**5.2.1**	**EDW Project Management Initial Assessment**	**100%**	**26 days**	**Fri 5/7/21**	**Mon 6/14/21**		
653	5.2.1.7	Approve EDW Project Management Initial Assessment Report	100%	0 days	Mon 6/14/21	Mon 6/14/21	652	
652	5.2.1.6	Revise EDW Project Management Initial Assessment Report	100%	10 days	Tue 6/1/21	Mon 6/14/21	651	653
651	5.2.1.5	Perform PM/PD review of EDW Project Management Initial Assessment Report and submit to State Agency	100%	1 day	Fri 5/28/21	Fri 5/28/21	650	652

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
650	5.2.1.4	Perform QC Review ofEDW Project Management Initial Assessment Report	100%	2 days	Wed 5/26/21	Thu 5/27/21	649	651
649	5.2.1.3	Create EDW Project Management Initial Assessment Report and submit to QC	100%	3 days	Fri 5/21/21	Tue 5/25/21	648	650
648	5.2.1.2	Perform EDW Project Management Initial Assessment	100%	10 days	Fri 5/7/21	Thu 5/20/21	647	649
647	5.2.1.1	EDW Vendor Planning Deliverables Approved by State Agency	100%	0 days	Fri 5/7/21	Fri 5/7/21		648
511	**5.1**	**T-1 MES Monthly Status Report - TO 004**	**100%**	**264 days**	**Wed 7/1/20**	**Thu 7/15/21**		
631	**5.1.12**	**MES Monthly Status Report 38**	**100%**	**32 days**	**Tue 6/1/21**	**Thu 7/15/21**		
618	**5.1.11**	**MES Monthly Status Report 37**	**100%**	**37 days**	**Mon 5/3/21**	**Wed 6/23/21**		
604	**5.1.10**	**MES Monthly Status Report 36**	**100%**	**39 days**	**Thu 4/1/21**	**Tue 5/25/21**		
591	**5.1.9**	**MES Monthly Status Report 35**	**100%**	**40 days**	**Mon 3/1/21**	**Fri 4/23/21**		
578	**5.1.8**	**MES Monthly Status Report 34**	**100%**	**37 days**	**Mon 2/1/21**	**Tue 3/23/21**		
566	**5.1.7**	**MES Monthly Status Report 33**	**100%**	**37 days**	**Mon 1/4/21**	**Tue 2/23/21**		
554	**5.1.6**	**MES Monthly Status Report 32**	**100%**	**39 days**	**Tue 12/1/20**	**Tue 1/26/21**		
542	**5.1.5**	**MES Monthly Status Report 31**	**100%**	**36 days**	**Mon 11/2/20**	**Wed 12/23/20**		
534	**5.1.4**	**MES Monthly Status Report 30**	**100%**	**39 days**	**Thu 10/1/20**	**Tue 11/24/20**		
526	**5.1.3**	**MES Monthly Status Report 29**	**100%**	**38 days**	**Tue 9/1/20**	**Fri 10/23/20**		
519	**5.1.2**	**MES Monthly Status Report 28**	**100%**	**38 days**	**Mon 8/3/20**	**Thu 9/24/20**		
512	**5.1.1**	**MES Monthly Status Report 27**	**100%**	**39 days**	**Wed 7/1/20**	**Tue 8/25/20**		
518	5.1.1.6	Approve MES Monthly Status Report 27	100%	0 days	Tue 8/25/20	Tue 8/25/20	517	
517	5.1.1.5	Review and Respond to MES Monthly Status Report 27	100%	10 days	Wed 8/12/20	Tue 8/25/20	516	518
516	5.1.1.4	Deliver MES Monthly Status Report 27	100%	0 days	Tue 8/11/20	Tue 8/11/20	515	517
515	5.1.1.3	Internal Review MES Monthly Status Report 27	100%	5 days	Wed 8/5/20	Tue 8/11/20	514	516
514	5.1.1.2	Create MES Monthly Status Report 27	100%	12 days	Mon 7/20/20	Tue 8/4/20	513SS+12 days	515
513	5.1.1.1	Perform Monthly Project Assessment 27	100%	22 days	Wed 7/1/20	Fri 7/31/20	462	514SS+12 days
389	**4**	**Task Order 003 SFY 19-20**	**100%**	**264 days**	**Mon 7/1/19**	**Thu 7/16/20**		
485	**4.3**	**T-4 MMIS IV&V Progress Reports**	**100%**	**210 days**	**Tue 9/17/19**	**Thu 7/16/20**		
504	**4.3.4**	**Progress Report 6**	**100%**	**31 days**	**Wed 6/3/20**	**Thu 7/16/20**		
498	**4.3.3**	**Progress Report 5**	**100%**	**25 days**	**Wed 3/18/20**	**Tue 4/21/20**		
492	**4.3.2**	**Progress Report 4**	**100%**	**31 days**	**Tue 12/17/19**	**Fri 1/31/20**		
486	**4.3.1**	**Progress Report 3**	**100%**	**30 days**	**Tue 9/17/19**	**Mon 10/28/19**		
491	4.3.1.5	Approval of MMIS IV&V Progress Report 3	100%	0 days	Mon 10/28/19	Mon 10/28/19	490	
490	4.3.1.4	Review MMIS IV&V Progress Report 3	100%	10 days	Tue 10/15/19	Mon 10/28/19	489	491
489	4.3.1.3	Deliver MMIS IV&V Progress Report 3	100%	0 days	Mon 10/14/19	Mon 10/14/19	488	490
488	4.3.1.2	Internal Review MMIS IV&V Progress Report 3	100%	10 days	Tue 10/1/19	Mon 10/14/19	487	489
487	4.3.1.1	Develop MMIS IV&V Progress Report 3	100%	10 days	Tue 9/17/19	Mon 9/30/19		488
475	**4.2**	**T-1b Project Management Initial Assessment**	**100%**	**111 days**	**Mon 12/23/19**	**Fri 5/29/20**		
476	**4.2.1**	**IS/IP Project Management Initial Assessment**	**100%**	**111 days**	**Mon 12/23/19**	**Fri 5/29/20**		
484	4.2.1.8	Approve IS/IP Project Management Initial Assessment Report	100%	0 days	Fri 5/29/20	Fri 5/29/20		
483	4.2.1.7	Review IS/IP Project Management Initial Assessment Report	100%	16 days	Thu 5/7/20	Fri 5/29/20	482	
482	4.2.1.6	Deliver IS/IP Project Management Initial Assessment Report	100%	0 days	Wed 5/6/20	Wed 5/6/20	481,478	483
481	4.2.1.5	Internal Review IS/IP Project Management Initial Assessment Report	100%	3 days	Mon 5/4/20	Wed 5/6/20	480	482
480	4.2.1.4	Create IS/IP Project Management Initial Assessment Report	100%	15 days	Mon 4/13/20	Fri 5/1/20	479	481
479	4.2.1.3	Perform IS/IP Project Management Initial Assessment	100%	77 days	Mon 12/23/19	Fri 4/10/20		480
478	4.2.1.2	IS/IP Project Management Initial Assessment Due	100%	0 days	Wed 5/6/20	Wed 5/6/20	477FS+15 days	482
477	4.2.1.1	IS/IP Vendor Planning Deliverables Approved by State Agency	100%	0 days	Thu 4/16/20	Thu 4/16/20		478FS+15 days
390	**4.1**	**T-1 MES Monthly Status Report**	**100%**	**264 days**	**Mon 7/1/19**	**Thu 7/16/20**		
468	**4.1.12**	**MES Monthly Status Report 26**	**100%**	**33 days**	**Mon 6/1/20**	**Thu 7/16/20**		
474	4.1.12.6	Approve MES Monthly Status Report 26	100%	0 days	Thu 7/16/20	Thu 7/16/20	473	
473	4.1.12.5	Review and Respond to MES Monthly Status Report 26	100%	10 days	Wed 7/1/20	Wed 7/15/20	472	474
472	4.1.12.4	Deliver MES Monthly Status Report 26	100%	0 days	Tue 6/30/20	Tue 6/30/20	471	473
471	4.1.12.3	Internal Review MES Monthly Status Report 26	100%	3 days	Fri 6/26/20	Tue 6/30/20	470	472
470	4.1.12.2	Create MES Monthly Status Report 26	100%	10 days	Fri 6/12/20	Thu 6/25/20	469SS+9 days	471
469	4.1.12.1	Perform Monthly Project Assessment 26	100%	22 days	Mon 6/1/20	Tue 6/30/20	462	470SS+9 days
461	**4.1.11**	**MES Monthly Status Report 25**	**100%**	**31 days**	**Fri 5/1/20**	**Mon 6/15/20**		
454	**4.1.10**	**MES Monthly Status Report 24**	**100%**	**42 days**	**Wed 4/1/20**	**Fri 5/29/20**		
447	**4.1.9**	**MES Monthly Status Report 23**	**100%**	**35 days**	**Mon 3/2/20**	**Fri 4/17/20**		
440	**4.1.8**	**MES Monthly Status Report 22**	**100%**	**35 days**	**Mon 2/3/20**	**Fri 3/20/20**		

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
433	**4.1.7**	**MES Monthly Status Report 21**	**100%**	**34 days**	**Thu 1/2/20**	**Wed 2/19/20**		
426	**4.1.6**	**MES Monthly Status Report 20**	**100%**	**33 days**	**Mon 12/2/19**	**Fri 1/17/20**		
419	**4.1.5**	**MES Monthly Status Report 19**	**100%**	**32 days**	**Fri 11/1/19**	**Thu 12/19/19**		
412	**4.1.4**	**MES Monthly Status Report 18**	**100%**	**32 days**	**Tue 10/1/19**	**Thu 11/14/19**		
405	**4.1.3**	**MES Monthly Status Report 17**	**100%**	**35 days**	**Tue 9/3/19**	**Mon 10/21/19**		
398	**4.1.2**	**MES Monthly Status Report 16**	**100%**	**36 days**	**Thu 8/1/19**	**Fri 9/20/19**		
391	**4.1.1**	**MES Monthly Status Report 15**	**100%**	**37 days**	**Mon 7/1/19**	**Wed 8/21/19**		
245	**3**	**Task Order 001 and 002 SFY 18-19**	**100%**	**392 days**	**Mon 3/26/18**	**Thu 10/10/19**		
378	**3.8**	**TO1-C Report on EDW Project Initiation Consult**	**100%**	**28 days**	**Mon 6/11/18**	**Thu 7/19/18**		
388	3.8.10	Approval of Report on EDW Project Initiation Consult	100%	0 days	Thu 7/19/18	Thu 7/19/18		
387	3.8.9	Review Report on EDW Project Initiation Consult	100%	14 days	Fri 6/29/18	Thu 7/19/18	386	
386	3.8.8	Deliver Report on EDW Project Initiation Consult	100%	0 days	Thu 6/28/18	Thu 6/28/18	385	387
385	3.8.7	Internal Review Report on EDW Project Initiation Consult	100%	3 days	Tue 6/26/18	Thu 6/28/18	384	386
384	3.8.6	Assess EDW Project Initiation Consult	100%	10 days	Tue 6/12/18	Mon 6/25/18	382,383,9	385
383	3.8.5	State Agency and SEAS Condcuts EDW Project Initiation Consult	100%	1 day	Mon 6/11/18	Mon 6/11/18		384
382	3.8.4	Review and Approve DED Report on EDW Project Initiation Consult	100%	1 day	Wed 6/13/18	Wed 6/13/18		384
381	3.8.3	Deliver DED Report on EDW Project Initiation Consult	100%	0 days	Wed 6/13/18	Wed 6/13/18	380	
380	3.8.2	Internal Review DED Report on EDW Project Initiation Consult	100%	1 day	Wed 6/13/18	Wed 6/13/18	379	381
379	3.8.1	Develop DED Report on EDW Project Initiation Consult	100%	2 days	Mon 6/11/18	Tue 6/12/18	251	380,224
367	**3.7**	**TO1-B Assessment Report of MES EDW PPU**	**100%**	**7 days**	**Thu 6/14/18**	**Fri 6/22/18**		
377	3.7.10	Approval of Assessment Report of MES EDW PPU	100%	0 days	Fri 6/22/18	Fri 6/22/18		
376	3.7.9	Review Assessment Report of MES EDW PPU	100%	2 days	Thu 6/21/18	Fri 6/22/18	375	
375	3.7.8	Deliver Assessment Report of MES EDW PPU	100%	0 days	Wed 6/20/18	Wed 6/20/18	374	376
374	3.7.7	Internal Review Assessment Report of MES EDW PPU	100%	1 day	Wed 6/20/18	Wed 6/20/18	373	375
373	3.7.6	Assess MES EDW PPU	100%	2 days	Mon 6/18/18	Tue 6/19/18	371,372,9	374
372	3.7.5	SEAS Vendor Delivers MES EDW PPU	100%	1 day	Fri 6/15/18	Fri 6/15/18		373
371	3.7.4	Review and Approve DED Assessment Report of MES EDW PPU	100%	1 day	Thu 6/14/18	Thu 6/14/18		373
370	3.7.3	Deliver DED Assessment Report of MES EDW PPU	100%	0 days	Thu 6/14/18	Thu 6/14/18	369	
369	3.7.2	Internal Review DED Assessment Report of MES EDW PPU	100%	1 day	Thu 6/14/18	Thu 6/14/18		370
368	3.7.1	Develop DED Assessment Report of MES EDW PPU	100%	2 days	Thu 6/14/18	Fri 6/15/18	251	224
356	**3.6**	**TO1-A Assessment Report of EDW Procurement Management Plan**	**100%**	**8 days**	**Tue 5/29/18**	**Thu 6/7/18**		
366	3.6.10	Approval of Assessment Report of EDW Procurement Management Plan	100%	0 days	Thu 6/7/18	Thu 6/7/18		
365	3.6.9	Review Assessment Report of EDW Procurement Management Plan	100%	2 days	Wed 6/6/18	Thu 6/7/18	364	
364	3.6.8	Deliver Assessment Report of EDW Procurement Management Plan	100%	0 days	Tue 6/5/18	Tue 6/5/18	363	365
363	3.6.7	Internal Review Assessment Report of EDW Procurement Management Plan	100%	1 day	Tue 6/5/18	Tue 6/5/18	362	364
362	3.6.6	Assess EDW Procurement Management Plan	100%	4 days	Wed 5/30/18	Mon 6/4/18	361	363
361	3.6.5	SEAS Vendor Delivers EDW Procurement Management Plan	100%	1 day	Tue 5/29/18	Tue 5/29/18		362
360	3.6.4	Review and Approve DED Assessment Report of EDW Procurement Management Plan	100%	1 day	Fri 6/1/18	Fri 6/1/18		
359	3.6.3	Deliver DED Assessment Report of EDW Procurement Management Plan	100%	1 day	Fri 6/1/18	Fri 6/1/18	358	
358	3.6.2	Internal Review DED Assessment Report of EDW Procurement Management Plan	100%	1 day	Fri 6/1/18	Fri 6/1/18	357	359
357	3.6.1	Develop DED Assessment Report of EDW Procurement Management Plan	100%	1 day	Fri 6/1/18	Fri 6/1/18		358,224
352	**3.5**	**T-5 FMMIS Milestone Reviews**	**100%**	**87 days**	**Mon 6/10/19**	**Thu 10/10/19**		
355	3.5.3	Milestone Review R1 Complete	100%	0 days	Thu 10/10/19	Thu 10/10/19	353,354	
354	3.5.2	CMS Assessment of R1	100%	76 days	Tue 6/25/19	Thu 10/10/19	343,353	355
353	3.5.1	EDW Milestone Review R1	100%	11 days	Mon 6/10/19	Mon 6/24/19	343FS+27 days	355,354
339	**3.4**	**T-4 MMIS IV&V Progress Reports**	**100%**	**96 days**	**Mon 3/11/19**	**Wed 7/24/19**		
346	**3.4.2**	**Progress Report 2**	**100%**	**42 days**	**Fri 5/24/19**	**Wed 7/24/19**		
340	**3.4.1**	**Progress Report 1**	**100%**	**52 days**	**Mon 3/11/19**	**Tue 5/21/19**		
345	3.4.1.5	Approval of MMIS IV&V Progress Report 1	100%	0 days	Tue 5/21/19	Tue 5/21/19		
344	3.4.1.4	Review MMIS IV&V Progress Report 1	100%	15 days	Wed 5/1/19	Tue 5/21/19	343	
343	3.4.1.3	Deliver MMIS IV&V Progress Report 1	100%	0 days	Tue 4/30/19	Tue 4/30/19	342	344,353FS+27 days,354
342	3.4.1.2	Internal Review MMIS IV&V Progress Report 1	100%	11 days	Tue 4/16/19	Tue 4/30/19	341	343
341	3.4.1.1	Develop MMIS IV&V Progress Report 1	100%	26 days	Mon 3/11/19	Mon 4/15/19		342

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
330	**3.3**	**T-3 Medicaid Enterprise Certification Checklists**	**100%**	**111 days**	**Thu 12/13/18**	**Tue 5/21/19**		
331	**3.3.1**	**R1 Medicaid Enterprise Certification Checklists**	**100%**	**111 days**	**Thu 12/13/18**	**Tue 5/21/19**		
338	3.3.1.7	Review and Approve R1 Medicaid Enterprise Certification Checklists	100%	15 days	Wed 5/1/19	Tue 5/21/19	337	
337	3.3.1.6	Deliver R1 Medicaid Enterprise Certification Checklists	100%	0 days	Tue 4/30/19	Tue 4/30/19	336	338
336	3.3.1.5	Internal Review R1 Medicaid Enterprise Certification Checklists	100%	7 days	Mon 4/22/19	Tue 4/30/19	335	337
335	3.3.1.4	Finalize Comments R1 Medicaid Enterprise Certification Checklists	100%	10 days	Mon 4/8/19	Fri 4/19/19	334	336
334	3.3.1.3	Review R1 Medicaid Enterprise Certification Checklists	100%	3 days	Wed 4/3/19	Fri 4/5/19	333FS+1 day	335
333	3.3.1.2	State Agency Delivers R1 Final Checklists	100%	0 days	Tue 4/2/19	Tue 4/2/19		334FS+1 day
332	3.3.1.1	Review Iteration 2 Certification Checklists	100%	5 days	Thu 12/13/18	Wed 12/19/18		
254	**3.2**	**T-1 MES Monthly Project Status Report**	**100%**	**299 days**	**Tue 5/8/18**	**Mon 7/15/19**		
315	**3.2.5**	**Review and Approve MES Monthly Project Status Report**	**100%**	**277 days**	**Fri 6/8/18**	**Mon 7/15/19**		
329	3.2.5.14	Review and Approve MES Monthly Project Status Report 14	100%	10 days	Mon 7/1/19	Mon 7/15/19		
328	3.2.5.13	Review and Approve MES Monthly Project Status Report 13	100%	10 days	Fri 6/7/19	Thu 6/20/19		
327	3.2.5.12	Review and Approve MES Monthly Project Status Report 12	100%	10 days	Tue 5/7/19	Mon 5/20/19		
326	3.2.5.11	Review and Approve MES Monthly Project Status Report 11	100%	6 days	Mon 4/8/19	Mon 4/15/19		
325	3.2.5.10	Review and Approve MES Monthly Project Status Report 10	100%	10 days	Mon 3/18/19	Fri 3/29/19		
324	3.2.5.9	Review and Approve MES Monthly Project Status Report 9	100%	10 days	Thu 2/7/19	Wed 2/20/19		
323	3.2.5.8	Review and Approve MES Monthly Project Status Report 8	100%	10 days	Mon 1/7/19	Fri 1/18/19		
322	3.2.5.7	Review and Approve MES Monthly Project Status Report 7	100%	10 days	Fri 12/7/18	Thu 12/20/18		
321	3.2.5.6	Review and Approve MES Monthly Project Status Report 6	100%	10 days	Wed 11/7/18	Wed 11/21/18		
320	3.2.5.5	Review and Approve MES Monthly Project Status Report 5	100%	12 days	Mon 10/8/18	Tue 10/23/18		
319	3.2.5.4	Review and Approve MES Monthly Project Status Report 4	100%	16 days	Fri 9/7/18	Fri 9/28/18		
318	3.2.5.3	Review and Approve MES Monthly Project Status Report 3	100%	9 days	Tue 8/7/18	Fri 8/17/18		
317	3.2.5.2	Review and Approve MES Monthly Project Status Report 2	100%	10 days	Mon 7/2/18	Mon 7/16/18	302	
316	3.2.5.1	Review and Approve MES Monthly Project Status Report 1	100%	12 days	Fri 6/8/18	Mon 6/25/18	301	
300	**3.2.4**	**Deliver MES Monthly Project Status Report**	**100%**	**268 days**	**Thu 6/7/18**	**Fri 6/28/19**		
314	3.2.4.14	Deliver MES Monthly Project Status Report 14	100%	1 day	Fri 6/28/19	Fri 6/28/19		
313	3.2.4.13	Deliver MES Monthly Project Status Report 13	100%	0 days	Fri 6/7/19	Fri 6/7/19		
312	3.2.4.12	Deliver MES Monthly Project Status Report 12	100%	0 days	Tue 5/7/19	Tue 5/7/19		
311	3.2.4.11	Deliver MES Monthly Project Status Report 11	100%	0 days	Fri 4/5/19	Fri 4/5/19		
310	3.2.4.10	Deliver MES Monthly Project Status Report 10	100%	0 days	Thu 3/7/19	Thu 3/7/19		
309	3.2.4.9	Deliver MES Monthly Project Status Report 9	100%	0 days	Thu 2/7/19	Thu 2/7/19		
308	3.2.4.8	Deliver MES Monthly Project Status Report 8	100%	0 days	Mon 1/7/19	Mon 1/7/19		
307	3.2.4.7	Deliver MES Monthly Project Status Report 7	100%	0 days	Fri 12/7/18	Fri 12/7/18		
306	3.2.4.6	Deliver MES Monthly Project Status Report 6	100%	0 days	Wed 11/7/18	Wed 11/7/18		
305	3.2.4.5	Deliver MES Monthly Project Status Report 5	100%	0 days	Fri 10/5/18	Fri 10/5/18		
304	3.2.4.4	Deliver MES Monthly Project Status Report 4	100%	0 days	Fri 9/7/18	Fri 9/7/18		
303	3.2.4.3	Deliver MES Monthly Project Status Report 3	100%	0 days	Tue 8/7/18	Tue 8/7/18		
302	3.2.4.2	Deliver MES Monthly Project Status Report 2	100%	0 days	Fri 6/29/18	Fri 6/29/18		317
301	3.2.4.1	Deliver MES Monthly Project Status Report 1	100%	1 day	Thu 6/7/18	Thu 6/7/18		316
285	**3.2.3**	**Internal Review MES Monthly Project Status Report**	**100%**	**270 days**	**Mon 6/4/18**	**Thu 6/27/19**		
270	**3.2.2**	**Create MES Monthly Project Status Report**	**100%**	**275 days**	**Fri 5/25/18**	**Thu 6/27/19**		
255	**3.2.1**	**Perform Monthly Project Assessment**	**100%**	**286 days**	**Tue 5/8/18**	**Tue 6/25/19**		
246	**3.1**	**Establish Task Order 001**	**100%**	**70 days**	**Mon 3/26/18**	**Mon 7/2/18**		
253	3.1.7	EDW MECL Initiation Phase Start	100%	0 days	Mon 7/2/18	Mon 7/2/18	252,251	
252	3.1.6	EDW MECL Initiation Phase 15 Days hold for TO	100%	1 day	Tue 5/8/18	Tue 5/8/18	248	253
251	3.1.5	Task Order 001 Approved	100%	0 days	Mon 7/2/18	Mon 7/2/18	250	253,368,379
250	3.1.4	Approve TO 001	100%	21 days	Mon 6/4/18	Mon 7/2/18	248,249	251
249	3.1.3	TO Review Cycle	100%	18 days	Tue 5/8/18	Fri 6/1/18	248	250
248	3.1.2	Submit TO 001 for review	100%	1 day	Mon 5/7/18	Mon 5/7/18	247	250,252,249,256
247	3.1.1	Create TO 001	100%	30 days	Mon 3/26/18	Fri 5/4/18		248
4	**2**	**Initial Deliverables**	**99%**	**626 days**	**Thu 11/30/17**	**Fri 5/22/20**		
234	**2.24**	**I-18 Assessment Report of MES Technical Architecture Documentation**	**100%**	**19 days**	**Wed 6/20/18**	**Tue 7/17/18**		
244	2.24.10	Approval of Assessment Report of MES Technical Architecture Documentation	100%	0 days	Tue 7/17/18	Tue 7/17/18		
243	2.24.9	Review Assessment Report of MES Technical Architecture Documentation	100%	0 days	Tue 7/17/18	Tue 7/17/18	242	

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
242	2.24.8	Deliver Assessment Report of MES Technical Architecture Documentation	100%	0 days	Tue 7/17/18	Tue 7/17/18	241	243
241	2.24.7	Internal Review Assessment of MES Technical Architecture Documentation	100%	1 day	Tue 7/17/18	Tue 7/17/18	240,238	242
240	2.24.6	Assess MES Technical Architecture Documentation	100%	9 days	Tue 7/3/18	Mon 7/16/18	239,9	241
239	2.24.5	SEAS Vendor Delivers MES Technical Architecture Documentation	100%	1 day	Mon 7/2/18	Mon 7/2/18		240
238	2.24.4	Review and Approve DED Assessment Report of MES Technical Architecture Documentation	100%	8 days	Fri 6/29/18	Wed 7/11/18	237	241
237	2.24.3	Deliver DED Assessment Report of MES Technical Architecture Documentation	100%	0 days	Fri 6/29/18	Fri 6/29/18	236	238
236	2.24.2	Internal Review DED Assessment Report of MES Technical Architecture Documentation	100%	2 days	Fri 6/22/18	Mon 6/25/18	235	237
235	2.24.1	Develop DED Assessment Report of MES Technical Architecture Documentation	100%	2 days	Wed 6/20/18	Thu 6/21/18	213FS+10 days	236,224FS+6 days
223	**2.23**	**I-17 Assessment Report of Enterprise Data Security Plan**	**100%**	**35 days**	**Thu 6/28/18**	**Thu 8/16/18**		
233	2.23.10	Approval of Assessment Report of Enterprise Data Security Plan	100%	0 days	Thu 8/16/18	Thu 8/16/18		
232	2.23.9	Review Assessment Report of Enterprise Data Security Plan	100%	2 days	Wed 8/15/18	Thu 8/16/18	231	
231	2.23.8	Deliver Assessment Report of Enterprise Data Security Plan	100%	0 days	Tue 8/14/18	Tue 8/14/18	230	232
230	2.23.7	Internal Review Assessment of Enterprise Data Security Plan	100%	6 days	Tue 8/7/18	Tue 8/14/18	229	231
229	2.23.6	Assess Enterprise Data Security Plan	100%	9 days	Wed 7/25/18	Mon 8/6/18	228,227	230
228	2.23.5	SEAS Vendor Delivers Enterprise Data Security Plan	100%	1 day	Tue 7/24/18	Tue 7/24/18		229
227	2.23.4	Review and Approve DED Assessment Report of Enterprise Data Security Plan	100%	7 days	Mon 7/2/18	Wed 7/11/18	226	229
226	2.23.3	Deliver DED Assessment Report of Enterprise Data Security Plan	100%	1 day	Fri 6/29/18	Fri 6/29/18	225	227
225	2.23.2	Internal Review DED Assessment Report of Enterprise Data Security Plan	100%	1 day	Fri 6/29/18	Fri 6/29/18	224	226
224	2.23.1	Develop DED Assessment Report of Enterprise Data Security Plan	100%	2 days	Thu 6/28/18	Fri 6/29/18	235FS+6 days,357,36	225
212	**2.22**	**I-16 Assessment Report of Design and Implementation Management Standards**	**100%**	**22 days**	**Wed 5/16/18**	**Fri 6/15/18**		
222	2.22.10	Approval of Assessment Report of Design and Implementation Management Standards	100%	0 days	Fri 6/15/18	Fri 6/15/18		
221	2.22.9	Review Assessment Report of Design and Implementation Management Standards	100%	2 days	Thu 6/14/18	Fri 6/15/18	220	
220	2.22.8	Deliver Assessment Report of Design and Implementation Management Standards	100%	0 days	Wed 6/13/18	Wed 6/13/18	219	221
219	2.22.7	Internal Review Assessment of Design and Implementation Management Standards	100%	1 day	Wed 6/13/18	Wed 6/13/18	218	220
218	2.22.6	Assess Design and Implementation Management Standards	100%	10 days	Wed 5/30/18	Tue 6/12/18	217,216	219
217	2.22.5	SEAS Vendor Delivers Design and Implementation Management Standards	100%	1 day	Tue 5/29/18	Tue 5/29/18		218
216	2.22.4	Review and Approve DED Assessment Report of Design and Implementation Management Standards	100%	5 days	Tue 5/22/18	Tue 5/29/18	215	218
215	2.22.3	Deliver DED Assessment Report of Design and Implementation Management Standards	100%	0 days	Mon 5/21/18	Mon 5/21/18	214	216
214	2.22.2	Internal Review DED Assessment Report of Design and Implementation Management Standards	100%	1 day	Mon 5/21/18	Mon 5/21/18	213	215
213	2.22.1	Develop DED Assessment Report of Design and Implementation Management Standards	100%	3 days	Wed 5/16/18	Fri 5/18/18	202FS+3 days	214,235FS+10 days
201	**2.21**	**I-15 Assessment Report of Information Architecture Documentation**	**100%**	**22 days**	**Tue 5/8/18**	**Thu 6/7/18**		
211	2.21.10	Approval of Assessment Report of Information Architecture Documentation	100%	0 days	Thu 6/7/18	Thu 6/7/18		
210	2.21.9	Review Assessment Report of Information Architecture Documentation	100%	7 days	Wed 5/30/18	Thu 6/7/18	209	
209	2.21.8	Deliver Assessment Report of Information Architecture Documentation	100%	0 days	Tue 5/29/18	Tue 5/29/18	208	210
208	2.21.7	Internal Review Assessment of Information Architecture Documentation	100%	1 day	Tue 5/29/18	Tue 5/29/18	207	209
207	2.21.6	Assess Information Architecture Documentation	100%	8 days	Wed 5/16/18	Fri 5/25/18	206,205	208
206	2.21.5	SEAS Vendor Delivers Information Architecture Documentation	100%	1 day	Tue 5/15/18	Tue 5/15/18		207

IV&V Project Schedule Example

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
205	2.21.4	Review and Approve DED Assessment Report of Information Architecture Documentation	100%	2 days	Mon 5/14/18	Tue 5/15/18	204	207
204	2.21.3	Deliver DED Assessment Report of Information Architecture Documentation	100%	0 days	Fri 5/11/18	Fri 5/11/18	203	205
203	2.21.2	Internal Review DED Assessment Report of Information Architecture Documentation	100%	1 day	Fri 5/11/18	Fri 5/11/18	202	204
202	2.21.1	Develop DED Assessment Report of Information Architecture Documentation	100%	3 days	Tue 5/8/18	Thu 5/10/18	92	203,213FS+3 days
190	**2.20**	**I-14 Assessment Report of Technology Standards**	**100%**	**26 days**	**Mon 2/19/18**	**Mon 3/26/18**		
200	2.20.10	Approval of Assessment Report of Technology Standards	100%	0 days	Mon 3/26/18	Mon 3/26/18		
199	2.20.9	Review Assessment Report of Technology Standards	100%	5 days	Tue 3/20/18	Mon 3/26/18	198	
198	2.20.8	Deliver Assessment Report of Technology Standards	100%	0 days	Mon 3/19/18	Mon 3/19/18	197	199
197	2.20.7	Internal Review Assessment of Technology Standards	100%	2 days	Fri 3/16/18	Mon 3/19/18	196	198
196	2.20.6	Assess Technology Standards	100%	8 days	Tue 3/6/18	Thu 3/15/18	195,194	197
195	2.20.5	SEAS Vendor Delivers Technology Standards	100%	1 day	Fri 3/2/18	Fri 3/2/18		196
194	2.20.4	Review and Approve DED Assessment Report of Technology Standards	100%	6 days	Mon 2/26/18	Mon 3/5/18	193	196
193	2.20.3	Deliver DED Assessment Report of Technology Standards	100%	0 days	Fri 2/23/18	Fri 2/23/18	192	194
192	2.20.2	Internal Review DED Assessment Report of Technology Standards	100%	2 days	Thu 2/22/18	Fri 2/23/18	191	193
191	2.20.1	Develop DED Assessment Report of Technology Standards	100%	3 days	Mon 2/19/18	Wed 2/21/18	114	192,67
179	**2.19**	**I-13 Assessment Report of Data Standards**	**100%**	**23 days**	**Wed 4/18/18**	**Fri 5/18/18**		
189	2.19.10	Approval of Assessment Report of Data Standards	100%	0 days	Fri 5/18/18	Fri 5/18/18		
188	2.19.9	Review Assessment Report of Data Standards	100%	3 days	Wed 5/16/18	Fri 5/18/18	187	
187	2.19.8	Deliver Assessment Report of Data Standards	100%	0 days	Tue 5/15/18	Tue 5/15/18	186	188
186	2.19.7	Internal Review Assessment of Data Standards	100%	1 day	Tue 5/15/18	Tue 5/15/18	185	187
185	2.19.6	Assess Data Standards	100%	8 days	Thu 5/3/18	Mon 5/14/18	184,183	186
184	2.19.5	SEAS Vendor Delivers Data Standards	100%	3 days	Mon 4/30/18	Wed 5/2/18		185
183	2.19.4	Review and Approve DED Assessment Report of Data Standards	100%	2 days	Fri 4/20/18	Mon 4/23/18	182	185
182	2.19.3	Deliver DED Assessment Report of Data Standards	100%	0 days	Thu 4/19/18	Thu 4/19/18	181	183
181	2.19.2	Internal Review DED Assessment Report of Data Standards	100%	1 day	Thu 4/19/18	Thu 4/19/18	180	182
180	2.19.1	Develop DED Assessment Report of Data Standards	100%	1 day	Wed 4/18/18	Wed 4/18/18	169	181,92
168	**2.18**	**I-12 Assessment Report of Technical Management Strategy**	**100%**	**20 days**	**Mon 4/9/18**	**Fri 5/4/18**		
178	2.18.10	Approval of Assessment Report of Technical Management Strategy	100%	0 days	Fri 5/4/18	Fri 5/4/18		
177	2.18.9	Review Assessment Report of Technical Management Strategy	100%	3 days	Wed 5/2/18	Fri 5/4/18	176	
176	2.18.8	Deliver Assessment Report of Technical Management Strategy	100%	0 days	Tue 5/1/18	Tue 5/1/18	175	177
175	2.18.7	Internal Review Assessment of Technical Management Strategy	100%	1 day	Tue 5/1/18	Tue 5/1/18	174	176
174	2.18.6	Assess Technical Management Strategy	100%	10 days	Tue 4/17/18	Mon 4/30/18	173,172	175
173	2.18.5	SEAS Vendor Delivers Technical Management Strategy	100%	1 day	Mon 4/16/18	Mon 4/16/18		174
172	2.18.4	Review and Approve DED Assessment Report of Technical Management Strategy	100%	1 day	Wed 4/11/18	Wed 4/11/18	171	174
171	2.18.3	Deliver DED Assessment Report of Technical Management Strategy	100%	0 days	Tue 4/10/18	Tue 4/10/18	170	172
170	2.18.2	Internal Review DED Assessment Report of Technical Management Strategy	100%	1 day	Tue 4/10/18	Tue 4/10/18	169	171
169	2.18.1	Develop DED Assessment Report of Technical Management Strategy	100%	1 day	Mon 4/9/18	Mon 4/9/18	158	170,180
157	**2.17**	**I-11 Assessment Report of MES Data Management Strategy**	**100%**	**21 days**	**Mon 4/2/18**	**Mon 4/30/18**		
167	2.17.10	Approval of Assessment Report of MES Data Management Strategy	100%	0 days	Mon 4/30/18	Mon 4/30/18		
166	2.17.9	Review Assessment Report of MES Data Management Strategy	100%	5 days	Tue 4/24/18	Mon 4/30/18	165	
165	2.17.8	Deliver Assessment Report of MES Data Management Strategy	100%	0 days	Mon 4/23/18	Mon 4/23/18	164	166
164	2.17.7	Internal Review Assessment of MES Data Management Strategy	100%	1 day	Mon 4/23/18	Mon 4/23/18	163	165
163	2.17.6	Assess MES Data Management Strategy	100%	9 days	Tue 4/10/18	Fri 4/20/18	162,161	164
162	2.17.5	SEAS Vendor Delivers MES Data Management Strategy	100%	1 day	Mon 4/9/18	Mon 4/9/18		163
161	2.17.4	Review and Approve DED Assessment Report of MES Data Management Strategy	100%	2 days	Wed 4/4/18	Thu 4/5/18	160	163
160	2.17.3	Deliver DED Assessment Report of MES Data Management Strategy	100%	0 days	Tue 4/3/18	Tue 4/3/18	159	161
159	2.17.2	Internal Review DED Assessment Report of MES Data Management Strategy	100%	1 day	Tue 4/3/18	Tue 4/3/18	158	160
158	2.17.1	Develop DED Assessment Report of MES Data Management Strategy	100%	1 day	Mon 4/2/18	Mon 4/2/18		159,169
146	**2.16**	**I-10 Assessment Report of Medicaid Enterprise Certification Management Plan**	**100%**	**46 days**	**Mon 2/19/18**	**Mon 4/23/18**		

IV&V Project Schedule Example

MES IV&V Project

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
156	2.16.10	Approval of Assessment Report of Medicaid Enterprise Certification Management Plan	100%	0 days	Mon 4/23/18	Mon 4/23/18		
155	2.16.9	Review Assessment Report of Medicaid Enterprise Certification Management Plan	100%	6 days	Mon 4/16/18	Mon 4/23/18	154	
154	2.16.8	Deliver Assessment Report of Medicaid Enterprise Certification Management Plan	100%	0 days	Fri 4/13/18	Fri 4/13/18	153	155
153	2.16.7	Internal Review Assessment of Medicaid Enterprise Certification Management Plan	100%	1 day	Fri 4/13/18	Fri 4/13/18	152	154
152	2.16.6	Assess Medicaid Enterprise Certification Management Plan	100%	9 days	Mon 4/2/18	Thu 4/12/18	151,150	153
151	2.16.5	SEAS Vendor Delivers Medicaid Enterprise Certification Management Plan	100%	1 day	Fri 3/30/18	Fri 3/30/18		152
150	2.16.4	Review and Approve DED Assessment Report of Medicaid Enterprise Certification Management Plan	100%	1 day	Tue 3/13/18	Tue 3/13/18		152
149	2.16.3	Deliver DED Assessment Report of Medicaid Enterprise Certification Management Plan	100%	0 days	Tue 3/13/18	Tue 3/13/18	148	
148	2.16.2	Internal Review DED Assessment Report of Medicaid Enterprise Certification Management Plan	100%	4 days	Thu 3/8/18	Tue 3/13/18	147	149
147	2.16.1	Develop DED Assessment Report of Medicaid Enterprise Certification Management Plan	100%	13 days	Mon 2/19/18	Wed 3/7/18	114	148,67
135	**2.15**	**I-9 Assessment Report of MES Project Management Toolkit**	**100%**	**53 days**	**Mon 12/18/17**	**Mon 3/5/18**		
145	2.15.10	Approval of Assessment Report of MES Project Management Toolkit	100%	1 day	Mon 3/5/18	Mon 3/5/18		
144	2.15.9	Review Assessment Report of MES Project Management Toolkit	100%	23 days	Thu 2/1/18	Mon 3/5/18	143	
143	2.15.8	Deliver Assessment Report of MES Project Management Toolkit	100%	0 days	Thu 2/1/18	Thu 2/1/18	142	144
142	2.15.7	Internal Review Assessment of MES Project Management Toolkit	100%	2 days	Wed 1/31/18	Thu 2/1/18	141	143
141	2.15.6	Assess MES Project Management Toolkit	100%	5 days	Wed 1/24/18	Tue 1/30/18	140,139	142
140	2.15.5	SEAS Vendor Delivers MES Project Management Toolkit	100%	1 day	Tue 1/23/18	Tue 1/23/18		141
139	2.15.4	Review and Approve DED Assessment Report of MES Project Management Toolkit	100%	5 days	Mon 1/8/18	Fri 1/12/18	138	141
138	2.15.3	Deliver DED Assessment Report of MES Project Management Toolkit	100%	0 days	Fri 1/5/18	Fri 1/5/18	137	139
137	2.15.2	Internal Review DED Assessment Report of MES Project Management Toolkit	100%	2 days	Thu 1/4/18	Fri 1/5/18	136	138
136	2.15.1	Develop DED Assessment Report of MES Project Management Toolkit	100%	11 days	Mon 12/18/17	Wed 1/3/18	125	137,103
124	**2.14**	**I-8 Assessment Report of MES Project Management Standards**	**100%**	**58 days**	**Mon 12/11/17**	**Mon 3/5/18**		
134	2.14.10	Approval of Assessment Report of MES Project Management Standards	100%	0 days	Mon 3/5/18	Mon 3/5/18		
133	2.14.9	Review Assessment Report of MES Project Management Standards	100%	23 days	Thu 2/1/18	Mon 3/5/18	132	
132	2.14.8	Deliver Assessment Report of MES Project Management Standards	100%	0 days	Thu 2/1/18	Thu 2/1/18	131	133
131	2.14.7	Internal Review Assessment of MES Project Management Standards	100%	1 day	Wed 1/31/18	Wed 1/31/18	130	132
130	2.14.6	Assess MES Project Management Standards	100%	5 days	Wed 1/24/18	Tue 1/30/18	129,128	131
129	2.14.5	SEAS Vendor Delivers MES Project Management Standards	100%	1 day	Tue 1/23/18	Tue 1/23/18		130
128	2.14.4	Review and Approve DED Assessment Report of MES Project Management Standards	100%	5 days	Wed 12/20/17	Wed 12/27/17	127	130
127	2.14.3	Deliver DED Assessment Report of MES Project Management Standards	100%	0 days	Tue 12/19/17	Tue 12/19/17	126	128
126	2.14.2	Internal Review DED Assessment Report of MES Project Management Standards	100%	2 days	Mon 12/18/17	Tue 12/19/17	125	127
125	2.14.1	Develop DED Assessment Report of MES Project Management Standards	100%	5 days	Mon 12/11/17	Fri 12/15/17		126,136
113	**2.13**	**I-7 Assessment Report of Strategic Project Portfolio Management Plan**	**100%**	**35 days**	**Thu 2/15/18**	**Wed 4/4/18**		
123	2.13.10	Approval of Assessment Report of Strategic Project Portfolio Management Plan	100%	0 days	Wed 4/4/18	Wed 4/4/18		
122	2.13.9	Review Assessment Report of Strategic Project Portfolio Management Plan	100%	4 days	Fri 3/30/18	Wed 4/4/18	121	
121	2.13.8	Deliver Assessment Report of Strategic Project Portfolio Management Plan	100%	0 days	Thu 3/29/18	Thu 3/29/18	120	122
120	2.13.7	Internal Review Assessment of Strategic Project Portfolio Management Plan	100%	1 day	Thu 3/29/18	Thu 3/29/18	119	121

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
119	2.13.6	Assess Strategic Project Portfolio Management Plan	100%	9 days	Fri 3/16/18	Wed 3/28/18	118,117	120
118	2.13.5	SEAS Vendor Delivers Strategic Project Portfolio Management Plan	100%	1 day	Thu 3/15/18	Thu 3/15/18		119
117	2.13.4	Review and Approve DED Assessment Report of Strategic Project Portfolio Management Plan	100%	1 day	Tue 2/20/18	Tue 2/20/18	116	119
116	2.13.3	Deliver DED Assessment Report of Strategic Project Portfolio Management Plan	100%	0 days	Mon 2/19/18	Mon 2/19/18	115	117
115	2.13.2	Internal Review DED Assessment Report of Strategic Project Portfolio Management Plan	100%	1 day	Mon 2/19/18	Mon 2/19/18	114	116
114	2.13.1	Develop DED Assessment Report of Strategic Project Portfolio Management Plan	100%	2 days	Thu 2/15/18	Fri 2/16/18	103	115,147,191
102	**2.12**	**I-6 Assessment Report of MES Strategic Plan**	**100%**	**46 days**	**Thu 1/4/18**	**Fri 3/9/18**		
112	2.12.10	Approval of Assessment Report of MES Strategic Plan	100%	0 days	Fri 3/9/18	Fri 3/9/18		
111	2.12.9	Review Assessment Report of MES Strategic Plan	100%	2 days	Thu 3/8/18	Fri 3/9/18	110	
110	2.12.8	Deliver Assessment Report of MES Strategic Plan	100%	0 days	Wed 3/7/18	Wed 3/7/18	109	111
109	2.12.7	Internal Review Assessment of MES Strategic Plan	100%	1 day	Wed 3/7/18	Wed 3/7/18	108	110
108	2.12.6	Assess MES Strategic Plan	100%	23 days	Fri 2/2/18	Tue 3/6/18	107,106	109
107	2.12.5	SEAS Vendor Delivers MES Strategic Plan	100%	1 day	Thu 2/1/18	Thu 2/1/18		108
106	2.12.4	Review and Approve DED Assessment Report of MES Strategic Plan	100%	4 days	Tue 1/9/18	Fri 1/12/18	105	108
105	2.12.3	Deliver DED Assessment Report of MES Strategic Plan	100%	0 days	Mon 1/8/18	Mon 1/8/18	104	106
104	2.12.2	Internal Review DED Assessment Report of MES Strategic Plan	100%	1 day	Mon 1/8/18	Mon 1/8/18	103	105
103	2.12.1	Develop DED Assessment Report of MES Strategic Plan	100%	2 days	Thu 1/4/18	Fri 1/5/18	136	104,114
91	**2.11**	**I-5 Assessment Report of Revised MITA SS-A and Update Process**	**100%**	**37 days**	**Wed 5/2/18**	**Fri 6/22/18**		
101	2.11.10	Approval of Assessment Report of Revised MITA SS-A and Update Process	100%	0 days	Fri 6/22/18	Fri 6/22/18		
100	2.11.9	Review Assessment Report of Revised MITA SS-A and Update Process	100%	10 days	Mon 6/11/18	Fri 6/22/18	99	
99	2.11.8	Deliver Assessment Report of Revised MITA SS-A and Update Process	100%	0 days	Fri 6/8/18	Fri 6/8/18	98	100
98	2.11.7	Internal Review Assessment of Revised MITA SS-A and Update Process	100%	1 day	Fri 6/8/18	Fri 6/8/18	97	99
97	2.11.6	Assess Revised MITA SS-A and Update Process	100%	8 days	Tue 5/29/18	Thu 6/7/18	96,95	98
96	2.11.5	SEAS Vendor Delivers Revised MITA SS-A and Update Process	100%	1 day	Fri 5/25/18	Fri 5/25/18		97
95	2.11.4	Review and Approve DED Assessment Report of Revised MITA SS-A and Update Process	100%	1 day	Wed 5/9/18	Wed 5/9/18	94	97
94	2.11.3	Deliver DED Assessment Report of Revised MITA SS-A and Update Process	100%	0 days	Tue 5/8/18	Tue 5/8/18	93	95
93	2.11.2	Internal Review DED Assessment Report of Revised MITA SS-A and Update Process	100%	1 day	Tue 5/8/18	Tue 5/8/18	92	94
92	2.11.1	Develop DED Assessment Report of Revised MITA SS-A and Update Process	100%	4 days	Wed 5/2/18	Mon 5/7/18	180	93,202
80	**2.10**	**I-4 Assessment Report of MES Governance Plan**	**100%**	**46 days**	**Thu 1/4/18**	**Fri 3/9/18**		
90	2.10.10	Approval of Assessment Report of MES Governance Plan	100%	0 days	Fri 3/9/18	Fri 3/9/18		
89	2.10.9	Review Assessment Report of MES Governance Plan	100%	5 days	Mon 3/5/18	Fri 3/9/18	88	
88	2.10.8	Deliver Assessment Report of MES Governance Plan	100%	0 days	Fri 3/2/18	Fri 3/2/18	87	89
87	2.10.7	Internal Review Assessment of MES Governance Plan	100%	1 day	Fri 3/2/18	Fri 3/2/18	86	88
86	2.10.6	Assess MES Governance Plan	100%	9 days	Mon 2/19/18	Thu 3/1/18	85,84	87
85	2.10.5	SEAS Vendor Delivers MES Governance Plan	100%	1 day	Fri 2/16/18	Fri 2/16/18		86
84	2.10.4	Review and Approve DED Assessment Report of MES Governance Plan	100%	9 days	Tue 1/9/18	Mon 1/22/18	83	86
83	2.10.3	Deliver DED Assessment Report of MES Governance Plan	100%	0 days	Mon 1/8/18	Mon 1/8/18	82	84
82	2.10.2	Internal Review DED Assessment Report of MES Governance Plan	100%	1 day	Mon 1/8/18	Mon 1/8/18	81	83
81	2.10.1	Develop DED Assessment Report of MES Governance Plan	100%	2 days	Thu 1/4/18	Fri 1/5/18		82
66	**2.9**	**I-3 SI/ESB Solicitation Assessment**	**99%**	**76 days**	**Thu 3/8/18**	**Fri 6/22/18**		
79	2.9.13	Approval of Assessment of SI/ESB Solicitation	100%	0 days	Fri 6/22/18	Fri 6/22/18		
78	2.9.12	Review Assessment of SI/ESB Solicitation	100%	7 days	Thu 6/14/18	Fri 6/22/18	77	
77	2.9.11	Deliver Assessment of SI/ESB Solicitation	100%	0 days	Wed 6/13/18	Wed 6/13/18	76,73	78
76	2.9.10	Internal Review Assessment of SI/ESB Solicitation - Final	100%	1 day	Wed 6/13/18	Wed 6/13/18	75	77
75	2.9.9	Assess SI/ESB Solicitation - Final	100%	10 days	Wed 5/30/18	Tue 6/12/18	71,70,74	76
74	2.9.8	SEAS Vendor Delivers SI/ESB Solicitation - Final	100%	1 day	Tue 5/29/18	Tue 5/29/18	71	75
73	2.9.7	Internal Review Assessment of SI/ESB Solicitation (Attachement B)	100%	1 day	Wed 4/4/18	Wed 4/4/18	72	77
72	2.9.6	Assess SI/ESB Solicitation - Preliminary (Attachement B)	100%	6 days	Tue 3/27/18	Tue 4/3/18	71,70	73

IV&V Project Schedule Example

MES IV&V Project

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
71	2.9.5	SEAS Vendor Delivers SI/ESB Solicitation (Attachement B)	100%	1 day	Mon 3/26/18	Mon 3/26/18		75,72,74
70	2.9.4	Review and Approve DED Assessment of SI/ESB Solicitation	100%	1 day	Tue 3/13/18	Tue 3/13/18		75,72
69	2.9.3	Deliver DED Assessment of SI/ESB Solicitation	100%	0 days	Tue 3/13/18	Tue 3/13/18	68	
68	2.9.2	Internal Review DED Assessment of SI/ESB Solicitation	100%	1 day	Tue 3/13/18	Tue 3/13/18	67	69
67	2.9.1	Develop DED Assessment of SI/ESB Solicitation	100%	3 days	Thu 3/8/18	Mon 3/12/18	147,191	68
53	**2.8**	**I-2 Project Schedule/Work Plan**	**100%**	**33 days**	**Mon 12/4/17**	**Mon 1/22/18**		
65	2.8.12	Approval of Project Schedule/Work Plan	100%	0 days	Mon 1/22/18	Mon 1/22/18	64	
64	2.8.11	Review Revised Project Schedule/Work Plan	100%	0 days	Mon 1/22/18	Mon 1/22/18	63	65
63	2.8.10	Deliver Revised Project Schedule/Work Plan	100%	0 days	Mon 1/22/18	Mon 1/22/18	62	64
62	2.8.9	Revise Project Schedule/Work Plan	100%	4 days	Wed 1/17/18	Mon 1/22/18	61	63
61	2.8.8	Review Project Schedule/Work Plan	100%	10 days	Tue 1/2/18	Tue 1/16/18	60	62
60	2.8.7	Deliver Project Schedule/Work Plan	100%	0 days	Fri 12/29/17	Fri 12/29/17	59	61
59	2.8.6	Internal Review Project Schedule/Work Plan	100%	2 days	Thu 12/28/17	Fri 12/29/17	58	60
58	2.8.5	Develop Project Schedule/Work Plan	100%	4 days	Thu 12/21/17	Wed 12/27/17	57	59
57	2.8.4	Review and Approve DED Project Schedule/Work Plan	100%	1 day	Wed 12/20/17	Wed 12/20/17	56	58
56	2.8.3	Deliver DED Project Schedule/Work Plan	100%	0 days	Tue 12/19/17	Tue 12/19/17	55	57
55	2.8.2	Internal Review DED Project Schedule/Work Plan	100%	2 days	Mon 12/18/17	Tue 12/19/17	54	56
54	2.8.1	Develop DED Project Schedule/Work Plan	100%	10 days	Mon 12/4/17	Fri 12/15/17		55
40	**2.7**	**I -1 IV&V Management Plan**	**100%**	**32 days**	**Mon 12/4/17**	**Fri 1/19/18**		
52	2.7.12	Approval of IV&V Management Plan	100%	0 days	Fri 1/19/18	Fri 1/19/18	51	
51	2.7.11	Review Revised IV&V Management Plan	100%	0 days	Fri 1/19/18	Fri 1/19/18	50	52
50	2.7.10	Deliver Revised IV&V Management Plan	100%	0 days	Fri 1/19/18	Fri 1/19/18	49	51
49	2.7.9	Revise IV&V Management Plan	100%	3 days	Wed 1/17/18	Fri 1/19/18	48	50
48	2.7.8	Review IV&V Management Plan	100%	10 days	Tue 1/2/18	Tue 1/16/18	47	49
47	2.7.7	Deliver IV&V Management Plan	100%	0 days	Fri 12/29/17	Fri 12/29/17	46	48
46	2.7.6	Internal Review IV&V Management Plan	100%	2 days	Thu 12/28/17	Fri 12/29/17	45	47
45	2.7.5	Develop IV&V Management Plan	100%	4 days	Thu 12/21/17	Wed 12/27/17	44	46
44	2.7.4	Review and Approve DED IV&V Management Plan	100%	1 day	Wed 12/20/17	Wed 12/20/17	43	45
43	2.7.3	Deliver DED IV&V Management Plan	100%	0 days	Tue 12/19/17	Tue 12/19/17	42	44
42	2.7.2	Internal Review DED IV&V Management Plan	100%	2 days	Mon 12/18/17	Tue 12/19/17	41	43
41	2.7.1	Develop DED IV&V Management Plan	100%	10 days	Mon 12/4/17	Fri 12/15/17		42
34	**2.6**	**Initial Deliverables Monthly Project Assessment 5**	**100%**	**36 days**	**Mon 4/2/18**	**Mon 5/21/18**		
39	2.6.5	Review and Approve MES Monthly Project Status Report 5	100%	10 days	Tue 5/8/18	Mon 5/21/18	38	
38	2.6.4	Deliver MES Monthly Project Assessment Report 5	100%	0 days	Mon 5/7/18	Mon 5/7/18	37	39
37	2.6.3	Internal Review MES Monthly Project Status Report 5	100%	3 days	Thu 5/3/18	Mon 5/7/18	36	38
36	2.6.2	Create MES Monthly Project Status Report 5	100%	7 days	Tue 4/24/18	Wed 5/2/18	35FS-4 days	37
35	2.6.1	Perform Monthly Project Assessment 5	100%	20 days	Mon 4/2/18	Fri 4/27/18		36FS-4 days
28	**2.5**	**Initial Deliverables Monthly Project Assessment 4**	**100%**	**564 days**	**Thu 3/1/18**	**Fri 5/22/20**		
33	2.5.5	Review and Approve MES Monthly Project Status Report 4	100%	10 days	Mon 4/9/18	Fri 4/20/18	32	
32	2.5.4	Deliver MES Monthly Project Assessment Report 4	100%	0 days	Fri 4/6/18	Fri 4/6/18	31	33
31	2.5.3	Internal Review MES Monthly Project Status Report 4	100%	2 days	Thu 4/5/18	Fri 4/6/18	30	32
30	2.5.2	Create MES Monthly Project Status Report 4	100%	8 days	Mon 3/26/18	Wed 4/4/18	29FS-4 days	31
29	2.5.1	Perform Monthly Project Assessment 4	100%	564 days	Thu 3/1/18	Fri 5/22/20		30FS-4 days
22	**2.4**	**Initial Deliverables Monthly Project Assessment 3**	**100%**	**35 days**	**Thu 2/1/18**	**Wed 3/21/18**		
27	2.4.5	Review and Approve MES Monthly Project Status Report 3	100%	10 days	Thu 3/8/18	Wed 3/21/18	26	
26	2.4.4	Deliver MES Monthly Project Assessment Report 3	100%	0 days	Wed 3/7/18	Wed 3/7/18	25	27
25	2.4.3	Internal Review MES Monthly Project Status Report 3	100%	3 days	Mon 3/5/18	Wed 3/7/18	24	26
24	2.4.2	Create MES Monthly Project Status Report 3	100%	6 days	Fri 2/23/18	Fri 3/2/18	23FS-4 days	25
23	2.4.1	Perform Monthly Project Assessment 3	100%	20 days	Thu 2/1/18	Wed 2/28/18		24FS-4 days
16	**2.3**	**Initial Deliverables Monthly Project Assessment 2**	**100%**	**36 days**	**Tue 1/2/18**	**Wed 2/21/18**		
21	2.3.5	Review and Approve MES Monthly Project Status Report 2	100%	10 days	Thu 2/8/18	Wed 2/21/18	20	
20	2.3.4	Deliver MES Monthly Project Assessment Report 2	100%	0 days	Wed 2/7/18	Wed 2/7/18	19	21
19	2.3.3	Internal Review MES Monthly Project Status Report 2	100%	3 days	Mon 2/5/18	Wed 2/7/18	18	20
18	2.3.2	Create MES Monthly Project Status Report 2	100%	6 days	Fri 1/26/18	Fri 2/2/18	17FS-4 days	19
17	2.3.1	Perform Monthly Project Assessment 2	100%	21 days	Tue 1/2/18	Wed 1/31/18		18FS-4 days
10	**2.2**	**Initial Deliverables Monthly Project Assessment 1**	**100%**	**35 days**	**Fri 12/1/17**	**Tue 1/23/18**		
15	2.2.5	Review and Approve MES Monthly Project Status Report 1	100%	10 days	Tue 1/9/18	Tue 1/23/18	14	
14	2.2.4	Deliver MES Monthly Project Assessment Report 1	100%	0 days	Mon 1/8/18	Mon 1/8/18	13	15
13	2.2.3	Internal Review MES Monthly Project Status Report 1	100%	2 days	Fri 1/5/18	Mon 1/8/18	12	14

IV&V Project Schedule Example

MES IV&V Project

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Successors
12	2.2.2	Create MES Monthly Project Status Report 1	100%	6 days	Wed 12/27/17	Thu 1/4/18	11FS-3 days,9	13
11	2.2.1	Perform Monthly Project Assessment 1	100%	20 days	Fri 12/1/17	Fri 12/29/17		12FS-3 days
5	**2.1**	**DED MES Monthly Project Status/Assessment Report**	**100%**	**13 days**	**Thu 11/30/17**	**Mon 12/18/17**		
9	2.1.4	Review and Approve DED MES Monthly Project Status/Assessment Report	100%	5 days	Tue 12/12/17	Mon 12/18/17	8	240,12,373,384
8	2.1.3	Deliver DED MES Monthly Project Status/Assessment Report	100%	0 days	Fri 12/8/17	Fri 12/8/17	7	9
7	2.1.2	Internal Review DED MES Monthly Project Status/Assessment Report	100%	2 days	Thu 12/7/17	Fri 12/8/17	6	8
6	2.1.1	Develop DED MES Monthly Project Status/Assessment Report	100%	5 days	Thu 11/30/17	Wed 12/6/17		7
1	**1**	**Contract Administration**	**100%**	**30 days**	**Wed 11/15/17**	**Fri 12/29/17**		
3	1.2	Complete Project Startup Checklist Items	100%	30 days	Wed 11/15/17	Fri 12/29/17		
2	1.1	MES IV&V Project Contract Start	100%	0 days	Wed 11/15/17	Wed 11/15/17		

IV&V Product Review Worksheet			
Project Artifact or Deliverable	Project 1 Coding and Unit Testing Results Document		
IV&V Analyst:	John Smith	**Review Date**:	06/14/2021

Product Review Objective:

During the initial review of the Project 1 Coding and Unit Testing Results Document, IV&V observed a lack of traceability of unit testing results to requirements. Following this observation, the vendor added user stories to the test cases in a subsequent version of the unit test results spreadsheets.

The objective of this review was to confirm the approved functional requirements for Project 1 can be traced to configuration/development activities. RFP requirement 2.4.8.11 states:

> Vendor shall provide a Requirements Traceability Matrix (RTM) to trace the business, functional, technical, and architectural requirements defined in the RAD through the duration of the SDLC including design, configuration/development, testing, and implementation.

Product Review Approach:

This section describes the approach to verify traceability of unit testing results to functional requirements for the following unit test areas:

1. Staging, Integration, Publishing, Project 1 and Project 2
2. Project 2 Recipients

<u>Staging, Integration, Publishing, Project 1 and Project 2 unit test areas:</u>

Using the unit test results spreadsheets referenced in the Coding and Unit Testing Results Document provided by the vendor, IV&V used the user stories associated to the test cases and attempted to map it to a user story in the testing tool. If a match was found, the requirement(s) associated to the user story were documented.

Alternately, the user stories provided in the unit test results spreadsheets were used to map to the user story's field 'AGILE ID'. If a match was found, the requirement(s) associated to the user story were documented.

The following requirements were identified for Staging, Integration, Publishing, Project 1 and Project 2 unit test results:

RFP Requirement	Requirement Description
3.5.6.35 (Project 1)	The vendor shall provide up to 5,000 hours of analysis and query/report writing during Solution Implementation for conversion of existing queries/reports for use with the Contractor's Project 1 reporting and analytics solution and creating dashboards for State business users and shall provide a monthly report of the hours spent on conversion and creation of dashboards
3.5.4.34 (Project 2)	The vendor shall provide up to 5,000 hours of analysis and query/report writing during Solution Implementation for conversion of existing reports for use with the Contractor's reporting and analytics solution and creating dashboards for State business users and shall provide a monthly report of the hours spent on conversion and creation of dashboards
4.2.3.1 (Publishing)	Shall fully execute the approved Data Conversion Plan to create, implement, and execute the load processes for all historical, current, and future data included in the initial scope of this RFP including the following: 1. All historical transactional data added/updated in the source systems on or after July 1, 2011 to the current date and all related master and reference data; 2. All current and future transactional data added/updated in the source systems after the date of the extract of the historical transactional data and related master and reference data; and 3. All data required to meet the requirements established in the Business Intelligence Solutions chapter of this RFP

IV&V Product Review Worksheet

4.6.6.13 (Publishing)	The vendor shall develop, implement, operate, and maintain all necessary scripts, configurations, and other artifacts necessary to affect the ETL Plan requirements, and work with State staff to validate the results
4.6.7.11 (Publishing)	The vendor shall develop, implement, operate, and maintain the following interface: Reference and other supporting data

<u>Project 2 Recipient unit test area:</u>

The Project 2 Recipient spreadsheet referenced in the Coding and Unit Testing Results Document explicitly listed the requirements used for the unit test case. No user stories were provided. The following requirements were identified.

Req	Description
4.2.7.1	The vendor shall develop, implement, and apply a Master Data Management Methodology defining the data architecture, modeling, standards, metadata, management, interoperability, privacy and security, and performance aligned with guidance provided through the data governance structure, the business and technical requirements defined with the RFP, and the EDW goals and objectives
4.7.2.6	The vendor shall ensure the unified identity functionality is non-destructive of any native identifiers used within the source systems, providing the ability to access an individual's data by any of the native identifiers related to that individual
4.7.4.23	The vendor shall collaborate with the State to determine the appropriate approach to providing longitudinal access to the various data families supported by the EDW, based on the analytical and reporting needs of the end users, and the depth of history available in the source transactional system
4.3.5.1	The vendor shall apply project 2 methodologies to collecting, aggregating, matching, consolidating, quality-assuring, persisting and distributing data throughout the organization to ensure consistency and control in the ongoing maintenance and use of this information
4.3.6.2	The vendor shall protect and defend data in the EDW by ensuring the data's availability, quality, integrity, authentication, confidentiality, and non-repudiation
4.3.8.3	The vendor shall establish, operate, and maintain data quality improvement processes to identify, correct, and report data quality issues including data redundancy, incorrect values, missing values, and inconsistent values of the data sources and to continually monitor the quality of the data extracted
4.3.9.13	The vendor shall identify and correct data quality issues within the EDW and report the data quality issues to the State
4.3.10.14	The vendor shall notify source system owners/operators of error and issues detected in the source data, report the source data quality issues to the State, and work with the State and the source system owners/operators to resolve the source data quality issues
5.5.4.8	The vendor shall, for the purposes of internal member identification and for matching a member record with a master patient index, capture at a minimum the following patient demographic information: Identifier, Last, Maiden, First, Middle Names, Prefix, Suffix, Birth Name, Birth Location, Other Name or Alias, Social Security Number, Gender, Race, Date of Birth, Street Address, County, City, State, Postal Code, Country, Home Telephone Number, Mobile/Cell Number, Email Address
4.3.5.2a	The vendor shall protect and defend data in the EDW by ensuring the data's availability, quality, integrity, authentication, confidentiality, and non-repudiation, within the Staging/Acquisition layer.
4.3.6.2b	The vendor shall protect and defend data in the EDW by ensuring the data's availability, quality, integrity, authentication, confidentiality, and non-repudiation, within the EDW Integration layer.
4.3.7.2c	The vendor shall protect and defend data in the EDW by ensuring the data's availability, quality, integrity, authentication, confidentiality, and non-repudiation, within the Publish layer.

IV&V Product Review Worksheet

Summary: The below table summarizes the unit test user stories provided by the vendor and the number of requirements identified by IV&V for each area.

Unit Test Area	User Stories Identified	Requirements Identified
Integration	47	0
Publishing	39	3
Staging	12	0
Project 1	121	2
Project 2	0	12
Total	393	17

Product Review Results and Observations

1.	Out of 219 approved, functional DDI #1 requirements identified in the testing tool, only 17 requirements could be traced to a unit test result.
2.	112 Project 2 web report test cases (WR tab) did not have a requirement or a user story referenced. The vendor indicated there are no requirements for these reports.
3.	The low number of requirements mapped to unit testing may indicate insufficient unit testing and could be a contributing factor in the system testing delays.

Recommendations

1.	The State and vendor review testing processes and update the Testing Plan to reflect an approach that facilitates sufficient traceability to ensure coding and unit testing coverage.
2.	The vendor follows the testing processes for the remaining development efforts to reduce defects in subsequent testing phases and avoid project delays.

Reference Materials

1.	Integration ETL Unit Test Cases May 2020 v2.0
2.	Publishing layer_Unit_Test Results v1.0
3.	Staging ETL Unit Test Results 20200731 v1.0
4.	Project 1 Unit Test Cases 20200930 v2.0
5.	Project 1 Recipient Test Cases _V5_Unit Test Results
6.	State_Project1_RTM_Report_20201223
7.	Testing Tool
8.	Project 1 Coding and Unit Testing Results Document v2.0

IV&V Weekly Status Report

Reporting Period	[Insert reporting period as Month dd, yyyy – Month dd, yyyy]
Distribution	[Insert distribution list for the weekly status report]

This IV&V Weekly Status Report presents the NTT DATA Independent Verification and Validation (IV&V) [insert project name] activities for week based on information available as of [insert date and time]. It reports IV&V status summaries for each State Client project, deliverables, project artifacts reviewed, and meetings attended. The report concludes with a look at upcoming IV&V activities.

1 IV&V Project Status

[Include the status of the overall project and accomplishments of the NTT DATA team by individual project, including information for each service provided (e.g., project governance, program management). Please add subsections as necessary.]

2 IV&V Deliverables

The IV&V deliverables submitted during this reporting period are as follows:

- [insert a list of submitted deliverables here]

3 IV&V Document Reviews

During this reporting period, IV&V performed project document reviews. The chart below shows the number of concurrent document reviews by project by week.

[Include a snapshot of "IV&V Document Reviews" chart, if available.]

Project document reviews conducted during this period are noted in the following table.

[List artifacts and deliverables reviewed in the following table including the name, version, review status, summary, and start and completion dates of the review. Use the artifact file name. If the file name does not easily identify the artifact, start with a brief narrative description of the artifact followed by the file name in parenthesis.]

Document Name	Version	Review	IV&V Summary	Review Start Date	Review Completion Date

4 IV&V Meeting Participation Log

During this reporting period, IV&V attended various project meetings. The chart below shows the number of meetings by project by week. The total number of meetings, which IV&V attended, are at the top of the bar for each week.

[Include a snapshot of "Meeting Counts by Week by Project" chart, if available.]

Project meetings attended during this reporting period are noted in the following table.

[List all meetings conducted for the reporitng period in the following table.]

Date/Time	Project	Meeting Title

5 Planned IV&V Activities

[List significant NTT DATA activities planned for the next reporting period. Start each statement with a past tense verb]

The planned activities for the next two weeks are as follows.

- [insert a list of planned activities here]

6 Team Staffing and Travel Schedule

The planned schedules for team staff key team staff for the next few weeks are included in the following table.

[List key staff and schedules in the following table.]

#	Name	Title	On-Site	Off-Site	Vacation
1					
2					
3					

IV&V Weekly Status Report

Reporting Period	October 11, 2021 to October 15, 2021
Distribution	• Joe Smith – State Medicaid Director • Sara Smith – Program Manager

This IV&V Weekly Status Report is a summary of the IV&V activities for the week based on information available as of 5:00 p.m. (EST), October 15, 2021. It reports IV&V status summaries for each State Client project, deliverables, project artifacts reviewed, and meetings attended. The report concludes with a look at upcoming IV&V activities.

1 IV&V Project Status

1.1 Project Governance

The PMO is looking at additional approaches for highlighting Data Governance status in project level meetings.

1.2 Portfolio Management

The project budget was updated in this period.

1.3 Program Management

State Leadership is working on a strategy for reigning in the Project Schedule which is currently showing a completion date that is beyond December 2024.

As of October 15, 2021, there were no project level issues impacting the Agency's Project. The Project Risk 0290 report, regarding the timely release of funding from the legislature, was expected to trigger an issue as operating funds for FY 2021-2022 had not been received at the start of the quarter. However, the risk's trigger was updated during the Meeting on October 14, 2021, to state that an issue would be logged if funding is not released by the end of the first month of the quarter rather than the start of the first month of the quarter. This update pushes the trigger date to October 31, 2021.

The Agency's routing of the Project Operational Work Plan (OWP) for FY2021-2022 Quarter Two has been submitted downtown. Based on the typical OWP turnaround timelines for legislative reviews and consultation, quarter two funding may not be received until the middle of November 2021, which puts the Agency at risk of not having enough funds on hand to cover October 2021 invoicing amounts that will become due in November 2021.

A new project level decision, 0475 report, has been added to the Decision Log to confirm the plan to shift the management of transition services with the current fiscal agent to the Office of Health Care Connections that was recently formed by the Agency and operating under the Deputy Secretary of Operations. The Office works collaboratively with the Vendor to manage current vendors and fiscal agent. The decision has a due date of October 18, 2021.

There were three open program level decisions with due dates in the past as of the end of this reporting cycle. Decision 0465 (determine interface information governance) has a due date of September 30, 2021. Decision 0444 (determine approach for capturing FMMIS business rules) has a due date of October 6, 2021. Decision 0470 appears to be closed but still has a status of "new" and a due date of October 6, 2021. These decisions were discussed during the Review on October 14, 2021.

1.4 Enterprise Data Warehouse Implementation Project (EDWI)

The schedule, with status date October 14, 2021, indicates the EDWI Project is 44% complete.

A new project issue, EDW-014, Extended Deliverable Review Cycles (PD-9), was logged on October 11, 2021, with a due date of October 13, 2021. The PD-9 version 003 was received on Monday, October 11, 2021, with the review planned for completion on October 13, 2021. The Agency did not complete the review by the expedited due date, but preliminary internal assessment indicates an additional review cycle will be required.

Project Issue EDW-010, ODS Design Delay, which is dependent on the resolution of PCR EDW-021 and the re-baseline of the project schedule, is due to be resolved on October 22, 2021. However, the project team is still reviewing the EDW Vendor's proposed schedule changes and plans to have the re-baseline approved next week, well beyond the needed due date to resolve the issue.

A project decision, EDW-072, was approved by the Agency to replace the current project schedule with the new baseline when approved. The decision to minimize the changes needed to be synced was made during the status meeting on October 7, 2021, was approved by the EDWI Sponsor. IV&V will perform a schedule comparison to ensure updates captured in the current schedule while the new baseline was being developed are synced.

A new PCR EDW-022, Revised Project Schedule to test Supplementation Logging, Iterative ODS implementation, was logged this reporting period. The intent of the PCR is to add iterative testing tasks to the EDWI Project schedule for Fiscal Agent assessment of the supplemental logging impact on the FMMIS Production environment and to establish thresholds for determining contingency plan actions.

SIT Execution Status, October 12, 2021, was reported as 72% complete.

- Total Test Cases Planned: 2558
- Test Cases Executed: 1832
- Test Cases Passed: 1819
- Test Cases Failed: 13
    - Major Severity Defects: 7
    - Minor Severity Defects: 6

1.5 Operations Center Procurement Project (UOC)

The UOC Procurement Project Schedule, with status date of October 14, 2021, reports the project is 68% complete, with SPI of 1.00, CPI of 0.99, and finish variance of 24 days, indicating the project is a month behind schedule. The cause of this variance is due to pushing out the finalization of contract a month.

Round two questions, after the posting of PSM and Core ITNs, are expected November 18,2021, with responses to the questions due December 13, 2021, and receipt of vendor responses to the ITN due December 30, 2021.

A workshop with SMEs from various units to review the current business process of updating recipient demographics was conducted this week. A follow up workshop to begin the documentation of the future state of this business process will be scheduled.

1.6 Provider Services Module Procurement Project (PSM)

The PSM Procurement Project Schedule, updated through October 14, 2021, reports the PSM procurement project is 72% complete, with SPI of 0.97, CPI of 0.99, and finish variance of 14 days, indicating the project is three weeks behind schedule. The cause of this variance is due to routing of the ITN took two months longer than planned. This schedule shows an expected date for posting the ITN of

October 26, 2021. Although it is clear this schedule version was updated this week, the schedule status date was not updated and reflects October 7, 2021.

The PSM ITN was posted on October 12, 2021. Questions from potential bidders are due October 19, 2021. Vendor responses to ITN are due December 1, 2021, with contract execution currently planned for September 26, 2022.

1.7 Core Procurement Project

The Core Systems Procurement Project Schedule, with status date of October 14, 2021, reports the Core procurement project is 54% complete, with SPI of 0.97, CPI of 0.95, and finish variance of 13 days, indicating the project is three weeks behind schedule. The cause of this variance is due to routing for review which is not yet complete. Currently the expected date for posting the ITN of November 2, 2021. The plan is to have the ITN ready to post when CMS approval of the ITN is received, so if received early the ITN should post earlier. On the current timeline, questions from potential bidders would be due November 17, 2021, vendor responses to the ITN would be due January 5, 2022, and contract execution November 14, 2022.

1.8 Background Screening Group Single Sign-on (BGS-SSO) Project

At the close of this reporting period the BGS-SSO Project Schedule was 92% complete with an SPI of 0.99 and a CPI of 1.00.

Project Issue-071, System Test Delayed, is still open as testing activities are pending a validation to an update of the authentication libraries. The project team is targeting October 18, 2021, as the start date for testing activities to begin.

1.9 CMS Patient Access Rule (CPAR) Project

At the close of this reporting period the CPAR Project Schedule was 39% complete with an SPI of 0.81 and a CPI of 0.94.

PCR CPAR-02, Update and Re-baseline CPAR Schedule to Align Approach and Address Minor Issues, was approved and the project team is working to re-baseline the project schedule.

Decision CPAR-01, Inclusion of MCO Clinical Data was logged to finalize a decision to remove the need to retrieve Managed Care Organization clinical data from the project scope.

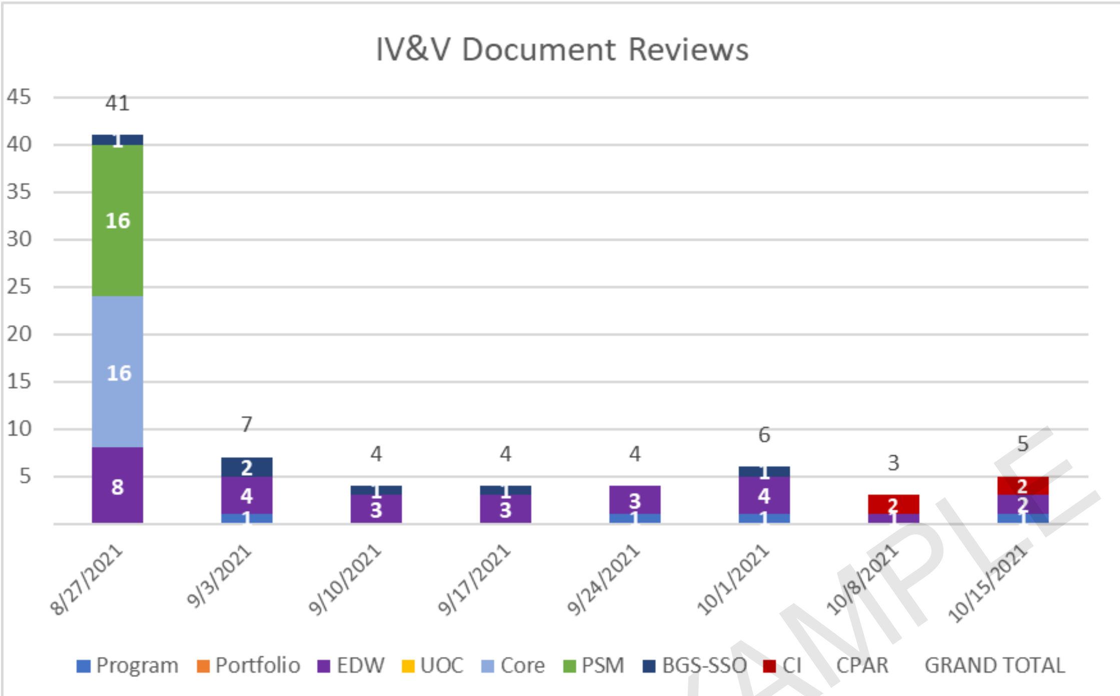
2 IV&V Deliverables

The IV&V deliverables submitted during this reporting period are as follows:

- IV&V Weekly Status Report
- Monthly Progress Report

3 IV&V Document Reviews

During this reporting period, IV&V performed project document reviews. The chart below shows the number of concurrent document reviews by project by week.



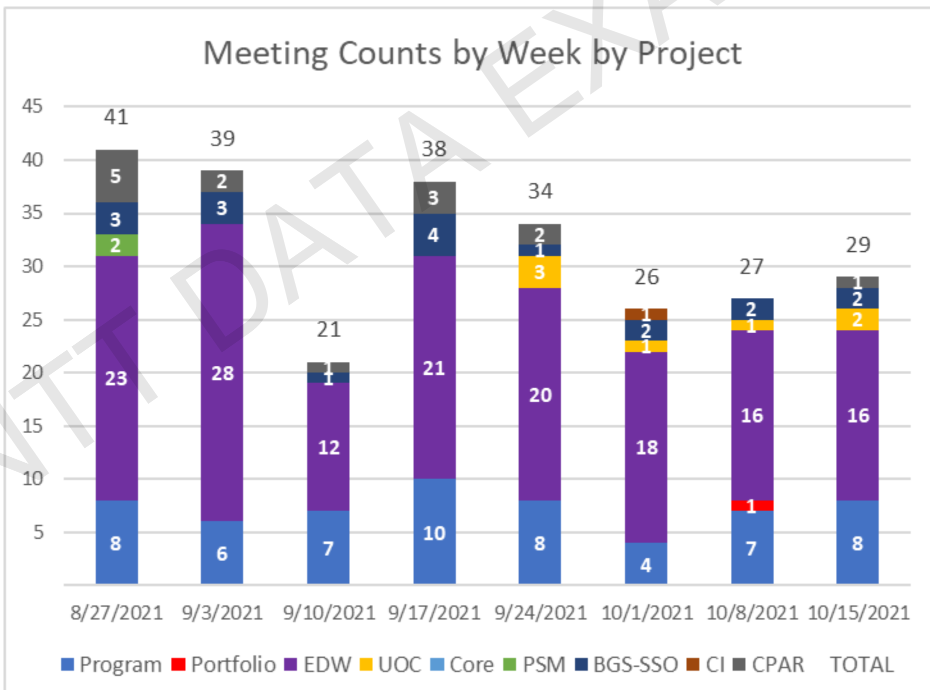
Project document reviews conducted during this period are noted in the following table.

Document Name	Version	Review	IV&V Summary	Review Start Date	Review Completion Date
PP-2: Project Schedule DED	001	1st	IV&V added two comments to the online document. One comment pertains to adding IV&V to the roles and responsibilities table and the other pertains to the inclusion of a reference to Program standards for updating and maintaining project schedules.	10/8/2021	10/11/2021
WS-7: Requirements Specification Document ISIP-0002	002	2nd	All IV&V comments from version 001 were addressed in version 002. IV&V had no additional comments.	10/13/2021	10/15/2021
PD-13: Contingency Plan	002	2nd	IV&V verified that 28 comments were resolved, deferred two comments to the Agency, responded to 15 comments with further clarification on the original comment, and added two new comments on new content to the online version of the document. The two new comments related to the consistent use of subsection or section and changing assertions to potential actions in the declaration process. IV&V verified that one comment on Appendix G, Business Impact Analysis Template was resolved, and two comments remain open regarding definition of the BIA development	10/13/2021	10/18/2021

Document Name	Version	Review	IV&V Summary	Review Start Date	Review Completion Date
			process now, not at a later date, and whether a Risk Acceptance Letter is required.		
PD-10: Data Conversion and Migration Plan	001	1st	IV&V document review in progress	10/11/2021	IV&V review due date 10/20/2021
WS-8: System Design Specification Document ISIP-0002	001	1st	IV&V document review in progress	10/18/2021	IV&V review due date 10/21/2021
Meeting and Email Standards and Addendum: Meetings Checklist	001	1st	IV&V document review in progress	10/14/2021	IV&V review due date 11/2/2021

4 IV&V Meeting Participation Log

During this reporting period, IV&V attended various project meetings. The chart below shows the number of meetings by project by week. The total number of meetings, which IV&V attended, are at the top of the bar for each week.



NOTE: Some of the joint procurement meetings (Core, PSM, and UOC) have been grouped under the category labeled 'Program'

Project meetings attended during this reporting period are noted in the following table.

Date/Time	Project	Meeting Title
10/11/2021 10:30	EDW	EDW / FMMIS Touchpoint
10/11/2021 11:00	EDW	EDW Implementation Project - Leadership Meeting
10/11/2021 11:30	UOC	BPA-Prep for SME Workshop

Date/Time	Project	Meeting Title
10/11/2021 14:30	Program	IV&V Request to Speak with Portfolio Management
10/11/2021 15:00	EDW	EDW PD-13: Contingency Plan Deliverable Comment Remediation Workshop
10/11/2021 16:00	EDW	EDW Risk Meeting
10/12/2021 10:30	Program	Joint AHCA/SEAS
10/12/2021 12:30	Program	Project Schedule: Integrating Project Schedules
10/12/2021 14:30	Program	State/CMS Medicaid Systems
10/12/2021 15:00	EDW	EDW OCM Weekly Working Session
10/13/2021 9:00	CPAR	CPAR-Working Session
10/13/2021 10:00	Program	EPMO
10/13/2021 10:00	EDW	Enterprise Data Governance Workgroup Meeting
10/13/2021 11:30	EDW	EDW PD-9: System Design Document 003
10/13/2021 13:00	EDW	EDWI Data Mart - Hierarchical Condition Category (HCC) Design Session
10/13/2021 13:00	UOC	UOC-BPA Workshop-Recipient Demographic Update
10/13/2021 15:00	EDW	EDWI - EDW ODS Release: SIT Test Execution Recurrence
10/13/2021 16:30	EDW	EDWI PD-10: Data Conversion and Migration Plan Deliverable Walkthrough
10/14/2021 9:30	EDW	EDWI Federal Reporting Discovery Session 9
10/14/2021 10:00	EDW	EDW Status Meeting
10/14/2021 10:30	Program	Joint AHCA/SEAS
10/14/2021 12:30	BGS-SSO	ISIP-0001 Biweekly CRAIDL Review Meeting
10/14/2021 13:00	Program	Procurement Projects Weekly Status Meeting
10/14/2021 13:00	BGS-SSO	ISIP Task Order ISIP-0001 Status Meeting
10/14/2021 14:00	Program	Projects Schedule Review Meeting
10/15/2021 10:30	EDW	PD-9: System Design Document 003
10/15/2021 11:30	EDW	EDWI OBC Work Group
10/15/2021 13:00	EDW	EDWI Data Mart - Provider Enrollment Design Session
10/15/2021 13:00	EDW	AHCA/SEAS EDWI Project Schedule Review Meeting

5 Planned IV&V Activities

The planned activities for the next two weeks are as follows.

1. Participate in the following meetings:
   - Joint AHCA/SEAS Meeting
   - IS/IP PP-5 SSP Working Session
   - UOC Project Weekly Touchpoint
   - UOC Procurement Project – Status Meeting
   - Interoperability Rules Weekly Status Meeting
   - EDW Implementation Project – Weekly Status Meeting
   - EDWI Project – Weekly Risk Meeting
   - Core Project Weekly Touch Point and Status Meeting
   - Provider Services Module Procurement Project Weekly Touch Point and Status Meeting
   - EPMO Meeting
   - Projects Schedule Review Meeting
   - Implementation Team Meeting
   - Bi-Weekly CRAIDL Review Meeting
   - EDW OCM Weekly Working Session
   - Ad Hoc Meetings as scheduled
2. Review and provide comments when appropriate on vendor documents

3. Submit the following IV&V deliverables:
    - (2) IV&V Weekly Status Report
    - Monthly IV&V Progress Report
    - IV&V Focused Assessment – ForgeRock Security

6 Team Staffing and Travel Schedule

The planned schedules for key team staff for the next few weeks are included in the following table.

#	Name	Title	On-Site	Off-Site	Vacation
1	Sara Smith	Project Manager	10/18/2021 - 10/22/2021 11/1/2021 - 11/5/2021	10/25/2021 - 10/29/2021 11/8/2021 - 11/12/2021	None
2	Joe Smith	IV & V Lead	10/25/2021 - 10/29/2021 11/1/2021 - 11/5/2021 11/8/2021 - 11/12/2021	10/18/2021 - 10/22/2021	10/18/2021 - 10/22/2021
3					

NTT DATA

Monthly IV&V Report

[Insert report date]

[Insert Project Name]

Contract Number: [Insert contract number]

Prepared for:

[Insert Client Name]

Version 0.1

[Insert Submission Date]

Revision History

Version	Effective Date	Revision Owner	Description of Change
1.0	[Insert Submission Date]	IV&V Team	Final report delivered

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List of Exhibits

1 Introduction

This Monthly IV&V Report presents the NTT DATA Independent Verification and Validation (IV&V) activities for the [insert project name] for the reporting period ending [insert date].

[Add additional information on the project, if applicable.]

1.1 Purpose

This report represents a monthly assessment of the [insert project name] and serves as the primary reporting mechanism for NTT DATA. This monthly status report provides consistent and continuous communication regarding observations, risks, issues, and recommendations among the project management team and other project stakeholders.

1.2 Objective

The primary objective of the Monthly IV&V Report is to provide project stakeholders and Centers for Medicare & Medicaid Services (CMS) with independent analysis, improving visibility into the [insert project name] progress and identifying issues to enable them to make informed decisions about the quality of the process and products. This report fulfills requirement [insert requirement number] in the IV&V Contract [insert contract number]. The requirements from the IV&V contract are:

[Add requirements from the Contract.]

1.3 IV&V Process Methodology

The Monthly IV&V Report identifies any inconsistencies related to project requirements, processes, and status, while also providing recommendations for corrective action or improvement. The report is designed to highlight high-risk areas and potential issues in the project and present NTT DATA's recommendations to mitigate the risks and resolve the issues.

IV&V gathered information through meeting attendance, project artifact review, process observation and evaluation and project staff interviews.

NTT DATA uses a "Stop Light" rating system to highlight potential risks to the project. See Appendix B for detailed descriptions of the ratings. All IV&V risks, issues and findings include supporting evidence that a work product or process does or does not satisfy the expectations of the [insert project name] system. The final output is an exception-based report that objectively illustrates any project weaknesses to provide the project stakeholders with the following:

- Increased probability of project success
- An independent, objective assessment focused upon improving project processes
- Recommended mitigation strategies to resolve or defer risks
- Improved visibility of project progress, status, and trends

The NTT DATA IV&V Methodology encourages collaboration to address potential for corrective action and incorrect statements of fact in this report relating to the time period covered.

The dates referred to in this report are from the project Schedule titled *[Insert Project Schedule Title and Date]*, unless otherwise noted.

1.4 Audience

The target audience for this report is the project stakeholders and CMS, including the following team members:

- [insert a list of all stakeholders involved in the project]

2 Executive Summary

This report focuses on the review and evaluation of project artifacts and processes used to monitor and control the project processes, tasks and documentation from [insert date range]. This report presents IV&V's assessment of project status for each of the project phases relative to tasks and activities currently in progress and subject to IV&V review.

[Note overall risk status and include a list of issues/deficiencies identified through the review process.]

2.1 Project Assessment

Exhibit 1 contains a high-level assessment of the project activities using a dashboard approach, focusing on review and evaluation of project artifacts and processes used to monitor and control the project. Prior risk ratings in Exhibit 1 reflect ratings given in the previous *[insert project name] Monthly IV&V Report* presented to [insert client name].

[Complete a risk assessment for each status item in Exhibit 1.]

Exhibit 1: Executive Summary Dashboard

Status Item	Prior Risk Rating	Current Risk Rating	IV&V Assessment
		GREEN YELLOW RED	

3 IMPACT Project Assessment

IV&V's observations, risks and issues are grouped in standard project management areas as identified in the Project Management Plan (PMP) and according to the Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK®) standard approach. The IV&V analysis of the status in these major areas is developed through attendance at meetings, review of project artifacts, process evaluations and interviews with project staff.

3.1 Project Management Assessment

reflect ratings given in the previous *[insert project name] Monthly IV&V Report* presented to [insert client name].

[Complete a risk assessment for each project management area in Exhibit 2.]

contains the project management assessment results. Prior risk ratings in Exhibit 2 reflect ratings given in the previous *[insert project name] Monthly IV&V Report* presented to [insert client name].

[Complete a risk assessment for each project management area in Exhibit 2.]

Exhibit 2: Project Management Assessment

Project Management Area	Prior Risk Rating	Current Risk Rating	IV&V Assessment
Integration Management		GREEN YELLOW RED	
Scope Management			
Schedule Management			
Cost Management			
Quality Management			

Project Management Area	Prior Risk Rating	Current Risk Rating	IV&V Assessment
Resource Management			
Communications Management			
Risk and Issue Management			
Procurement Management			

3.2 Summary of Recommendations

Exhibit 3 provides a summary of recommendations documented throughout this report.

[Complete recommendations and priority rating for each issue/deficiency in Exhibit 3.]

Exhibit 3: Summary of Recommendations

Item	Title	Priority Rating	IV&V Recommendation
I-001		HIGH MEDIUM LOW	

3.3 Issue Assessment

IV&V assesses project activities and artifacts and publishes an issue log based on NTT DATA's Issue Management Methodology. These issues are included in **Exhibit 4**. Issues identified by the State project team are not included in this report but are entered and monitored in the Project repository. Prior priority/severity ratings referenced in the IV&V Assessment column of Exhibit 4 reflect ratings given in the previous *[insert project name] Monthly IV&V Report* presented to [insert client name].

[Complete the Issues Tracking Log for each active issue in Exhibit 4.]

Note For this reporting period, IV&V identified [insert number] active issues.

IV&V Issues Management Methodology:

NTT DATA's Issue Management Methodology includes two processes associated with the analysis of all issues: assessing severity and prioritizing issues.

Status: Active, Postponed, Closed
Priority: High, Medium, Low
Severity: High, Medium, Low

Exhibit 4: Issue Tracking Log

IV&V Issue ID	Title / Description / Impact	Status	Priority	Severity	Remediation Recommendation	IV&V Assessment
I-001	**Title:** **Description**: **Impact:**		HIGH MEDIUM LOW	HIGH MEDIUM LOW		

4 Risk Assessment

IV&V assesses project activities and artifacts and publishes a risk log based on NTT DATA's Risk Management Methodology. These risks are included in Exhibit 5. Risks identified by the State project team are not included in this report but are entered and monitored in the Project repository. Prior priority ratings referenced in the IV&V Assessment column of Exhibit 5 reflect ratings given in the previous *[insert project name] Monthly IV&V Report* presented to [insert client name].

[Complete the Risk Tracking Log for each risk, including mitigation in Exhibit 5.]

Note For this reporting period, IV&V identified [insert number] active risks.

IV&V Risk Management Methodology

NTT DATA's Risk Management Methodology includes three processes associated with the analysis of all risks: assessing probability, assessing impact, and prioritizing risks. Probability indicates the likelihood of occurrence of an event. Impact is evaluated according to severity of the risk's effect on the project objectives. Prioritization is assigned by a calculation of the Probability and Impact values.

Status: Active, Postponed, Closed, Accepted
Priority: Low, Medium, High, N/A

- Low = Probability x Impact Value < 8
- Medium = Probability x Impact Value => 8 <= 12
- High = Probability x Impact Value > 12

Probability: 1 – Unlikely, 2 – Low Probability, 3 – Possible, 4 – Probable, 5 – Near Certainty
Impact: 1 – Very Low, 2 – Low, 3 – Moderate 4 – Moderately High, 5 – High

Exhibit 5: Risk Tracking Log

IV&V Risk ID	Title / Description / Impact	Status	Priority Rating	Prob.	Impact	Mitigation / Trigger	IV&V Assessment
R-001			HIGH MEDIUM LOW				

IV&V Risk ID	Title / Description / Impact	Status	Priority Rating	Prob.	Impact	Mitigation / Trigger	IV&V Assessment

4.1.1 Accepted Risks

Exhibit 6 contains accepted risks. Accepted risks are those that lack a realistic alternative but will be addressed and mitigated by other strategies and workarounds. These risks are understood and accepted by the State.

[Complete the Accepted Risk Tracking Log in Exhibit 6.]

Note For this reporting period, IV&V identified [insert number] accepted risks.

Exhibit 6: Accepted Risk Tracking Log

IV&V Risk ID	Title, Description, and Impact	Status
AR-001		Accepted

5 Project Schedule Assessment

IV&V groups the analysis of the *Implementation Project Schedule* into two areas: schedule management and project delivery. The IV&V analysis of these major areas is developed through attendance at meetings, review of project artifacts, process evaluations and interviews with project staff. IV&V findings and recommendations resulting from review of the *[insert project name] Implementation Project Schedule*, dated *[insert project schedule date]* are represented in this Section.

5.1.1 Schedule Management

This section includes the IV&V analysis of the *[insert project name] Implementation Project Schedule.*

[Add narrative analysis of the Implementation Project Schedule including impacts and recommendations for improvement.]

5.1.2 Project Delivery

Milestones are tools used in schedule management to mark specific points along the project timeline. These points signal completion of a set of related tasks. IV&V assesses milestones in its evaluation of project health. Exhibit 7 contains the project delivery milestones that are required for implementation. Completed milestones have a blue indicator, future milestones have no indicator and active milestones are indicated using the stoplight ratings of green, yellow, and red as defined in Appendix B.

[Complete the Project Delivery milestone descriptions, metrics, and recommendations in Exhibit 7. Additional evaluation tables can be found in Appendix C.]

Exhibit 7: Project Milestone Status

Milestone Name	Percent Complete	Planned Finished Date	Baseline Finish Date	Indicator	Notes
				●	
				●	
				●	
				●	

6 Project Activities

IV&V reports on project progress by providing an overview of project management and System Development Life Cycle (SDLC) activities that occurred during this reporting period.

6.1 Project Deliverable Reviews

Exhibit 8 lists the Core Project implementation deliverables IV&V reviewed during the reported month and the results of those reviews. All dates in the exhibit were derived from the scheduled dated [insert date]. Completed deliverables have a blue indicator, and active deliverables are indicated using the stoplight ratings of green, yellow, and red as defined in Appendix B.

Exhibit 8: Deliverables Reviewed

Deliverable	Delivered Date	Planned Finish Date	Indicator	Notes

Overviews are provided for the following areas: *[Add subsections that are relevant to the IV&V project assessment. This sample includes SIT, Data Conversion, UAT, project decisions, Change Requests, and Action Items].*

6.1.1 SIT

SIT is performed by the application vendor. The SIT process includes individual testing of project-specific use cases related to gaps and performing End-to-End testing to ensure the required functionalities of the system work as expected prior to UAT. SIT is currently ongoing and is scheduled to be completed [insert date].

SIT activities executed during this period include:

- [insert a list of SIT activities]

6.1.2 Data Conversion

Data conversion is performed by the application vendor and the State. The data conversion process includes mapping data from the State legacy MMIS database tables to the new project system database, conversion development to move the data and validation of the converted data. Data conversion activities are currently ongoing and are scheduled to be completed [insert date].

Activities executed during this period include:

- [insert a list of Data Conversion activities]

6.1.3 UAT

UAT is performed by the State. The UAT process includes developing a State UAT Plan, writing UAT test cases, test case execution, documentation and tracking of test cases. The State began writing UAT test cases in [insert date]. UAT execution is scheduled to begin [insert date] and end [insert date].

Activities executed during this reporting period include:

- [insert a list of UAT activities]

6.1.4 Project Decisions

Exhibit 9 lists the [insert number] new project decisions documented during this reporting period.

[Complete the Project Decisions list in Exhibit 9.]

Exhibit 9: Project Decisions

Decision Number	Category	Sub-system	Decision	Individual(s) Making Decision	Related Documentation	Decision Date

6.1.5 Change Requests

There were [insert number] approved Change Requests this reporting period for current and upcoming SIT release cycles. A Change Request is marked "Approved" when it has gone through impact analysis and has been assigned a SIT release. Exhibit 10 depicts the relation of approved Change Requests to SIT release cycles.

[Complete the list of Approved Change Requests in Exhibit 10.]

Exhibit 10: Approved Change Requests

SIT Release	Approved Change Requests

There were [insert number] open Change Requests this reporting period for current and upcoming SIT release cycles. A Change Request is marked "Open" when the associated cost and level of effort have not been evaluated or presented to the project leadership team for their decision. Exhibit 11 depicts the relation of open Change Requests to IMPACT subsystems.

[Complete the list of Open Change Requests in Exhibit 11.]

Exhibit 11: Open Change Requests

IMPACT Subsystem	Open Change Requests

Out of the [insert number] open Change Requests in Exhibit 11, [insert number] were created during this reporting period. Exhibit 12 contains an overview of the Change Requests created during this reporting period.

[Complete the list of New Change Requests in Exhibit 12.]

Exhibit 12: New Change Requests

Number	MES Subsystem	Title	Created Date

6.1.6 Action Items

There were [insert number] open Action Items this reporting period. Out of the [insert number] open Action Items, [insert number] were created during this reporting period. Exhibit 13 contains an overview of open Action Items.

[Complete the list of Open Action Items in Exhibit 13.]

Exhibit 13: Open Action Items

Number	Title	Origination Date	Due Date	Age	Entity

There were [insert number] closed Action Items this reporting period. Exhibit 14 contains an overview of the Action Items that were closed during this reporting period.

[Complete the list of Closed Action Items in Exhibit 14.]

Exhibit 14: Closed Action Items

Number	Title / Description	Origination Date	Closed Date	Age	Entity

6.2 Certification Activities

IV&V initiated activities pertaining to certification planning for the [insert Project specific information]. IV&V will develop a Certification Plan that contains recommended tasks, management processes, evidence structure and roles and responsibilities to support successful certification of the [insert Project specific information].

Activities executed during this reporting period include:

- [insert a list of certification activities]

7 IV&V Activities

This section fulfills requirements [insert list of requirements] in the IV&V Contract [insert contract number]. See Section 1.2 of this report for requirement narrative.

7.1 Project Deliverables Reviewed

The following project deliverables have been reviewed by [insert client name] during this reporting period:

- [insert a list of submitted/reviewed deliverables]

7.2 IV&V Key Accomplishments

IV&V had the following key accomplishments during this reporting period:

- [insert a list of IV&V accomplishments]

7.3 IV&V Planned Activities

IV&V has the following activities planned for the upcoming reporting period:

- [insert a list of planned activities]

Appendix A. Acronyms

This appendix contains a list of acronyms used in this report, as well as anticipated to be used in future reports.

[Complete the list of Acronyms used throughout this document.]

Acronym	Description

Appendix B. Rating System

Dashboards: To highlight the rating of dashboard topics, NTT DATA uses a "stop light" rating system:

RED	"Red Light" (Risk Alert, i.e., "High Risk"): The area presents serious risk to the project and requires immediate attention. Areas with this status require recommendations to mitigate project risk.
YELLOW	"Yellow Light" (Caution, i.e., "Medium Risk"): The area is not clearly defined, and/or presents moderate risk to the project. For areas with this status, recommendations are important to ensure optimal project operation.
GREEN	"Green Light" (Acceptable to Excellent, i.e., "Low Risk"): The area meets or exceeds established project management standards. To receive this ranking, the approach must present no significant risks to the project.
N/A	The area is not applicable, does not apply to the review period, and is not rated.

Risk and Issues: NTT DATA uses the following rating system to highlight the priority ratings of risks and issues.

HIGH	The area presents an immediate significant concern to the project.
MEDIUM	The area presents a potential concern to the project.
LOW	The area should be monitored and could present an immediate or significant concern to the project.

Appendix C. Project Delivery – Schedule Details

The exhibits in this appendix provide schedule details for the milestone metrics reported in Section 3.5.2.

[Complete the list of Project Milestones/Deliverables completed in Exhibit 15.]

Exhibit 15: Project Delivery Assessment – Milestones/Deliverables Completed

Project Phase Activity	Entity	Percent Complete	Baseline Start	Baseline Finish	Actual Start	Actual Finish	Days Past Due

[Complete the list of Project Milestones/Deliverables past due in Exhibit 16.]

Exhibit 16: Project Delivery Assessment – Milestones/Deliverables Past Due

Project Phase Activity	Entity	Percent Complete	Baseline Start	Baseline Finish	Planned Start	Planned Finish	Days Past Due

[Complete the list of Project Milestones/Deliverables upcoming in Exhibit 17.]

Exhibit 17: Project Delivery Assessment – Milestones/Deliverables Upcoming

Project Phase Activity	Entity	Percent Complete	Baseline Start	Baseline Finish	Planned Start	Planned Finish

Monthly IV&V Report

September 2021

State Medicaid IV&V Project

Contract Number: 1111-11-1111

Prepared for:

State Healthcare and Human Services (HHS)

Version 1.0

October 15, 2021

REVISION HISTORY

Version	Effective Date	Revision Owner	Description of Change
1.0	10/15/21	IV&V Team	Final report delivered

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LIST OF EXHIBITS

1 Introduction

This Monthly IV&V Report presents the NTT DATA Independent Verification and Validation (IV&V) activities for the State Medicaid project for the reporting period ending October 15, 2021.

On March 30, 2021, the State Department of Healthcare and Human Services (HHS) executed a sole source contract with an application vendor. Under this contract, the application vendor's responsibilities include:

- Provide operations and maintenance support for the Electronic Medicaid Incentive Payment Program (eMIPP) system component
- Provide operations and maintenance support for the Provider Enrollment (PE) system component
- Complete State Medicaid Program Advanced Cloud Technology (Project) Core system components to support recipient eligibility management, managed care contract management, Medicaid claim prior authorization process, Medicaid claims and encounters adjudication, Fee-for-Service (FFS) Medicaid claims payment, pharmacy claims payments and managed care payments
- Provide operations and maintenance support of the project's Core system components after implementation
- Provide data center cloud-based hosting services for the project's Core, including installation, configuration, testing and operation of the technical infrastructure, including hardware and software, within the data center hosted environment

The project, building upon application vendor's platform, will use a layered implementation approach. This approach includes two implementation phases for the project's Core. Implementation Phase 1 includes managed care encounter claims and capitation payments. Implementation Phase 2 includes FFS claims and pharmacy claims.

NTT DATA State Health Consulting, LLC (NTT DATA) is contracted to provide Independent Verification and Validation (IV&V) of the Medicaid Management Information System (MMIS) project implementation services to HHS under Contract 1111-11-1111. The intent of these services is to conduct verification and validation of the selected application vendor's work products and to evaluate project processes to support successful implementation and certification of the system.

Note This report covers the project's Core implementation and certification activities defined in the application vendor Contract 2021-00-001. Operational activities for eMIPP and PE are out of scope per IV&V contract 2019-00-001.

1.1 Purpose

This report represents a monthly assessment of the State project and serves as the primary reporting mechanism for NTT DATA. This Monthly IV&V Report provides consistent and continuous communication regarding observations, risks, issues, and recommendations among the HHS project management team and other project stakeholders.

1.2 Objective

The primary objective of the Monthly IV&V Report is to provide project stakeholders and Centers for Medicare & Medicaid Services (CMS) with independent analysis, improving visibility into the State project progress and identifying issues to enable them to make informed decisions about the quality of the process and products. This report fulfills requirement 1.2.2.2.4 in the IV&V Contract 1111-11-1111.

1.3 IV&V Process Methodology

The Monthly IV&V Report identifies any inconsistencies related to project requirements, processes, or status, while also providing recommendations for corrective action or improvement. The report is designed to highlight high-risk areas and potential issues in the project and present NTT DATA's recommendations to mitigate the risks and resolve the issues.

IV&V gathers information through meeting attendance, project artifact review, process observation and evaluation and project staff interviews, as needed.

NTT DATA uses a "Stop Light" rating system to highlight potential risks to the project. See Appendix B for detailed descriptions of the ratings. All IV&V risks, issues and findings include supporting evidence that a work product or process does or does not satisfy the expectations of the State project. The final output is an exception-based report that objectively illustrates any project weaknesses to provide the project stakeholders with the following:

- Increased probability of project success
- An independent, objective assessment focused on improving project processes
- Recommended mitigation strategies to resolve or defer risks
- Improved visibility of project progress, status, and trends

The NTT DATA IV&V methodology encourages collaboration to address the potential for corrective action and incorrect statements of fact in this report relating to the period covered.

The dates referred to in this report are from the project Schedule titled *Sate Project Schedule 10/1/2021*, unless otherwise noted.

1.4 Audience

The target audience for this report is the project stakeholders and CMS, including the following team members:

- Federal CMS State Officer – James Smith
- State HHS Director – Jane Smith
- State HHS Medicaid Program Administrator – Kelly Smith
- State HHS Chief Information Officer – Robert Smith
- State HHS Project Director – Rachelle Smith
- State HHS Deputy Director – Anita Smith

- State HHS Project Manager – Matthew Smith
- State IV&V Contract Monitor – Richard Smith
- Application Vendor Senior Vice President, Managed Services – John Smith
- Application Vendor Program Director – Billy Smith

2 Executive Summary

This report focuses on the review and evaluation of project artifacts and processes used to monitor and control the project activities from September 1 to September 30, 2021. The report presents IV&V's assessment of project status for each of the project phases relative to tasks and activities currently in progress and subject to IV&V review.

IV&V assessed the risk level of the project as Low (Green). Key activities this reporting period were related to requirements approval and solution designing of change requests (CRs), conversion of data, completion of penetration testing, continuation of VPAT testing and the successful migration of the Provider Enrollment module into the AWS environment.

2.1 IMPACT Assessment

Exhibit 1 contains a high-level assessment of the project activities using a dashboard approach, focusing on review and evaluation of project artifacts and processes used to monitor and control the project. Prior risk ratings in Exhibit 1 reflect ratings given in the previous Monthly IV&V Reports presented to HHS.

Exhibit 1: Executive Summary Dashboard

Status Item	Prior Risk Rating	Current Risk Rating	IV&V Assessment
Integration Management	N/A	GREEN	Integration Management was assessed at low risk. HHS and the application vendor collaborated to monitor and control project work and report on progress toward milestones. The project team adhered to the processes defined within the approved Project Management Plan (PMP). Change requests were created for R11 functionality.
Schedule Management	N/A	GREEN	Schedule Management was assessed at low risk. The project team met weekly to discuss progress and manage timely completion of activities. Planned dates were adjusted as needed; however, the critical path timeline was not affected.
Scope Management	N/A	GREEN	Scope Management was assessed at low risk. R10 solutioning was completed on 9/20/21, and progress was made with R11 requirements. The level of effort for these releases remained within defined limits.
Communications Management	N/A	GREEN	Communications Management was assessed at low risk. HHS and the application vendor held weekly work sessions and met with the project leadership group three times. Daily change request status reports were used to keep the project teams in sync. Project leadership used dashboard reports to communicate project status to sponsors.

Status Item	Prior Risk Rating	Current Risk Rating	IV&V Assessment
Risk and Issue Management	N/A	GREEN	Risk and Issue Management was assessed at low risk. The project team performed risk analysis across the various activities and documented risks and issues in the project repository. Risks and issues were discussed weekly along with mitigation strategies. Project leadership met bi-weekly to reassess open risks and issues.

3 IMPACT Project Assessment

IV&V's observations, risks and issues are grouped in standard project management areas as identified in the Project Management Plan (PMP) and according to the Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK®) standard approach. The IV&V analysis of the status in these major areas is developed through attendance at meetings, review of project artifacts, process evaluations and interviews with project staff.

3.1 Project Management Assessment

Exhibit 2 contains the project management assessment results. Prior risk ratings in Exhibit 2 reflect ratings given in the previous *State IV&V Monthly IV&V Report* presented to HHS.

Issues identified by the project team are not included in this report but are entered and monitored in a separate project repository. There were no project level issues this reporting period.

Note IV&V is tracking no active issues.

Exhibit 2: Project Management Assessment

Project Management Area	Prior Risk Rating	Current Risk Rating	IV&V Assessment
Integration Management			*Intentionally left blank*
Scope Management			*Intentionally left blank*
Schedule Management			*Intentionally left blank*
Cost Management			*Intentionally left blank*
Quality Management			*Intentionally left blank*
Resource Management			*Intentionally left blank*

Project Management Area	Prior Risk Rating	Current Risk Rating	IV&V Assessment
Communications Management			*Intentionally left blank*
Risk and Issue Management			*Intentionally left blank*
Procurement Management			*Intentionally left blank*

3.2 Summary of Recommendations

Exhibit 3 provides a summary of recommendations documented throughout this report.

Issues identified by the project team are not included in this report but are entered and monitored in a separate project repository. There were no project level issues this reporting period.

Note IV&V is tracking no active issues.

Exhibit 3: Summary of Recommendations

Item	Title	Priority Rating	IV&V Recommendation
	Intentionally left blank		

3.3 Issue Assessment

IV&V assesses project activities and artifacts and publishes an issue log based on NTT DATA's Issue Management Methodology. These issues are included in **Exhibit 4**. Issues identified by the State project team are not included in this report but are entered and monitored in the Project repository. Prior priority/severity ratings referenced in the IV&V Assessment column of Exhibit 4 reflect ratings given in the previous *State IV&V Monthly IV&V Report* presented to HHS.

Issues identified by the project team are not included in this report but are entered and monitored in a separate project repository. There were no project level issues this reporting period.

Note IV&V is tracking no active issues.

IV&V Issues Management Methodology:

NTT DATA's Issue Management Methodology includes two processes associated with the analysis of all issues: assessing severity and prioritizing issues.

Status: Active, Postponed, Closed
Priority: High, Medium, Low
Severity: High, Medium, Low

Exhibit 4: Issue Tracking Log

IV&V Issue ID	Title / Description / Impact	Status	Priority	Severity	Remediation Recommendation	IV&V Assessment
	Intentionally left blank					

4 Risk Assessment

IV&V assesses project activities and artifacts and publishes a risk log based on NTT DATA's Risk Management Methodology. These risks are included in Exhibit 5. Risks identified by the State project team are not included in this report but are entered and monitored in the Project repository. Prior priority ratings referenced in the IV&V Assessment column of Exhibit 5 reflect ratings given in the previous Monthly IV&V Reports presented to HHS.

Risks identified by the project team are not included in this report but are entered and monitored in a separate project repository. The project repository contained three risks and the project team managed the risks according to the Risk Management Plan located in section 11 of the PMP, *PMP-01-04*.

Note IV&V is tracking two active risks.

IV&V Risk Management Methodology

NTT DATA's Risk Management Methodology includes three processes associated with the analysis of all risks: assessing probability, assessing impact, and prioritizing risks. Probability indicates the likelihood of occurrence of an event. Impact is evaluated according to severity of the risk's effect on the project objectives. Prioritization is assigned by a calculation of the Probability and Impact values.

Status: Active, Postponed, Closed, Accepted
Priority: Low, Medium, High, N/A

- Low = Probability x Impact Value < 8
- Medium = Probability x Impact Value => 8 <= 12
- High = Probability x Impact Value > 12

Probability: 1 – Unlikely, 2 – Low Probability, 3 – Possible, 4 – Probable, 5 – Near Certainty
Impact: 1 – Very Low, 2 – Low, 3 – Moderate 4 – Moderately High, 5 – High

Exhibit 5: Risk Tracking Log

IV&V Risk ID	Title / Description / Impact	Status	Priority Rating	Prob.	Impact	Mitigation / Trigger	IV&V Assessment
R-012	**Detailed System Design Documents (DSDD) documentation defects may impact the quality of User Acceptance Testing (UAT)** **Description:** The application vendor identified documentation defects in the merged version 01-01 DSDDs. HHS is using these DSDDs for UAT planning and execution. Therefore, the known documentation defects may impact the quality of UAT. **Impact:** UAT test cases may need to be re-written or re-executed once the DSDD documentation defects are corrected, which may cause schedule delays.	Active	LOW	2	3	**Mitigation:** Identify which documentation defects could impact UAT test case development and have them corrected prior to test case development. **Trigger**: UAT test cases need to be re-written or re-executed to align with corrected DSDDs.	<u>September 2021 Update:</u> The priority for this risk remained low during this reporting period. IV&V assessed the outstanding documentation defects to determine their impact on the quality of UAT. IV&V shared findings and recommendations with HHS. HHS will review IV&V's assessment and provide feedback during the next reporting period. IV&V recommends HHS and the application vendor document the agreed upon process and timeframe for DSDD documentation defect resolution. *Originated November 1,2020*

IV&V Risk ID	Title / Description / Impact	Status	Priority Rating	Prob.	Impact	Mitigation / Trigger	IV&V Assessment
R-013	**Unresolved data conversion issues may impact the quality of UAT data** **Description:** The resolution rate for data conversion issues is slow leading up to UAT. If testing begins with a large number of unresolved data conversion issues, HHS may not have sufficiently clean data for UAT. **Impact:** HHS may have to re-execute UAT scenarios that require converted data or plan to execute those scenarios later in UAT, which may cause schedule delays for R10 and R11 functionality.	Active	MEDIUM	3	4	**Mitigation:** Identify and prioritize data conversion issues that may impact UAT test case scenarios and resolve them prior to UAT execution. **Trigger:** Planned test cases are delayed due to the lack of cleanly converted data.	September 2021 Update: This risk remained at medium priority. The application vendor and HHS met twice weekly and developed strategies to improve the resolution rate of the conversion issues. Since October's converted data will be used as the initial data load and baseline for UAT, the IMPACT project team must resolve the outstanding conversion issues during the next reporting period to avoid negative impact on the quality of data available at the beginning of UAT execution. *Originated August 31, 2021*

4.1.1 Accepted Risks

Exhibit 6 contains accepted risks. Accepted risks are those that lack a realistic alternative but will be addressed and mitigated by other strategies and workarounds. These risks are understood and accepted by the State.

Note	For this reporting period, IV&V no accepted risks.

Exhibit 6: Accepted Risk Tracking Log

IV&V Risk ID	Title, Description, and Impact	Status
	Intentionally left blank	

5 Project Schedule Assessment

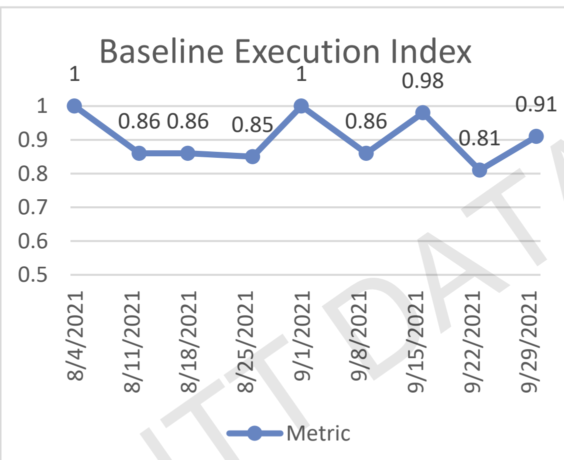
IV&V groups the analysis of the *Implementation Project Schedule* into two areas: schedule management and project delivery. The IV&V analysis of these major areas is developed through attendance at meetings, review of project artifacts, process evaluations and interviews with project staff. IV&V findings and recommendations resulting from review of the previous *State Implementation Project Schedule*, dated *9/30/2021* are represented in this Section.

5.1.1 Schedule Management

Schedule Management was assessed at low risk based on analysis of the State MMIS Master Schedule with status date of September 30, 2021.

The project schedule was baselined on August 4, 2021. Therefore, metrics shown this month reflect week-over-week trends. As the project progresses, these trends will show month-over-month trends. IV&V assessed the schedule using industry standard metrics. Two of these metrics, Baseline Execution Index (BEI) and Missed Task Percentage, are further described in Exhibit 7 and Exhibit 8.

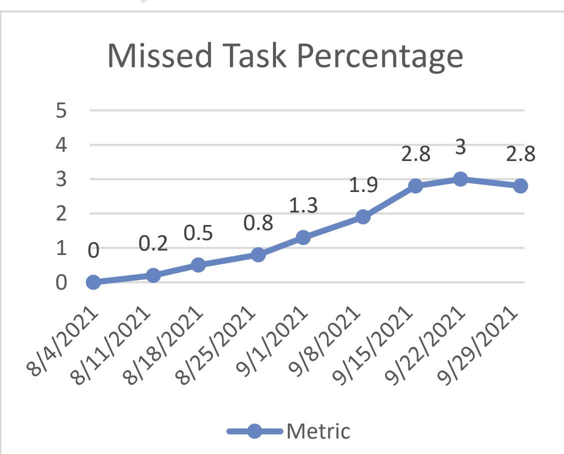
Exhibit 7: Baseline Execution Index



Description: BEI is used to track how closely a project is being executed in comparison to the baseline schedule. BEI provides an early detection for schedules in danger of missing their deadline.The target for this metric is 1.0.

Assessment: The BEI was measured at .91, indicating low risk to the project. Tasks are not finishing on schedule according to the planned dates; however, negative impact to the critical path has not been realized.

Exhibit 8: Missed Task Percentage



Description: Missed tasks in the project schedule are those where the actual finish date is later than the baseline finish date. When computing this number, only completed activities are taken into consideration. The target for this metric is 5% or less.

Assessment: The missed task count was 123 or 2.8%. This is an increase of 1.5% or around 40% more than the previous month. Although an increasing trend was realized, this measure is below the target metric, indicating low risk to the project.

5.1.2 Project Delivery

Milestones are tools used in schedule management to mark specific points along the project timeline. These points signal completion of a set of related tasks. IV&V assesses milestones in its evaluation of project health.

Exhibit 9 contains the project delivery milestones that are required for implementation. Completed milestones have a blue indicator, future milestones have no indicator and active milestones are indicated using the stoplight ratings of green, yellow and red as defined in Appendix B. The project is on target for meeting the implementation date.

Exhibit 9: Project Milestone Status

Milestone Name	Percent Complete	Planned Finished Date	Baseline Finish Date	Indicator	Notes
Project Planning Completion (Includes Schedule Baseline and PMP Approval)	100%	8/3/21	8/3/21	●	
System Security Plan Approval	0%	9/30/21	8/13/21	●	This milestone is past the baseline finish date of 8/13/21. The planned finish date was extended to 9/30/21 and allowed HHS, the application vendor, and IVV&V to have detailed discussions around security, resulting in a comprehensive plan. The delay does not have downstream impact in the schedule.
R10 Requirements Complete Milestone	100%	6/7/21	6/7/21	●	
R10 Solutioning Complete Milestone	100%	9/20/21	9/24/21	●	R10 solutions were presented and accepted this reporting period.
R10 Development Complete Milestone	0%	1/27/22	1/6/22		Future Milestone. The planned finish date was extended from 1/21/22 to 1/27/21.
R10 System Testing Complete Milestone	0%	5/25/22	5/19/22		Future Milestone. The planned finish date was adjusted from 7/7/22 to

Milestone Name	Percent Complete	Planned Finished Date	Baseline Finish Date	Indicator	Notes
					5/25/22.
R11 Requirements Complete Milestone	100%	9/30/21	10/1/21	●	
R11 Solutioning Complete Milestone	0%	2/2/22	2/1/22		Future Milestone. The planned finish date was extended from 2/1/22 to 2/2/22.
R11 Development Complete Milestone	0%	6/16/22	6/8/22		Future Milestone. The planned finish date was extended from 6/8/22 to 6/16/22.
R11 System Testing Complete Milestone	0%	11/9/22	8/12/22		Future Milestone. The planned finish date was extended from 8/12/22 to 11/9/22.
Performance Test Complete Milestone	0%	3/14/23	3/14/23		Future Milestone
Version 4.0 Configuration (Including UAT Configuration)	0%	11/23/2021	12/1/21		Future Milestone. The planned finish date was adjusted from 12/1/21 to 11/23/21.
Version 5.0 Configuration (Including UAT Configuration)	0%	6/21/22	6/27/22		Future Milestone. The planned finish date was adjusted from 6/27/21 to 6/21/22.
Version 6.0 Configuration	0%	3/28/23	3/28/23		Future Milestone
Parallel Testing Complete Milestone	0%	3/15/23	3/15/23		Future Milestone
Final Implementation Planning Milestone (Complete Phase 1)	0%	11/8/22	11/8/22		Future Milestone. The planned finish date was adjusted from 11/28/22 to 11/8/22.
Disaster Recovery Milestone Complete	0%	12/8/22	12/8/22		Future Milestone
Implementation Phase 1	0%	3/29/23	3/29/23		Future Milestone

Milestone Name	Percent Complete	Planned Finished Date	Baseline Finish Date	Indicator	Notes
Final Implementation Planning Milestone (Complete Phase 2)	0%	6/2923	6/29/23		Future Milestone
Implementation Phase 2	0%	9/28/23	9/29/23		Future Milestone

6 Project Activities

This section reports on project areas that were active and accessible to IV&V for participation and monitoring during this reporting period.

6.1 Project Deliverable Reviews

Exhibit 10 lists the Core Project implementation deliverables IV&V reviewed during the reported month and the results of those reviews. All dates in the exhibit were derived from the scheduled dated September 30, 2021. Completed deliverables have a blue indicator, and active deliverables are indicated using the stoplight ratings of green, yellow and red as defined in Appendix B.

Exhibit 10: Deliverables Reviewed

Deliverable	Delivered Date	Planned Finish Date	Indicator	Notes
Master Operations Document	8/26/21	10/7/21		After review, HHS rejected version 01-01 of this deliverable. HHS and IV&V will review the revised version once delivered. This task has no downstream impact in the schedule.
R10 Design Packets	8/2/2021	9/21/2021		HHS approved the R10 design packets on 9/20/21.
System Security Plan	8/5/2021	9/30/2021		Comments from the second review were discussed. The application vendor updated the document and addressed the comments. The application vendor agreed to document activities that will be completed in the future within a Plan of Action and Milestones (POA&M) prior to approving this deliverable. Completion of this milestone is expected in October 2021.
Communications Management Plan	9/9/21	9/30/21		IV&V reviewed and delivered comments on the plan on 9/28/21.

Overviews are provided for the following areas: R10/R11 System Requirements and Data Conversion.

6.1.1 R10/R11 System Requirements

Requirement validation activities were assessed at low risk.

HHS is allotted 16,000 hours of enhancements to be applied to the base system. These enhancements are divided between two releases: R10, and R11. The enhancements are submitted through the change request process: Requirement Validation, Impact Analysis, Solution Development, and Design.

HHS reviewed the design packets for the approved solutions for the R10 change requests and approved all R10 CR design packets in September 2021. The application vendor began development of the R10 CRs and is scheduled to complete development in January 2022.

Requirement approval for R11 change requests was originally scheduled for September 24, 2021 but was extended into the first week of October to allow for further elaboration of requirements. The application vendor performed impact analysis for the approved R11 change requests. This milestone is scheduled for completion in November 2021.

shows the change request status as of the end of the month.

Exhibit 11: Change Request Status

Release	Total	Pending	Requirements Approved	Impact Analysis Approved	Solution Approved	Design Approved	In Development
R10	**28**	0	0	0	0	0	28
R11	**25**	13	11	1	0	0	25

6.1.2 Data Conversion

Data conversion activities were assessed at low risk.

Data conversion activities continued in September 2021 and are planned to finish in August 2023. Data conversion is performed by the application vendor, HHS, and the HHS Enterprise Data Warehouse (EDW) team. The data conversion process includes mapping data from the HHS legacy MMIS database tables to the new system database. Activities executed this reporting period include:

- **Data Conversion Sessions:** The project team conducted data conversion sessions twice per week to review data conversion action items, data exceptions and conversion validation environment issues for the project subsystems. The project team increased their productivity by focusing on specific subsystems in each meeting, which allowed for a targeted audience to be present and freed up resources' time to work on other tasks.
  - Data Conversion Action Items: The project team continued to resolve open data conversion action items. The application vendor reviewed the data conversion action item log with HHS and found no issues. As of September 30, 2021, 13 open action items were assessed at low, medium and high priority, with due dates in the subsequent reporting periods. The Conversion team is tracking conversion action items separately in an Excel spreadsheet, *Conversion Session - AI 09282021*, located within the project repository.
  - UAT Schedule: The application vendor developed a schedule of the conversion tasks that will be performed by each entity leading up to UAT and will identify when the application vendor will begin sending the incremental UAT extracts for the EDW team to load in the data warehouse during UAT. The IMPACT project team will review the UAT schedule and continue discussion during the next reporting period to understand the expectations and determine if any adjustments are needed to the schedule.
- **Data Conversion Risk**: Project risk RSK2021-0003 and IV&V Risk R-013 related to how unresolved conversion issues may impact the quality of data required for UAT remained open. Since October's

converted data will be used for the initial data load and baseline for UAT, the outstanding conversion issues must be resolved by the end of October to be reflected in the UAT environment. The application vendor and HHS will continue to resolve outstanding issues during the monthly data conversion iterations; however, the resolution to those issues will not be reflected until halfway through UAT when the UAT environment is refreshed in June 2022. The conversion issues consist of data exceptions and conversion validation environment issues. IV&V will continue to monitor the progress of the conversion issues and the plan for HHS and the application vendor to resolve them. The project team is tracking the risk within the project repository.

- Data Exception Issues: Data exceptions are source data records that result in errors during the conversion process and could not be converted. To mitigate the data exceptions, HHS either provides new conversion rules or modifies existing conversion rules, cleans up the source data in their EDW, or chooses to ignore the source records. As of September 30, 2021, 44 open exceptions across all the project subsystems need to be resolved prior to the start of UAT. Data exceptions identified each month during the conversion process are tracked in the individual exception reports for each subsystem, located within the project repository. The project team continued to discuss mitigation strategies to help resolve the exceptions. The project team also updated the mapping document within the project repository for the following subsystem:
    - Claims and Encounters Adjustments: (IL_CE Adj_Conversion Mapping)
- Conversion Validation Environment (CVE) Issues: The CVE was established to allow the IMPACT project team to validate converted data and address conversion issues. A process was employed to discuss issues during the weekly mapping sessions, allowing the project team to resolve the converted data issues or create mitigation strategies prior to the HHS UAT phase. As of September 30, 2021, the number of open CVE issues remained at 238 across all the IMPACT subsystems. However, the application vendor believes 122 of those issues are resolved and is waiting for HHS' verification to close them. The Conversion Team is tracking conversion validation issues separately in an Excel spreadsheet, *CVE Issues Log*, located within the project repository.

The project team is scheduled to continue weekly data conversion mapping sessions throughout the next reporting period to review updates to the mapping documents and discuss updates from HHS regarding action items and validation issues.

6.2 Certification

IV&V initiated activities pertaining to certification planning for the State IV&V project. IV&V will develop a Certification Plan that contains recommended tasks, management processes, evidence structure and roles and responsibilities to support successful certification of the project-specific information.

Certification activities were assessed as low risk.

The State plans to certify the full solution (PE and Core) at one time, relative to the Core phase two implementation in September 2023. The State will align with Streamlined Modular Certification (SMC) federal certification guidance as it is made available.

Activities executed during this reporting period include:

- CMS approved the Implementation Advance Planning Document Update (IAPDU) and the state-specific outcomes within the IAPDU.

- IV&V delivered the Certification Management Plan (CMP) Deliverable Expectation Document (DED) to HHS and provided a brief overview of the DED and current CMS guidance to HHS and the application vendor.

- IV&V began to develop the CMP and will deliver a draft version in October 2021.

7 IV&V Activities

This section fulfills requirements 1.2.2.2.4.A.a and 1.2.2.2.4.A.d in the IV&V Contract 2019-00-001.

IV&V tasks performed this month include:

- Assessed project progress and artifacts against the contract, project schedule, and other project governance documentation
- Attended and captured notes for the following project meetings:
  - HHS /Department of Innovation and Technology (DoIT) Okta discussion meetings
  - HHS /IV&V status meetings
  - Project configuration meetings
  - Project conversion session meetings
  - Project leadership meetings
  - Project initiation and planning work sessions
  - Project solution sessions review meetings
  - Project sponsor meeting
  - KL&A contract meeting
  - Weekly schedule review meetings
  - Weekly UAT discussion with IV&V
  - Weekly Island Time Meetings
- Completed assessment and delivered comments for the EDW DSDD 01-03
- Completed assessment of the IMPACT System Security Plan v.3 (IMPACT-SSP-IL-01-03) and delivered comments to HHS
- Completed assessment of the Master Interface List and delivered comments to HHS
- Completed assessment of the outstanding documentation defects and delivered comments to HHS
- Completed assessments and delivered comments for the Release 10 change request design packets
- Continued to work with HHS to develop a strategy and list of topics for UAT
- Continued to work with HHS to refine the enterprise-level outcome statements
- Delivered a response to CMS regarding the Quarterly Certification Report
- Delivered State Sole Source Contract DRAFT v0.4 to HHS
- Delivered IV&V Invoice for August to HHS
- Delivered IV&V Weekly Status Reports to HHS

- Delivered suggestions and industry best practices for development and maintenance of the implementation project schedule
- Mapped the requirements in the State Sole Source Contract_DRAFT v0.3 to the PCO vendor's Statement of Work (SOW)
- Monitored As-One for additional project artifacts to transfer to the HHS S: Drive
- Obtained access to the application vendors issue tracking system to review open documentation defects
- Onboarded new IV&V analysts
- Developed and presented the CMP DED to the project team
- Reviewed project documentation (artifacts listed in IV&V Weekly Status Reports)
- Saved the IV&V Services Schedule for June and July to the S: Drive

<u>IV&V plans for the upcoming month include:</u>

- Assess project progress and artifacts against the contract, project schedule, and other project governance documentation
- Attend weekly project meetings
- Continue assessment of the Release 110 change requests design packets
- Continue to work with HHS on developing their UAT strategy and punch list
- Continue to work with HHS to refine enterprise-level outcomes
- Deliver IV&V Invoice for August to HHS
- Deliver Monthly IV&V Report
- Deliver IV&V Services Schedule for August and September to HHS
- Deliver IV&V Weekly Status Reports to HHS
- Maintain IMPACT project artifacts between As-One and the HHS S: Drive
- Provide certification recommendations and subject matter expertise to support certification planning for State modules
- Review the Data conversion plan
- Review the Master Interface List updates

Appendix A. Acronyms

This appendix contains a list of acronyms used in this report, as well as anticipated to be used in future reports.

Acronym	Description
AWS	Amazon Web Service
B2B	Business to Business
BA	Benefits Administration
BEI	Baseline Execution Index
CE	Claims and Encounters
CHAMPS	Community Health Automated Medicaid Processing System
CM	Contract Management
CMS	Centers for Medicare & Medicaid Services
CR	Change Request
DCMA	Defense Contract Management Agency
DDI	Design, Development, and Implementation
DED	Deliverable Expectation Document
DoIT	Department of Innovation and Technology
DSDD	Detailed System Design Document
DTMB	Department of Technology, Management and Budget (Michigan)
EDW	Enterprise Data Warehouse
EE	Eligibility and Enrollment
eMIPP	Electronic Medicaid Incentive Payment Program
ESC	Executive Steering Committee
FFP	Federal Financial Participation
FIN	Financial Services
FTS	File Transfer Service
GS	General Services
GTM	Gap Traceability Matrix
HHS	Healthcare and Human Services
IAPD-U	Implementation Advance Planning Document Update
ICD	Interface Control Document
IGA	Intergovernmental Agreement
IV&V	Independent Verification and Validation
KPI	Key Performance Indicator
MaaS	MMIS as a Service
MECT	Medicaid Enterprise Certification Toolkit

Acronym	Description
MMIS	Medicaid Management Information System
MS	Member Services (Milestone when referencing schedule tasks)
OBC	Outcomes Based Certification
OCM	Organizational Change Management
OFIN	Oracle Financials/Financial Services
PA	Prior Authorization
PCM	Payment Control Module
PCO	Project Control Office
PE	Provider Enrollment
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Plan
POA&M	Plan of Action & Milestones
PRV	Provider Management
RAI	Request for Additional Information
RFP	Request for Proposal
RTM	Requirements Traceability Matrix
SDLC	System Development Life Cycle
SIT	System Integration Testing
SLA	Service Level Agreement
SME	Subject Matter Expert
SOW	Statement of Work
T-MSIS	Transformed Medicaid Statistical Information System
TPL	Third Party Liability
UAT	User Acceptance Testing
VPN	Virtual Private Network
WBS	Work Breakdown Structure

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Appendix B. Rating System

Dashboards: To highlight the rating of dashboard topics, NTT DATA uses a “stop light” rating system:

RED “Red Light” (Risk Alert, i.e., “High Risk”): The area presents serious risk to the project and requires immediate attention. Areas with this status require recommendations to mitigate project risk.

YELLOW “Yellow Light” (Caution, i.e., “Medium Risk”): The area is not clearly defined, and/or presents moderate risk to the project. For areas with this status, recommendations are important to ensure optimal project operation.

GREEN “Green Light” (Acceptable to Excellent, i.e., “Low Risk”): The area meets or exceeds established project management standards. To receive this ranking, the approach must present no significant risks to the project.

N/A The area is not applicable, does not apply to the review period, and is not rated.

Risk and Issues: NTT DATA uses the following rating system to highlight the priority ratings of risks and issues.

HIGH The area presents an immediate significant concern to the project.

MEDIUM The area presents a potential concern to the project.

LOW The area should be monitored and could present an immediate or significant concern to the project

Privacy and Security Plan

State Medicaid Enterprise Systems (MES)
IV&V Program

Contract Number:

#########

Prepared for:

State Medicaid Agency

Version # ###.##

DATE

mm/dd/yyyy

REVISION HISTORY

Version	Effective Date	Revision Owner	Description of Change

Table of Contents

List of Exhibits

Reserved for Future Use

1 Introduction

The Privacy and Security Plan defines how privacy and security implications, considerations, and requirements will be incorporated into the State Medicaid Enterprise Systems (MES) Modernization Program lifecycle. This plan focuses on management, operational, and technical security controls and the required actions of the Independent Verification & Validation (IV&V) Services Vendor Program Manager and team members. The IV&V Services Vendor staff working on the State MES program must comply with the State privacy policies and security rules. However, this plan covers additional items not included in the State Medicaid Agency policies and rules.

This plan was developed as the IV&V Services Vendor's response to the "Medicaid Enterprise Security Policy" The policy was written by the Agency's Chief Information Security Officer (CISO) and references NIST-800-53 "Recommended Security Controls for Federal Information Systems." The policy can be found at the following link <a link to the policy will be add at a future release of the document>.

1.1 Referenced Deliverables and Artifacts

The deliverable follows the federal and state legal and regulatory requirements listed below:

- Provisions in the Health Insurance Portability and Accountability Act (HIPAA) Security Rule
- Provisions in the HIPAA Privacy Rule
- The Health Information Technology for Economic and Clinical Health (HITECH) and Privacy Act
- The Federal Information Security Management Act (FISMA)
- Office of Management and Budget (OMB) policies, directives, and memoranda
- Health and Human Services (HHS) policies, directives, and memoranda
- National Institute of Standards and Technology (NIST) Special Publication 800-53 Security Controls
- OMB Circular No. A-130, Appendix III--Security of Federal Automated Information Systems
- Federal Information Processing Standard (FIPS) 200 entitled "Minimum Security Requirements for Federal Information and Information Systems"
- NIST Special Publication 800-53 "Recommended Security Controls for Federal Information Systems"
- IV.E.1. IV&V Vendor Provided Hardware
- IV.I.2.l. Medicaid Enterprise Security
- Medicaid Enterprise Security Policy – Full Set - Moderate

2 Program Management

Per the Medicaid Enterprise Security Policy: The Security and Privacy Program Plan supports Security and Privacy Program operations using program management best practices. Specific procedures, standards, products, repositories, and systems will be put into place that will require organizational participation. The end goal of Security and Privacy Program Management is to provide the structure that will consume, retain, distribute, and report security and privacy documentation to aid the Agency in clearly understanding the risk provided to its mission by its information resources.

2.1 State Medicaid Policy

The IV&V Services Vendor will abide by all procedures, standards, products, repositories, and systems put in place by the State. The IV&V Services Vendor will distribute and disseminate all procedures, standards, products, and repositories to the IV&V team as required.

2.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

3 Access Control

Per the Medicaid Enterprise Security Policy: The Agency will limit information system access to authorized users, processes acting on behalf of authorized users, or devices (including other information systems), and to the types of transactions and functions that authorized users are permitted to exercise.

3.1 State Medicaid Policy

During project initiation, or whenever a new member joins the team, the IV&V Service Vendor Program Manager will request access to the State MES SharePoint site with appropriate rights. This involves completing mandatory HIPAA and Data Security training.

The IV&V Services Vendor employees will be issued equipment by the Agency. Only Agency issued equipment should be used to connect to the Agency network. The IV&V Services Vendor employees are responsible for following Agency policies and procedures regarding the use of Agency issued equipment when connected to the Agency network, and when not connected to the Agency network.

Whenever a member leaves the team, or at project closeout, the Program Manager will request a revocation of access via the Medicaid Access Request Form to the State Medicaid Help Desk on the day of separation, and in coordination with the individual's administrative manager, will request that the IV&V Services Vendor Technical Innovations team revoke the user's access to the appropriate IV&V Services Vendor project assets. The IV&V Services Vendor Program Manager will also collect any Agency issued hardware at this time.

3.2 IV&V Policy

During project initiation and whenever a new member joins the team, the Program Manager will grant access to the project site with the appropriate rights. When a new member joins, the Program Manager will request access to the internal IV&V Services Vendor MES SharePoint site through the IV&V Services Vendor Technical Innovations team.

During project closeout or whenever a member leaves the team, the Program Manager will revoke access to the project, site and in coordination with the individual's administrative manager, will request that the IV&V Services Vendor Technical Innovations team revoke the user's access to the appropriate project asset.

4 Awareness and Training

Per the Medicaid Enterprise Security Policy: The Agency will: (i) ensure that managers and users of organizational information systems are made aware of the security risks associated with their activities and of the applicable laws, Executive Orders, directives, policies, standards, instructions, regulations, or procedures related to the security of organizational information systems; and (ii) ensure that organizational personnel are adequately trained to carry out their assigned information security-related duties and responsibilities.

4.1 State Medicaid Policy

The IV&V Services Vendor staff working on the State MES program must complete privacy and security related courses provided by the Agency. Completion of Agency-required trainings and refreshers by team members are tracked in the Agency's Learning Management System (LMS). This system is used to administer and track all learning activities. Within three days of starting, project personnel will receive an email from the system manager providing their learning account access information, required training courses, and help/support contact information. The project personnel are advised to complete this training within 5 business days of receiving this email. The standard for certification on all required courses is 100% View and 100% Score. All Medicaid Staff and project personnel must complete each of the required compliance courses on an annual basis (exception – State Ethics Commission is a one-time requirement). Recertification campaigns will be announced via email to all Agency network users. If new training is added to the required course list, the project personnel will receive an email specifying the training course and due dates for completing the new training.

4.2 IV&V Policy

The IV&V Services Vendor employees are also required to complete training regarding privacy, security, and protection of Protected Health Information (PHI), in addition to courses on ethics and compliance with corporate and legal standards. Each subsequent year, employees are required to take refresher courses on these subjects. Training history and results are stored in IV&V Services Vendor's Learning Management System, Catalyst.

Any team member found to be not up to date on their required information security training (Agency issued or IV&V Services Vendor issued) will have access to project resources suspended until the required training is completed. Each manager is responsible for ensuring that their respective Employees and business partners complete the mandatory information security training.

5 Audit and Accountability

Per the Medicaid Enterprise Security Policy: The Agency will: (i) create, protect, and retain information system audit records to the extent needed to enable the monitoring, analysis, investigation, and reporting of unlawful, unauthorized, or inappropriate information system activity; and (ii) ensure that the actions of individual information system users can be uniquely traced to those users so they can be held accountable for their actions.

5.1 State Medicaid Policy

The IV&V Services Vendor employees will be issued laptops by the Agency which are governed by State policy for audit and accountability.

5.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

6 Assessment and Authorization

Per the Medicaid Enterprise Security Policy: The Agency will: (i) periodically assess the security controls in organizational information systems to determine if the controls are effective in their application; (ii) develop and implement plans of action designed to correct deficiencies and reduce or eliminate vulnerabilities in organizational information systems; (iii) authorize the operation of organizational information systems and any associated information system connections; and (iv) monitor information system security controls on an ongoing basis to ensure the continued effectiveness of the controls.

6.1 State Medicaid Policy

The IV&V Services Vendor will be implementing processes to enable accurate assessment, measurement, and reporting on the Medicaid program. The security controls of the Agency information system are not accessed for these processes.

6.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

7 Configuration Management

Per the Medicaid Enterprise Security Policy: The Agency will: (i) establish and maintain baseline configurations and inventories of organizational information systems (including hardware, software, and documentation) throughout the respective system development life cycles; and (ii) establish and enforce security configuration settings for information technology products employed in organizational information systems.

7.1 State Medicaid Policy

Each IV&V Services Vendor team member may be assigned a State laptop. The Agency allows for use of an IV&V Services Vendor -owned laptop, but access to the internal Medicaid network is restricted. The setup and configuration of the MES laptop is governed and managed by the Agency. The Agency also has a Medicaid service desk to assist with issues related to Agency hardware or software, such as email. Support staff can be reached by submitting a ticket to the service desk.

7.2 IV&V Policy

All IV&V Services Vendor’s technology assets are maintained by the IV&V Services Vendor’s Information Technology (IT) Support department. Software updates and patches are pushed to company-owned machines as they become available and are tested. The IV&V Services Vendor IT Support provides information technology support to project team members to minimize downtime due to technical problems. Support staff can be reached through the My Hub NTT DATA portal or at ###-###-####.

8 Contingency Planning

Per the Medicaid Enterprise Security Policy: The Agency will establish, maintain, and effectively implement plans for emergency response, backup operations, and post-disaster recovery for organizational information systems to ensure the availability of critical information resources and continuity of operations in emergency situations.

8.1 State Medicaid Policy

The IV&V Services Vendor will assist the Agency by completing a Resource Management Plan that provides details regarding contingency planning for staff replacement, the IV&V Services Vendor's approach to onboarding and off boarding staff, managing staff changes, and the notification and approval process to be followed if any staff replacements are needed.

8.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

9 Identification and Authentication

Per the Medicaid Enterprise Security Policy: The Agency will identify information system users, processes acting on behalf of users, or devices and authenticate (or verify) the identities of those users, processes, or devices, as a prerequisite to allowing access to organizational information systems.

9.1 State Medicaid Policy

IV&V Services Vendor employees are granted State MES credentials to access the Agency's SharePoint sites, network, Learning Management System, and email. Many resources include text messaging based multifactor authentication (MFA). IV&V Services Vendor employees will follow the Agency's protocols for the establishment and maintenance of passwords.

9.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

10 Incident Response

Per the Medicaid Enterprise Security Policy: The Agency will: (i) establish an operational incident handling capability for organizational information systems that includes adequate detection, analysis, containment, recovery, and user response activities; and (ii) track, document, and report incidents to appropriate organizational officials and/or authorities.

10.1 State Medicaid Policy

The IV&V Services Vendor will abide by the State IT Policy for Cyber Security Incident Response, shall be aware of what constitutes a cyber-security incident and shall understand incident reporting procedures. The IV&V Services Vendor Program Manager will work closely with the Agency concerning incident reporting.

10.2 IV&V Policy

All IV&V Services Vendor team members are subject to corporate incident response policies and procedures.

In the event of a security breach or attack (referred to as an incident), the Program Manager will immediately coordinate with the IV&V Services Vendor Legal and IT Support to identify and contain the incident. IV&V Services Vendor IT Support will work to identify the root cause and ensure measures are in place to prevent a similar incident in the future. In coordination with the IV&V Services Vendor Legal Department and the Medicaid Privacy Office, the appropriate disclosures will be made to stakeholders.

11 Systems Maintenance

Per the Medicaid Enterprise Security Policy: The Agency will: (i) perform periodic and timely maintenance on organizational information systems; and (ii) provide effective controls on the tools, techniques, mechanisms, and personnel used to conduct information system maintenance.

11.1 State Medicaid Policy

The IV&V Services Vendor will not be involved in Systems Maintenance but will be available to consult on best practices.

11.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

12 Media Protection

Per the Medicaid Enterprise Security Policy: The Agency will: (i) protect information system media, both paper and digital; (ii) limit access to information on information system media to authorized users; and (iii) sanitize or destroy information system media before disposal or release for reuse.

12.1 State Medicaid Policy and Vendor Policy

The IV&V Services Vendor project team members may need to access and use Personally Identifiable Information (PII), including PHI as part of the services provided to the Agency. In all cases, access to this data is governed by the Agency. In addition to state policies and processes, the IV&V Services Vendor has implemented administrative, technical, and physical controls that safeguard PII, and PHI associated with the project. The IV&V Services Vendor follows a robust set of policies and procedures governing internal security and privacy practices for protecting sensitive information. All IV&V Services Vendor employees are subject to these policies and procedures.

The project team will not use or disclose PHI received from the Agency except as authorized by agreements with the Agency or as required by law. Team members that receive, handle, or use PHI are required to review or use the PHI only to the extent that it is minimally necessary to perform duties for the IV&V Services Vendor. Prior to disclosing any PHI to a third party, team members will determine whether disclosure is appropriate and obtain approval from the Privacy Office, Info Security Office, and Data Governance Office who shall verify the identity and authority of the third party.

The IV&V Services Vendor adheres to a set of PII/PHI Protection Policies and Procedures, maintained separately from this Plan but incorporated herein by reference. These policies and procedures are available to project personnel through the IV&V Services Vendor Employee Handbook, Code of Business Conduct, Compliance Training and HIPAA Training.

The IV&V Services Vendor is committed to safeguarding the PHI received by its clients, subsequently, when a client relationship is terminated, the IV&V Services Vendor will destroy such PHI.

13 Physical and Environmental

Per the Medicaid Enterprise Security Policy: The Agency will: (i) limit physical access to information systems, equipment, and the respective operating environments to authorized individuals; (ii) protect the physical plant and support infrastructure for information systems; (iii) provide supporting utilities for information systems; (iv) protect information systems against environmental hazards; and (v) provide appropriate environmental controls in facilities containing information systems.

13.1 State Medicaid Policy and Vendor Policy

Admittance into any Agency facility requires the use of security badges that are issued to all program personnel. Security badges are always to be worn and visible.

14 Planning

Per the Medicaid Enterprise Security Policy: The Agency will develop, document, periodically update, and implement security plans for organizational information systems that describe the security controls in place or planned for the information systems, and the rules of behavior for individuals accessing the information systems.

14.1 State Medicaid Policy

The IV&V Services Vendor will update this plan every six (6) months or as required due to changes in Agency policy. Once the Privacy and Security Plan has been established, the Program Manager is responsible for ensuring that project control is routinely and consistently applied.

14.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

15 Personnel Security

Per the Medicaid Enterprise Security Policy: The Agency will: (i) ensure that individuals occupying positions of responsibility within organizations (including third-party service providers) are trustworthy and meet established security criteria for those positions; (ii) ensure that organizational information and information systems are protected during and after personnel actions such as terminations and transfers; and (iii) employ formal sanctions for personnel failing to comply with organizational security policies and procedures.

15.1 State Medicaid Policy and Vendor Policy

The IV&V Services Vendor understands the importance of stringent background checks that are in line with local practices and requirements by country. These checks help maintain confidentiality, workplace security, and the reputation as a quality vendor by bringing in the best resources.

We require that all IV&V Services Vendor employees pass necessary background checks to work on contracts requiring security clearances or the passing of drug, alcohol, or other Agency-requested screenings. A third-party vendor specializing in background screens processes and certifies the results of these background checks.

The IV&V Services Vendor informs employees of recruitment policies involving background check requirements; notifies the prospective recruits of their rights under the Fair Credit Reporting Act in the United States and other local laws, as applicable by country; and acquires signed disclosures and release forms from the prospective employees before completing these checks.

Typically, the IV&V Services Vendor standard background check includes the following verification processes depending on the role:

- Education
- Employment
- Criminal record

Based on specific client requests from the United States in the past, the IV&V Services Vendor has undertaken the following checks before deploying resources to live processes/projects:

- USA Patriot Act search
- County criminal records search
- Certification verification
- Address verification
- Fraud and Abuse Control Information Systems (FACIS) search
- Credit verification
- Citizenship, as verified by employer through examination of birth certificate or alien registration documents

16 Risk Assessment

Per the Medicaid Enterprise Security Policy: The Agency will periodically assess the risk to organizational operations (including mission, functions, image, or reputation), organizational assets, and individuals, resulting from the operation of organizational information systems and the associated processing, storage, or transmission of organizational information.

16.1 State Medicaid Policy

The IV&V Services Vendor team will assist the Agency with these assessments as outlined in the duties of the IV&V contract.

16.2 IV&V Policy

This NIST control family is not applicable at the time of release of this document.

17 System and Services Acquisitions

Per the Medicaid Enterprise Security Policy: The Agency will: (i) allocate sufficient resources to adequately protect organizational information systems; (ii) employ system development life cycle processes that incorporate information security considerations; (iii) employ software usage and installation restrictions; and (iv) ensure that third-party providers employ adequate security measures to protect information, applications, and/or services outsourced from the organization.

17.1 State Medicaid Policy and Vendor Policy

All project management information and deliverables, except budget, vendor-specific reports, and Agency data will be stored on the MES SharePoint Project Site.

Project-related PHI will be stored in government owned or managed data centers. The IV&V Services Vendor will not store PHI within the MES SharePoint Project Site. If Cloud solutions are utilized, the cloud service provider (CSP) will be Federal Risk and Authorization Management Program (FedRAMP) certified. FedRAMP is a government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services.

18 System and Communications Protection

Per the Medicaid Enterprise Security Policy: The Agency will: (i) identify, report, and correct information and information system flaws in a timely manner; (ii) provide protection from malicious code at appropriate locations within organizational information systems; and (iii) monitor information system security alerts and advisories and take appropriate actions in response

18.1 State Medicaid Policy

The IV&V Services Vendor will abide by the Agency security, data and privacy policies. The IV&V Services Vendor Program Manager will work closely with the Agency concerning system and communication responses.

18.2 IV&V Policy

The IV&V Services Vendor takes the security of corporate technology assets seriously. All laptops implement full-volume encryption and anti-virus/anti-malware protection. All workstations and servers run endpoint security monitoring agents and are subject to group and organizational unit policy settings configured and applied centrally by corporate Information Technology Support. Laptops are configured with BitLocker endpoint security and theft protection software. Anytime a workstation is left unattended, project team members must lock their computer; workstations automatically lock after a 10-minute period of inactivity; users must re-authenticate with their employee credentials to unlock the computer.

19 System & Information Integrity

Per the Medicaid Enterprise Security Policy: The Agency will: (i) monitor, control, and protect organizational communications (i.e., information transmitted or received by organizational information systems) at the external boundaries and key internal boundaries of the information systems; and (ii) employ architectural designs, software development techniques, and systems engineering principles that promote effective information security within organizational information systems.

19.1 State Medicaid Policy

This NIST control family is not applicable at the time of release of this document.

19.2 IV&V Policy

All the IV&V Services Vendor Services employees, contractors, business partners, and visitors are responsible for reporting security events or weaknesses. If any IV&V Services Vendor team member, vendor, or business partner becomes aware of an information security incident, they must immediately notify the IV&V Services Vendor Program Manager who will notify the Agency.

The Program Manager will also notify the IV&V Services Vendor Computer Security Incident Response Team (CSIRT) at CSIRT@nttdata.com and the Legal Compliance team at compliance.team@nttdata.com and privacy@nttdata.com. When email is not accessible, report potential security incidents to the following number.

US Toll Free: 1 888-532-6021 (opt #1)

When the Helpdesk numbers are not accessible, contact the following persons about any security incidents:

- Location security personnel
- Security Council member
- Supervisors
- Information Security team
- Respective department head

The contacted persons must report or escalate the incident to CSIRT. All questions and notifications will be treated as sensitive and confidential to the maximum extent possible. The IV&V Services Vendor will fully investigate any suspected violations; however, enough information must be provided to enable the IV&V Services Vendor to conduct investigations. In reporting a violation, employees, subcontractors, and consultants should be able to substantiate and have direct knowledge and/or documented evidence of the violation. Allegations based upon rumor or incorrect information result in unnecessary administrative time and could adversely affect the reputation of innocent people. All IV&V Services Vendor employees, subcontractors, and consultants are required to fully cooperate with an investigation and provide truthful, complete, and accurate information.

Appendix A. Acronyms/Glossary

For a complete list of Acronyms and Glossary of Terms, please reference the MES Acronyms and Glossary.

Appendix B. Deliverable Comment Log

Please complete the Deliverable Comment Log as part of the deliverable review. A sample row is found above No. 1. You may leave this sample in your completed log. All reviewers will enter one or more comments. If you have no comments, please specify “No comments” in the Comment field, include your name and your Agency Group (such as IV&V).

Project		**Deliverable No.**		**Deliverable Title**	**Ver No.**	**Submission Date**		**Return Comments by**	**Recommendation**	
MES				Privacy and Security Plan						
***Type: NC**-*Non-Compliance*, **R**-*Required*, **Q**-*Question*, ***R*/C**-*Recommendation/Cosmetic* **Recommendation: A**-*Accept*, **CA**-*Conditional Approval*, **R**-*Reject*										
	Document Information			**Reviewer(s) Section**				**Vendor Section**		
No.	**Section**	**Page No.**	**Identifier**	**Comment**	**Type***	**Name**	**Agency Group**	**Vendor Resolution**	**Resolution Date**	**Acceptance Date**
	1.1	3	Paragraph 2; First sentence	Enter your comment here for the Section/Page/Identifier. For example: Missing words at the end of the sentence – add words needed to complete it	R	First Last	IV&V	Inserted “*specific text added would go here*” in the paragraph	XX/XX/2020	

Project Go-Live Readiness Scorecard

Key	
(green)	On track (meeting weekly targets)
(red)	No Go or not on track (weekly targets not met)
(blue)	Complete
(light cyan)	NS - Activity Not Scheduled to Start Yet

Category	Current Status	Prior Status	Priority H / M / L	Completion Date	R1	R2	Status Comments	Recovery / Resolution	Recovery Date
Category 1: System Readiness	45								
Testing - Defined features, functions, and functionality have demonstrated working as expected based on satisfactory results of testing	35		H						
MMIS UA Test - Release 1	2								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	4/30/2018	X				
No very high or high severity defects are open			H	4/30/2018	X				
MMIS QA End to End Regression Test - Release 1	2								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	9/21/2018	X				
No very high or high severity defects are open			H	9/21/2018	X				
TCOE Integration Test - Release 1	3								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	10/5/2018	X				
No very high or high severity defects are open			H	10/5/2018	X				
Test Closure Report is approved by State and EIS leadership			H	10/12/2018	X				
Pre Test - Release 2	2								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	9/20/2018		X			
No very high or high severity defects are open			H	9/20/2018		X			
Parallel Test - Release 2	4								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	1/4/2019		X			
No very high or high severity defects are open			H	1/4/2019		X			
A Defect Resolution Plan has been developed for all open defects			H	1/4/2019		X			
Test Closure Report is approved by State leadership			H	3/14/2019		X			
MMIS QA Test - Release 2	4								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	3/13/2019		X			
No very high or high severity defects are open			H	3/13/2019		X			
A Defect Resolution Plan has been developed for all open defects			H	3/13/2019		X			
Test Closure Report is approved by State leadership			H	5/13/2019		X			
MMIS UA Test - Release 2	4								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	3/15/2019		X			
No very high or high severity defects are open			H	3/15/2019		X			
A Defect Resolution Plan has been developed for all open defects			H	3/15/2019		X			
Test Closure Report is approved by State leadership			H	4/25/2019		X	Test Closure Report approved 4/25/2019		
TCOE Integration Test - Release 2	4								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	4/2/2019		X			
No very high or high severity defects are open			H	4/2/2019		X			
A Defect Resolution Plan has been developed for all open defects			H	4/2/2019		X			
Test Closure Report is approved by State and EIS leadership			H	4/4/2019		X	Test Closure Report approved by State Fiscal on 4/19/2019		
End to End Regression Test - Release 2	4								

Category	Current Status	Prior Status	Priority H / M / L	Completion Date	R1	R2	Status Comments	Recovery / Resolution	Recovery Date
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	5/23/2019		X	Schedule is tight Testing Completed on 6/4/2019		
No very high or high severity defects are open			H	5/23/2019		X			
A Defect Resolution Plan has been developed for all open defects			H	5/23/2019		X			
Test Closure Report is approved by State leadership			H	5/28/2019		X			
Consolidated User Acceptance Test R1 + R2	4								
100% of test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives			H	5/10/2019	X	X	Test execution completed on 5/8/2019		
No very high or high severity defects are open			H	5/10/2019	X	X			
A Defect Resolution Plan has been developed for all open defects			H	5/10/2019		X	Three open low severity defects will be addressed through work arounds		
Test Closure Report is approved by State and EIS leadership			H	5/15/2019	X	X			
High Risk Areas - Are identified and plans to address each are documented; execution is on track for timely completion	10								
A plan for system inventories that need to be managed has been developed, documented, and agreed			H	4/9/2019	X	X	Discussed with MITS; minutes documented		
Decommission of MMIS features that will no longer be used have documented plans that have been approved			H	5/30/2019		X	None for R1		
System access changes have been implemented and verified R1			H	5/20/2019	X		Access for Staff to new PTIN Record in MMIS Prod; N/A for EIS access		
System access changes have been implemented and verified R2			M	6/13/2019		X			
System performance has been verified and is acceptable to business, technical, and leadership teams			M	6/24/2019		X	Items discovered in R2 Parallel Test have been addressed; additional items discovered in E2E/Regression Test are in process		
File exchange schedule between MMIS and EIS has been established, documented, agreed			H	5/15/2019	X	X	Complete for R1		
System monitoring procedures are documented: Release 1			H	5/15/2019	X				
System monitoring procedures are documented: Release 2			M	6/26/2019		X	Complete 6/20/2019		
Escalation procedures are documented: Release 1 + Release 2 deployments			M	6/15/2019	X	X	R1 due 5/15/2019; Deployment Plan		
System contingency plans are documented and in place for all components and agreed			H	5/15/2019	X	X	Will be addressed in Deployment Plan		
Category 2: Stakeholder Outreach	6								
Stakeholder Outreach Plan is in place and progressing as expected; completion is on target; exceptions are known with a documented plan in place									
Stakeholder Outreach Plan has been developed and metrics/targets established			H	2/1/2019	X		Plan in place		
Completion of activities in Stakeholder Outreach Plan are on track			H	5/20/2019	X				
Outstanding Provider PTIN updates are identified, tracked, and followed up			H	5/20/2019	X		Submissions are reviewed and corrected daily		
High priority providers have been identified, their data is understood, and follow up contact established and completed satisfactorily			H	5/20/2019	X		137 high priority stakeholders have been identified; outreach in progress; track and escalate recommendations/request for assistance as needed		
Communication with providers, clearing houses, and vendors regarding specific provider artifact changes (remit, 820, 835, CLM4AGM22) is planned and on track			H	5/17/2019		X	Documented changes by 1st week in May		
Provider awareness of changes to Provider Enrollment due to the project			H	5/30/2019	X	X	Notifications from Stakeholder Outreach; bulletin(s)		
Category 3: Business Readiness	10								
Business readiness tasks are planned and progressing according to schedule; exceptions are known and workarounds in place to address									
Changes to business processes, forms, and procedures have been identified and plans are in place to address			H	5/12/2019	X		In progress; weekly meetings established; PE Procedure Updates, Desk Reference, forms; Plans are in place/task completed		
Business cutover plan has been developed and is progressing as planned			H	5/12/2019	X		In progress; addressed in weekly meeting		
Release 1 Business Operational Readiness Reviews are defined, documented, planned, and on track			M	5/30/2019	X		Business Operational Walk through of Deployment Plan week of 5/6		
Release 2 Business Operational Readiness Reviews are defined, documented, planned, and on track			M	6/10/2019		X			
Results of Business Operational Readiness Reviews are acceptable or have acceptable operational risk			M	6/10/2019		X			
Changes in roles/responsibilities are documented; staff is prepared to perform new/revised tasks			H	5/31/2019	X	X	Procedure updates; part of roll out.		
Business contingency plans are in place for high impact, high risk activities			H	5/24/2019	X	X			

Category	Current Status	Prior Status	Priority H / M / L	Completion Date	R1	R2	Status Comments	Recovery / Resolution	Recovery Date
Provider Support Center is appropriately staffed, trained and prepared to handle call volume			H	5/17/2019	X	X			
New reports are understood by those that will use them			M	5/24/2019	X		Confirmed for State Fiscal		
Operational Readiness Gate Review is complete and approved			H	5/30/2019		X	ORR for R1 Completion date updated to match schedule		
Category 4: Data Readiness	6								
Known data issues have been addressed; data validations are planned and executed; newly discovered issues are addressed within agreed to timelines									
MMIS provider data migration pre-conditions are documented, planned, and are on track; criteria/processes agreed to by business, technical and leadership			H	5/17/2018	X	X	R1 Testing in Progress 5/9/2019: QA has requested a final test of Initial File with SO data		
MMIS provider data updates for pre-migration IRS validation are completed, applied in Production and verified; plan for maintaining accuracy of this data in place			H	6/24/2019	X		Ongoing activity; Completion date is tied to R2 go live		
MMIS Provider PTIN designations are complete in Production and verified or plan in place to complete by 6/24			H	5/17/2019	X		Final data from Stakeholder Outreach		
Plan for resolving fallout from IRS Validation and Bank Pre Note process are established			H	5/20/2019	X		Contingency planning in progress		
Process for optimized, successful IRS validation is known and documented and the plan/process is in place			M	5/10/2019	X		Approach/task list with input from Fiscal complete		
Process for successful EFT pre-note is known and documented and the plan/process is in place			H	5/10/2019	X		Batch Schedule Meeting on 5/2/2019		
Category 5: User Readiness / Training	6								
User Training is planned, developed and executed; tasks are on schedule to complete timely									
User training plan is developed			M	4/30/2019	X	X	MMIS begun and on track for 4/30 completion; EIS training plan and training delivery are complete		
User training materials are developed and confirmed			M	5/17/2019	X	X	MMIS 1st draft complete and in review; EIS training materials and training delivery complete		
User training is on track for completion according to the agreed upon training plan/schedule; plans for follow-up training are in place			H	5/24/2019	X	X	EIS training completed on 4/10/2019; MMIS training planned for 5/17 and 5/24		
Users are aware of the changes that affect them			H	5/24/2019	X	X	Internal Comm/OCM		
Users have been trained on any necessary workarounds; workarounds are documented			M	5/24/2019	X	X	Internal Comm/OCM		
Staff are able to perform their day-to-day business functions			H	5/30/2019	X	X	Release 1 = 5/20 begin; Release 2 = 6/15		
Category 6: Operations and Maintenance Support	4								
Impacts to systems monitoring and management processes and procedures have been identified and documented and staff prepared to support									
O&M processes and procedures are documented, approved, and in place (e.g., Production Support procedures and escalation, procedures and escalation, etc.)			M	5/25/2019	X	X	No change for EIS; MMIS Provider Enrollment changes in progress		
System documentation has been updated			M	6/30/2019		X	Documentation of EIS system changes complete		
Contact information, including email distribution lists, contact names, email addresses, and phone numbers for support staff are identified and documented			M	5/20/2019	X	X	Daily Deployment Communication planned to begin on 5/16/2019		
Escalation processes are documented and communicated (both Release 1 and 2)			H	5/20/2019	X	X	Twice daily check points with current check printing vendor to identify and address		
Category 7: Deployment / Implementation Cutover	8								
Deployment planning, documentation and execution are in progress and on schedule; exceptions have work arounds and/or contingencies									
Implementation/deployment plan has been developed, reviewed, and approved by business, technical, and leadership teams			H	5/15/2019	X	X	On track		
Team members are aware of their role and responsibilities and are prepared to execute cutover activities: Release 1			H	5/15/2019	X		Release 1 dress rehearsal conducted on 5/9/2019		
Team members are aware of their role and responsibilities and are prepared to execute cutover activities: Release 2			H	6/26/2019		X			
Implementation activities are proceeding according to plan - Release 1			H	6/17/2019	X		Test Runs with SO data / pre-validation started 4/30		
Implementation activities are proceeding according to plan - Release 2			H	7/2/2019		X			

Step	Instructions
1	Review the initial task list for your Functional Area
2	Indicate if the task should be kept/revised or not. Enter Yes/No.
3	Add tasks below the yellow bar

GoLiveDate	10/30/2020
firstOfGoLiveMonth	6/1/2020
FirstFinancialPaymentCycle	10/27/2020
FinGoLiveDate	10/26/2020

ID	% Complete	Stage	DDI FA	.	Assigned To	Cross Functional Area Impact	Task dependency (predecessor)	Task dependency (successor)	Start Date	Start Days	Start Time	Start Date	Finish Days	Finish Time	Finish Date
945	100%	PRE GO-LIVE	Managed Care	Last Day for legacy to send Patient Centered Medical Home (PCMH) Year End Enrolled PBPM List to Agency (OUTBOUND).	Legacy MMIS SEs		N/A	N/A	283	283		Tuesday, January 21, 2020	283		Tuesday, January 21, 2020
1	100%	PRE GO-LIVE	Train	PR - Configure Registration System.	S. Smith	State	N/A	N/A	2/1/2017	271		Sunday, February 2, 2020	229		Sunday, March 15, 2020
2	100%	PRE GO-LIVE	Train	PR - Core Team Test Registration System.	S. Smith	State	N/A	N/A	2/1/2017	271		Sunday, February 2, 2020	229		Sunday, March 15, 2020
3	100%	Pre Go live	CERT	Schedule training session on how to complete checklists.	M. Smith	All FAs	N/A	N/A	3/16/2017	228	N/A	Monday, March 16, 2020	202	N/A	Saturday, April 11, 2020
4	100%	Pre Go live	CERT	Conduct training session on how to complete checklists.	M. Smith	All FAs	N/A	N/A	3/23/2017	221	N/A	Monday, March 23, 2020	200	N/A	Monday, April 13, 2020
5	100%	Pre Go live	CERT	Assign checklists to SMEs for completion.	M. Smith	All FAs	N/A	N/A	3/23/2017	221	N/A	Monday, March 23, 2020	200	N/A	Monday, April 13, 2020
6	100%	PRE GO-LIVE	ITO	Conduct Disaster Recovery (DR) drill.	N. Smith		N/A	N/A	4/10/2017	203		Friday, April 10, 2020	193		Monday, April 20, 2020
7	100%	PRE GO-LIVE	ITO	Demonstrate Recovered System.	N. Smith		N/A	N/A	4/20/2017	193		Monday, April 20, 2020	193		Monday, April 20, 2020
8	100%	PRE GO-LIVE	EDI	Ensure production batch objects for transaction processing have been properly promoted.	T. Smith		N/A	N/A	Completed	189		Friday, April 24, 2020	189		Friday, April 24, 2020
9	100%	PRE GO-LIVE	EDI	Verify production EDI-specific directory structures have been created on the Windows file server for inbound transaction processing.	T. Smith		N/A	N/A	Completed	189		Friday, April 24, 2020	189		Friday, April 24, 2020
10	100%	PRE GO-LIVE	Train	PR - Provider Information Releases.	S. Smith		N/A	N/A	Completed	188		Saturday, April 25, 2020	188		Saturday, April 25, 2020
11	100%	PRE GO-LIVE	Security	Install and configure SSL certificates on 4 PROD MEUPS VMs.	R. Smith		N/A	N/A	4/24/2017	189		Friday, April 24, 2020	185		Tuesday, April 28, 2020
12	100%	PRE GO-LIVE	Security	Set up Windows gMSAs for SQL Server and PROD MEUPS-related applications.	R. Smith		N/A	N/A	5/1/2017	182		Friday, May 1, 2020	178		Tuesday, May 5, 2020
13	100%	PRE GO-LIVE	ITO	Review and update PROD UI configuration file pair with latest settings and URLs.	N. Smith		N/A	N/A	4/21/2017	192		Tuesday, April 21, 2020	171		Tuesday, May 12, 2020
14	100%	PRE GO-LIVE	ITO	Review Disaster Recovery Plan Results.	N. Smith		N/A	N/A	5/12/2017	171		Tuesday, May 12, 2020	171		Tuesday, May 12, 2020
15	100%	PRE GO-LIVE	Security	Install and configure all PROD MEUPS applications and websites.	N. Smith		ID #11	N/A	5/1/2017	182		Friday, May 1, 2020	168		Friday, May 15, 2020
16	100%	PRE GO-LIVE	System Wide	Verify the DNS: workflow.mmis.state.us.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	160		Saturday, May 23, 2020
17	100%	PRE GO-LIVE	System Wide	Install SSL certificates in K2 prod server (before install K2).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	160		Saturday, May 23, 2020
18	100%	PRE GO-LIVE	System Wide	Stress Testing.	P. Smith/J. Smith		N/A	N/A	4/24/2017	189		Friday, April 24, 2020	159		Sunday, May 24, 2020
19	100%	PRE GO-LIVE	Security	Training for Ms. Smith's team for role approvals.	O. Smith	State	N/A	N/A	6/1/2017	151		Monday, June 1, 2020	151		Monday, June 1, 2020
20	100%	PRE GO-LIVE	System Wide	Smoke test the preliminary production build.	P. Smith/G. Smith	TPL	ID #s 16, 17, 18, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 73, 79, 81, 82, 108, 109, 633, 634	N/A	5/24/2017	159		Sunday, May 24, 2020	144		Monday, June 8, 2020
21	**100%**	**PRE GO-LIVE**	**Claims**	**Online screen update access restricted in Legacy.**	**Legacy MMIS SEs**	**Legacy**	**N/A**	**N/A**		**104**		Saturday, July 18, 2020	**104**		Saturday, July 18, 2020
22	100%	PRE GO-LIVE	Internet	Decision of where the providers will find the URL for the portal. We will have this on the Medicaid website.	B. Smith	State	N/A	N/A	Prior to early registration	103		Sunday, July 19, 2020	103		Sunday, July 19, 2020
23	100%	PRE GO-LIVE	Train	PR - Open Registration for Enrollment Go-Live.	S. Smith	State	N/A	N/A	3/15/2017	229		Sunday, March 15, 2020	95		Monday, July 27, 2020
24	100%	PRE GO-LIVE	Train	PR - Conduct Go-Live Provider Training.	S. Smith		N/A	N/A	4/6/2017	207		Monday, April 6, 2020	95		Monday, July 27, 2020
25	100%	PRE GO-LIVE	System Wide	Install K2 on Production Server (our team).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
26	100%	PRE GO-LIVE	System Wide	Configure and verify PRD Environment.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
27	100%	PRE GO-LIVE	System Wide	Configure Production Server.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
28	100%	PRE GO-LIVE	Release Team	Publish our team's custom web services on Production Server.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
29	100%	PRE GO-LIVE	System Wide	Create K2 Package(s).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
30	100%	PRE GO-LIVE	System Wide	Deploy K2 package(s).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
31	100%	PRE GO-LIVE	System Wide	Test K2 WF package(s).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
32	100%	PRE GO-LIVE	Release Team	Publish our team's Console apps on Production Server.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
33	100%	PRE GO-LIVE	System Wide	Configure web services (just the web server).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
34	100%	PRE GO-LIVE	System Wide	Verify environment settings for PRD Env.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
35	100%	PRE GO-LIVE	System Wide	Configure K2 for the external web services (TPL, PA, Provider).	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
36	100%	PRE GO-LIVE	System Wide	Configure Console Apps to run in Windows Task Scheduler.	P. Smith/G. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
37	100%	PRE GO-LIVE	Release Team	Publish all workflow team artifacts to prod web server.	K. Smith		N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	93		Wednesday, July 29, 2020
38	100%	Early Registration	Internet	Point web services to the production DBs and SOAP server.	B. Smith		N/A	N/A	completed	89		Sunday, August 2, 2020	89		Sunday, August 2, 2020
39	100%	PRE GO-LIVE	Train	PR - Tracking surveys and attendance counts.	S. Smith		N/A	N/A	4/13/2017	200		Monday, April 13, 2020	88		Monday, August 3, 2020
40	100%	PRE GO-LIVE	Train	PR - Share Training Data Results.	S. Smith		N/A	N/A	4/13/2017	200		Monday, April 13, 2020	88		Monday, August 3, 2020
41	100%	Early Registration	Internet	Modify portal web.config to point to load balancer for Health Care Portal (HCP) Services.	B. Smith		N/A	N/A	completed	87		Tuesday, August 4, 2020	87		Tuesday, August 4, 2020
42	100%	Early Registration	Internet	Update config files to point to production SQL Server and appropiate userID/passwords.	B. Smith		N/A	N/A	completed	87		Tuesday, August 4, 2020	87		Tuesday, August 4, 2020
43	100%	Early Registration	Internet	Update AD Registration for Production.	B. Smith		N/A	N/A	completed	87		Tuesday, August 4, 2020	87		Tuesday, August 4, 2020
44	100%	Early Registration	Internet	Validate that MMIS Vendor does not get a certificate error when users log into the production HCP site. This needs to reside on the load balancer.	B. Smith		N/A	N/A	completed	87		Tuesday, August 4, 2020	87		Tuesday, August 4, 2020
45	100%	Early Registration	Internet	Open up network to make HCP public facing.	B. Smith		N/A	N/A	completed	87		Tuesday, August 4, 2020	87		Tuesday, August 4, 2020
46	100%	Early Registration	Internet	Update the encryption key and IV values to the new production values, not default values.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	86		Wednesday, August 5, 2020
47	100%	Early Registration	Internet	Migrate DNN DB from UAT, if applicable.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	86		Wednesday, August 5, 2020
48	100%	PRE GO-LIVE	CERT	Conduct MMIS Vendor Work Product Review of completed checklists.	M. Smith	All FAs	N/A	N/A	4/10/2017	30	N/A	Wednesday, September 30, 2020	83	N/A	Saturday, August 8, 2020
49	100%	Early Registration	Internet	Update SMTP (Simple Mail Transfer Protocol) values for production.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	80		Tuesday, August 11, 2020
50	100%	Early Registration	Internet	Modify/Verify do not reply email address.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	80		Tuesday, August 11, 2020
51	100%	Early Registration	Internet	Ensure Batch processes are only being run from a single server.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	80		Tuesday, August 11, 2020
55	100%	PRE GO-LIVE	Financial	Verify UNIX directory structure.	A. Smith/H. Smith		N/A	N/A	completed	69		Wednesday, August 19, 2020	69		Wednesday, August 19, 2020
53	100%	PRE GO-LIVE	CERT	Complete Initial Draft of Certification Checklists and Artifacts for R2 Operational Review.	M. Smith	All FAs	N/A	N/A	3/15/2017	229		Sunday, March 15, 2020	70		Friday, August 21, 2020
52	100%	PRE GO-LIVE	CERT	Submit completed checklists for State review and acceptance.	M. Smith	All FAs	N/A	N/A	4/23/2017	190	N/A	Thursday, April 23, 2020	70	N/A	Friday, August 21, 2020
54	100%	EARLY REGISTRATION	Internet	Update HCP Internal passwords to 55 characters for the SQL Servers.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	70		Friday, August 21, 2020
56	100%	Early Registration	Internet	Identify the list of administrator Portal user IDs for MMIS Vendor and the State and provide to Internet TFAL.	B. Smith/L. Smith	Service Desk FA, Legacy	N/A	N/A	2 months prior to Early registration go-live	117		Sunday, July 5, 2020	62		Saturday, August 29, 2020
57	100%	Early Registration	Internet	Clear out the production provider IDs in the AD (Active Directory) and the HCP (Health Care Portal) Security table (if needed) in preparation for real user migration.	B. Smith		N/A	N/A	1 day prior to early registration go-live	62		Saturday, August 29, 2020	62		Saturday, August 29, 2020
58	100%	Early Registration	Internet	Confirm all developers have working PROD IDs and sufficient access.	B. Smith		N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	62		Saturday, August 29, 2020
59	100%	Early Registration	Internet	Super User sets up other admin users.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	61		Sunday, August 30, 2020
60	100%	Early Registration	Internet	Re-run promoted production SQL scripts.	B. Smith		N/A	N/A	1 month prior to Early registration go-live	86		Wednesday, August 5, 2020	59		Tuesday, September 1, 2020
61	100%	PRE GO-LIVE	Managed Care	Last day for NET RECONCILIATION processing in Legacy.	Legacy MMIS SEs	Legacy	N/A	N/A	go live minus 70	70		Friday, August 21, 2020	59		Tuesday, September 1, 2020
62	100%	Early Registration	Internet	Verify the release version of the Portal in production.	B. Smith		N/A	N/A	1 day prior to early registration go-live	59		Tuesday, September 1, 2020	59		Tuesday, September 1, 2020
63	100%	Early Registration	Internet	Verify static content in the Portal is current & ready for go-live.	B. Smith		N/A	N/A	1 day prior to early registration go-live	59		Tuesday, September 1, 2020	59		Tuesday, September 1, 2020
64	100%	Early Registration	Internet	Limit registration applicable panels for access: claims, PA, PE, etc. should not be available.	B. Smith		N/A	N/A	1 day prior to early registration go-live	59		Tuesday, September 1, 2020	59		Tuesday, September 1, 2020
65	100%	Early Registration	Internet	Verify only registration, trading partner enrollment and login is functional.	B. Smith		N/A	N/A	1 day prior to early registration go-live	59		Tuesday, September 1, 2020	59		Tuesday, September 1, 2020
66	100%	PRE GO-LIVE	ALL/SOA	Verify iC Services is ready. The user can: 1) Remote desktop to both production servers. 2) Verify all objects and configurations have been promoted on each server. 3) Verify the HCP BacP. Smithd Services Pool is started and applications are tied to it in IIS. 4) Verify only the URLs needed for the State are active. 5) Browse the HCP BacP. Smithd services on each server. 6) Verify the Personal Certificates are there and not expired for mmis.state.us.	L. Smith	Provider	seq #1 (ID #494)	N/A	1 week prior to Provider go-live	62		Saturday, August 29, 2020	57		Thursday, September 3, 2020
67	100%	PRE GO-LIVE	ALL/SOA	Verify iC Connections is ready. The user can: 1) Remote desktop to all three production servers. 2) Verify all objects and configurations have been promoted. 3) Verify the BizTalk App Pool is started and applications are tied to it in IIS. 4) Verify only the URLs needed for the State are active. 5) Verify the ESB timeout thresholds are set to appropriate times using the BizTalk Admin Console. 6) Verify the ESB retry logic is removed using the BizTalk Admin Console. 7) Verify the Host Instances are started using the BizTalk Admin Console. 8) Verify no errors are reported in Application logs using the BizTalk Admin Console. 9) Verify the ESB is pointing to the correct BacP. Smithd services, Unix, EEF, EDMS and Local Archive Directory in the BizTalk Admin Console. 10) Verify the services with the service account are running. 11) Browse the Default Web Site services on each server. 12) Verify the Personal Certificates are there and not expired for mmis.state.us, hpdsh.gov, and www.insure.org.	L. Smith	Internet (Portal), EDMS, Provider	seq #1 (ID #494), #300 (ID #66)	N/A	1 week prior to Provider go-live	62		Saturday, August 29, 2020	57		Thursday, September 3, 2020

68	100%	Early Registration	Internet	Admin users register/log in with their agent code.	B. Smith		N/A	N/A	1 week prior to Early registration go-live	62		Saturday, August 29, 2020	56		Friday, September 4, 2020
69	100%	Early Registration	Internet	Update Production DNN SQL to incorporate correct aliases for production.	B. Smith		N/A	N/A	1 day prior to early registration go-live	56		Friday, September 4, 2020	56		Friday, September 4, 2020
71	100%	Early Registration	Internet	Set up a broadcast message in legacy announcing the new portal go-live transition and indicating that the Secure Site is coming down (need to include date and time in message).	L. Smith/S. Smith	Legacy	N/A	N/A	Check with Stacy P to see if this is done	55		Saturday, September 5, 2020	55		Saturday, September 5, 2020
72	100%	PRE GO-LIVE	Internet	Annoucement of where the URL will be.	L. Smith/S. Smith	Legacy	N/A	N/A	Check with Stacy to see if this is done	55		Saturday, September 5, 2020	55		Saturday, September 5, 2020
73	100%	PRE GO-LIVE	System Wide	Install new K2 release on Production Server (our team).	G. Smith	DBA Team	N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	54		Sunday, September 6, 2020
76	100%	PRE GO-LIVE	Security	Export, transform and import all MEUPS UAT roles into the MEUPS PROD environment AD.	G. Smith		N/A	N/A	5/17/2017	166		Sunday, May 17, 2020	51		Wednesday, September 9, 2020
78	100%	PRE GO-LIVE	Security	Export, transform and import all iC UAT roles into the iC PROD environment SQL Server database.	F. Smith		Successful completion of the first cycle	N/A	5/17/2017	166		Sunday, May 17, 2020	51		Wednesday, September 9, 2020
518	100%	PRE GO-LIVE	Internet	Modify/Verify MAPIR URL and Cert.	B. Smith	MAPIR	N/A	N/A	3 days prior to go-live	48		Saturday, September 12, 2020	48		Saturday, September 12, 2020
70	100%	PRE GO-LIVE	CERT	Address comments from State review and acceptance.	M. Smith	All FAs	N/A	N/A	5/1/2017	182	N/A	Friday, May 1, 2020	46	N/A	Monday, September 14, 2020
74	100%	PRE GO-LIVE	CERT	Submit completed checklists for IV&V review and acceptance.	M. Smith	All FAs	N/A	N/A	5/15/2017	169		Thursday, May 14, 2020	46		Monday, September 14, 2020
80	100%	PRE GO-LIVE	Security	Recreate Security Roles from UAT to Production on the State side.	F. Smith/V. Smith	State	N/A	N/A	9/11/2017	49		Friday, September 11, 2020	45		Tuesday, September 15, 2020
907	100%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) CPC Enrollment Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	45	45		Tuesday, September 15, 2020	45		Tuesday, September 15, 2020
917	100%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Enrollment Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	45	45		Tuesday, September 15, 2020	45		Tuesday, September 15, 2020
927	100%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Per Bene Per Month (PBPM) list at the Pool level. (Pool PBPM List) to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	45	45		Tuesday, September 15, 2020	45		Tuesday, September 15, 2020
931	100%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Pool Enrollment Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	45	45		Tuesday, September 15, 2020	45		Tuesday, September 15, 2020
79	100%	PRE GO-LIVE	System Wide	Verify connectivity links between workflow smart forms and iC user interface (with MEUPS intergration).	P. Smith	Work Flow, iC UI	N/A	N/A	2 months prior to go-live	60		Monday, August 31, 2020	38		Tuesday, September 22, 2020
111	100%	PRE GO-LIVE	CERT	Complete Appendix B Required Artifacts document.	M. Smith	All FAs	N/A	N/A	2 months prior to go livve	60		Monday, August 31, 2020	35		Friday, September 25, 2020
85	100%	PRE GO-LIVE	Reference	Need system wide freeze of all reference data in Legacy. Decision Request Form created and approved.	Legacy Team	Legacy	N/A	N/A	4 weeks prior to go-live	104		Saturday, July 18, 2020	32		Monday, September 28, 2020
87	100%	PRE GO-LIVE	Manage Incentive Payment	Confirm space requirements for documents and reports.	I. Smith		Production environment	N/A	go live minus 5 weeks, day -32	32		Monday, September 28, 2020	32		Monday, September 28, 2020
90	100%	PRE GO-LIVE	ALL/EDMS	Stand Up OnDemand Production System.	F. Smith		N/A	N/A	on-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
91	100%	PRE GO-LIVE	EDMS	Verify OnDemand Production Firewall Requests have been completed.	F. Smith		N/A	N/A	on-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
93	100%	PRE GO-LIVE	Security	MMIS Vendor creates approver workflows.	G. Smith	All functional areas	N/A	N/A	On-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
94	100%	PRE GO-LIVE	Security	State creates approver workflows.	G. Smith/H. Smith/D. Smith	State	N/A	N/A	On-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
95	100%	PRE GO-LIVE	Security	MMIS Vendor receives and processes user security requests.	G. Smith/MMIS Vendor	All functional areas	N/A	N/A	On-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
99	100%	PRE GO-LIVE	Security	Verify roles / IDs are setup for EDMS.	F. Smith		N/A	N/A	On-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
100	100%	PRE GO-LIVE	Security	Verify roles / IDs are setup for Workflow.	P. Smith		N/A	N/A	On-going	301		Friday, January 3, 2020	31		Tuesday, September 29, 2020
102	100%	PRE GO-LIVE	Security	MMIS Vendor Build / Validate list of all current Legacy system users for all systems.	G. Smith	Legacy	N/A	N/A	4/17/2017	196		Friday, April 17, 2020	31		Tuesday, September 29, 2020
81	100%	PRE GO-LIVE	System Wide	Verify connectivity points (between user interface and web service).	P. Smith/G. Smith		N/A	N/A	2 months prior to go-live	60		Monday, August 31, 2020	31		Tuesday, September 29, 2020
82	100%	PRE GO-LIVE	System Wide	Verify that Console apps are executing properly.	P. Smith/G. Smith	EDMS	N/A	N/A	2 months prior to go-live	60		Monday, August 31, 2020	31		Tuesday, September 29, 2020
105	100%	PRE GO-LIVE	EDI	Provide Companion Guides to Vendors/Clearinghouses and Provider Community on legacy Portal website.	T. Smith	ILU	N/A	N/A		31		Tuesday, May 26, 2020	31		Wednesday, September 30, 2020
124	100%	PRE GO-LIVE	Managed Care	Last day for IC (INDEPENDENT CHOICES) claims generation processing in Legacy.	Legacy MMIS SEs	Legacy	N/A	N/A	go live minus 30 days	31		Monday, August 31, 2020	31		Wednesday, September 30, 2020
106	100%	PRE GO-LIVE	Managed Care	Determine efficiency of capitation cycle.	W. Smith		N/A	N/A	5/26/2017	157		Monday, August 31, 2020	30		Wednesday, September 30, 2020
107	100%	PRE GO-LIVE	Manage Incentive Payment	Confirm all developers have working PROD IDs and sufficient access.	I. Smith		Production environment readiness	N/A	2 months prior to go live	60		Monday, August 31, 2020	30		Wednesday, September 30, 2020
113	100%	PRE GO-LIVE	Security	Review and update PROD UI configuration file pair with latest settings and URLs.	G. Smith	EDMS, OXI, Workflow, LG, Address Doctor	N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	30		Wednesday, September 30, 2020
129	100%	PRE GO-LIVE	EDI	Confirm all developers have working PROD IDs and sufficient access.	T. Smith		N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	30		Wednesday, September 30, 2020
130	100%	PRE GO-LIVE	Interface	Confirm all developers have working PROD IDs and sufficient access.	T. Smith		N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	30		Wednesday, September 30, 2020
137	100%	PRE GO-LIVE	Member	Confirm all developers have working PROD IDs and sufficient access.	A. Smith	Security	N/A	N/A	2 months prior to go live	60		Tuesday, September 15, 2020	30		Wednesday, September 30, 2020
142	100%	PRE GO-LIVE	Imaging	Confirm all developers have working PROD IDs and sufficient access (Doc Cap).	F. Smith		N/A	N/A	2 months prior to go live	60		Wednesday, September 30, 2020	30		Wednesday, September 30, 2020
143	100%	PRE GO-LIVE	EDMS	Confirm all developers have working PROD IDs and sufficient access (EDMS).	F. Smith		N/A	N/A	2 months prior to go live	60		Wednesday, September 30, 2020	30		Wednesday, September 30, 2020
117	100%	PRE GO-LIVE	ALL/Letter Generator	Verify all external interfaces are set up and ready.	F. Smith		N/A	N/A	1 1/2 month prior to go-live	45		Wednesday, September 30, 2020	30		Wednesday, September 30, 2020
121	100%	PRE GO-LIVE	Letter Generator	Verify Print Center ready to receive and print State Letters.	F. Smith	Print Center, EDI	N/A	N/A	1 1/2 month prior to go-live	45		Thursday, October 1, 2020	30		Thursday, October 1, 2020
128	100%	PRE GO-LIVE	Managed Care	Last day for ASSISTED LIVING processing in Legacy. Decision Request Form created and waiting on approval.	Legacy MMIS SEs	Legacy, State	Decision Request for State	N/A	go live minus 30 days	30		Thursday, October 1, 2020	30		Thursday, October 1, 2020
132	100%	PRE GO-LIVE	Reference	Legacy Data Freeze. Decision Request Form created and approved.	E. Smith	Legacy	N/A	N/A		30		Wednesday, July 22, 2020	30		Friday, October 2, 2020
143.1	100%	PRE GO-LIVE	Manage Incentive Payment	Shut off Public interface.	J. Smith	AIPT, Legacy, Pharm Vendor	N/A	N/A		30		Wednesday, July 22, 2020	30		Friday, October 2, 2020
149	100%	PRE GO-LIVE	Managed Care	Last day for SERVICE FEE CLAIMS (B210, B211 releases these for payment) processing in Legacy. Will have to account for accrued claims from legacy.	Legacy MMIS SEs	Legacy	N/A	N/A	go live minus 28 days	29		Wednesday, July 22, 2020	29		Friday, October 2, 2020
150	100%	PRE GO-LIVE	Managed Care	Last day for NET SERVICE FEE CLAIMS processing in Legacy.	Legacy MMIS SEs	Legacy	N/A	N/A	go live minus 28 days	29		Tuesday, September 29, 2020	29		Friday, October 2, 2020
153	100%	PRE GO-LIVE	Prior Auth	Communication with vendors on production scheduling.	P. Smith	The State, Prior Authorization System	Production environment readiness	N/A		100		Friday, October 2, 2020	28		Friday, October 2, 2020
154	100%	PRE GO-LIVE	Claims	Notify external vendors of go-live. Communication with vendors on production scheduling.	O. Smith	Prior Authorization System, ConnectCare, MMA	N/A	N/A		100		Friday, October 2, 2020	28		Friday, October 2, 2020
155	100%	PRE GO-LIVE	Member	Inform 3rd parties about change in destination after go-live.	B. Smith/C. Smith	Eligibility and Benefits Enrollment System, MMA	N/A	N/A		100		Friday, October 2, 2020	28		Friday, October 2, 2020
144	100%	PRE GO-LIVE	Buy-In	Ensure all external interfaces are set up and ready.	Q. Smith	EDI	N/A	N/A	One month before go-live	31		Friday, October 2, 2020	28		Friday, October 2, 2020
145	100%	PRE GO-LIVE	Architect / System Wide	Infrastructure Prod - Install iC Batch code.	N. Smith		N/A	N/A	29-Jun-17	28		Friday, October 2, 2020	28		Friday, October 2, 2020
146	100%	PRE GO-LIVE	Architect / System Wide	Infrastructure Prod - Install iC UI code.	N. Smith		N/A	N/A	4 weeks prior to go-live	28		Monday, August 31, 2020	28		Saturday, October 3, 2020
147	100%	PRE GO-LIVE	Architect / Workflow	Infrastructure Prod - Install iC Workflow code.	N. Smith		N/A	N/A	4 weeks prior to go-live	28		Friday, January 3, 2020	28		Sunday, October 4, 2020
148	100%	PRE GO-LIVE	Architect / System Wide	Infrastructure Prod - Install Autosys jobs.	N. Smith		N/A	N/A	4 weeks prior to go-live	28		Friday, January 3, 2020	28		Sunday, October 4, 2020
151	100%	PRE GO-LIVE	Claims	Last day for LTC ADJS processing in Legacy. Decision Request Form created and waiting on approval.	Legacy MMIS SEs	Legacy, State	Decision Request for State	N/A	go live minus 28 days	28		Monday, August 31, 2020	28		Sunday, October 4, 2020
140	100%	PRE GO-LIVE	Prior Auth	Confirm all developers have working PROD IDs and sufficient access.	K. Smith	Security	Security Setup for developers	N/A	2 months prior to go live	60		Tuesday, September 15, 2020	27		Sunday, October 4, 2020
96	100%	PRE GO-LIVE	Security	Verify AD Security Groups - MMIS Vendor is setup correctly on MMIS Vendor.	G. Smith/MMIS Vendor	All functional areas	N/A	N/A	On-going	301		Tuesday, September 29, 2020	26		Sunday, October 4, 2020
98	100%	PRE GO-LIVE	Security	Verify roles/IDs are setup for CTMS.	F. Smith		N/A	N/A	On-going	301		Sunday, October 4, 2020	26		Sunday, October 4, 2020
131	100%	PRE GO-LIVE	Reference	Confirm all developers have working PROD IDs and sufficient access.	E. Smith		Production	N/A	2 months prior to go live	60		Sunday, October 4, 2020	26		Sunday, October 4, 2020
120	100%	PRE GO-LIVE	ALL	Verify that Oracle client and services are running on production server.	F. Smith		N/A	N/A	1 1/2 month prior to go-live	45		Sunday, October 4, 2020	26		Sunday, October 4, 2020
156	100%	PRE GO-LIVE	Buy-In	Verify that MOVEIT directories are built: /dsar/prod/ftp/CMS/inbound/dsar/prod/ftp/CMS/outbound/	Q. Smith	EDI	N/A	N/A	One month before go-live	31		Sunday, October 4, 2020	26		Sunday, October 4, 2020
157	100%	PRE GO-LIVE	Managed Care	Last day for "CARE FOR THE ELDERLY" claims generation processing in Legacy .	Legacy MMIS SEs	Legacy	N/A	N/A	go live minus 26 days	26		Sunday, October 4, 2020	26		Sunday, October 4, 2020
161	100%	PRE GO-LIVE	TPL	Ensure reference table T_DIAG_GROUP is set up for the TPL Accident Trauma report.	D. Smith	Reference	ID #159	N/A	after UI code build	26		Sunday, October 4, 2020	26		Sunday, October 4, 2020
852	100%	PRE GO-LIVE	Member	PUT EOMB jobs on NOEXEC.	A. Smith	Claims	Autosys load to PROD	N/A		26		Monday, August 31, 2020	26		Monday, October 5, 2020
992	100%	PRE GO-LIVE	Financial	The State Processed Recoupments Error File (outbound) - last from Legacy (I-Del 3.0.4 State_Go_Live_Decision_Request_Form-Reversals_and_Adjustments Updated).	Legacy Team	Legacy Team	N/A	N/A		26		Monday, October 5, 2020	26		Monday, October 5, 2020
994	100%	PRE GO-LIVE	Financial	The State Processed Recoupments Results File - (outbound) - last from Legacy (I-Del 3.0.4 State_Go_Live_Decision_Request_Form-Reversals_and_Adjustments Updated).	Legacy Team	Legacy Team	N/A	N/A		26		Thursday, January 2, 2020	26		Tuesday, October 6, 2020
996	100%	PRE GO-LIVE	Financial	The State Recoupments for Processing File (inbound) - last in Legacy (I-Del 3.0.4 State_Go_Live_Decision_Request_Form-Reversals_and_Adjustments Updated).	Legacy Team	Legacy Team	N/A	N/A		26		Friday, January 3, 2020	26		Tuesday, October 6, 2020
141	100%	PRE GO-LIVE	Buy-In	Confirm all developers have working PROD IDs and sufficient access.	Q. Smith		N/A	N/A	2 months prior to go live	60		Friday, January 3, 2020	25		Tuesday, October 6, 2020
86	100%	PRE GO-LIVE	Manage Incentive	Coordinate and notify CMS of switch from Legacy to DDI.	E. Smith/I. Smith		Production	N/A	go live minus 5 weeks, day -32	25		Friday, January 3, 2020	25		Tuesday, October 6, 2020
89	100%	PRE GO-LIVE	Security	State Build/Validate list of all current State system users for all systems.	D. Smith	State	N/A	N/A	1/1/2017	302		Sunday, February 2, 2020	24		Tuesday, October 6, 2020
92	100%	PRE GO-LIVE	Security	Verify State users have State SSO usernames and passwords.	G. Smith/V. Smith	State	N/A	N/A	On-going	301		Monday, April 13, 2020	24		Tuesday, October 6, 2020
97	100%	PRE GO-LIVE	Security	Verify AD Security Groups - State users are setup correctly on state active directory.	G. Smith/V. Smith/W. Smith	State	N/A	N/A	On-going	301		Monday, April 13, 2020	24		Tuesday, October 6, 2020
109	100%	PRE GO-LIVE	System Wide	Configure Production User IDs within K2 Roles (Need to follow-up with other areas).	K2 Admin	ITO, MEUPS	N/A	N/A	Ongoing	301		Saturday, August 1, 2020	24		Tuesday, October 6, 2020
101	100%	PRE GO-LIVE	Security	Set up interview with MMIS Vendor BAs and DHS to review Security roles XLS updates.	G. Smith/H. Smith/Y. Smith	All functional areas	N/A	N/A	2/1/2017	271		Saturday, August 1, 2020	24		Tuesday, October 6, 2020
182		PRE GO-LIVE	Managed Care	Verify Production JILs.	W. Smith		N/A	N/A	can start now	200		Monday, August 31, 2020	24		Tuesday, October 6, 2020
183		PRE GO-LIVE	EPSDT	Verify Production JILs.	W. Smith		N/A	N/A	can start now	200		Monday, August 31, 2020	24		Tuesday, October 6, 2020
184	100%	PRE GO-LIVE	Provider	Verify Production JILs.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Monday, August 31, 2020	24		Tuesday, October 6, 2020
185	100%	PRE GO-LIVE	Provider	Verify Provider system parms.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Monday, August 31, 2020	24		Tuesday, October 6, 2020
112		PRE GO-LIVE	Reference	Determine rule promotion process for production.	E. Smith		N/A	N/A	2 months prior to go-live	60		Monday, August 31, 2020	24		Tuesday, October 6, 2020

133	100%	PRE GO-LIVE	Provider	Confirm all developers have working PROD IDs and sufficient access.	C. Smith		N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	24		Tuesday, October 6, 2020
134		PRE GO-LIVE	Managed Care	Confirm all developers have working PROD IDs and sufficient access.	W. Smith	Security	N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	24		Tuesday, October 6, 2020
138		PRE GO-LIVE	Claims	Confirm all developers have working PROD IDs and sufficient access.	O. Smith	Legacy	N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	24		Tuesday, October 6, 2020
108		PRE GO-LIVE	ALL/System Wide	Confirm all developers have working PROD IDs and sufficient access.	K2 Admin	ITO, MEUPS	N/A	N/A	2 months prior to go live	60		Monday, August 31, 2020	24		Tuesday, October 6, 2020
114	100%	PRE GO-LIVE	System Wide	Verify that all Work Flow users have an account.	P. Smith	TPL	N/A	N/A	2 months prior to go-live	60		Wednesday, September 9, 2020	24		Tuesday, October 6, 2020
139	100%	PRE GO-LIVE	TPL	Confirm all developers have working PROD IDs and sufficient access.	I. Smith		N/A	N/A	2 months prior to go live	60		Tuesday, September 15, 2020	24		Friday, October 6, 2017
115	100%	PRE GO-LIVE	System Wide	Verify that all Work Flow users have the manager/subordinate relationships. configured in active directory.	P. Smith		N/A	N/A	2 months prior to go-live	60		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
116	100%	PRE GO-LIVE	System Wide	Setup Error Distribution List Members.	K2 Admin		N/A	N/A	2 months prior to go-live	60		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
77	100%	PRE GO-LIVE	Security	Testing tasks for other areas.	DDI FA Teams	All functional areas	N/A	N/A	9/9/2017	51		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
119		PRE GO-LIVE	ALL	Migrate all approved templates from UAT to Production.	F. Smith		N/A	N/A	1 1/2 month prior to go-live	45		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
125	100%	PRE GO-LIVE	Security	MMIS Vendor User sign in & role validation.	G .Smih	All functional areas, MAPIR, Insight	ID #s 93, 102	N/A	1 month before go-live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
180		PRE GO-LIVE	Reference	Verify Production JILs.	E. Smith		Production	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
187		PRE GO-LIVE	Member	Verify System Parms.	A. Smith		N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
127	100%	PRE GO-LIVE	Security	Verify Security reports are only viewable to authorized personnel.	G .Smih	State	N/A	N/A	1 month before go-live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
190		PRE GO-LIVE	Reference	Verify that T_systemxparms are correct.	M. Smith		Production environment readiness	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
186	100%	PRE GO-LIVE	CTMS	Verify Production JILs.	F. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
191		PRE GO-LIVE	Prior Auth	Verify Production JILs.	P. Smith		Production environment readiness	ID #140	1 month prior to go-live	30		Wednesday, September 30, 2020	24		Tuesday, October 6, 2020
192	100%	PRE GO-LIVE	DSS	Verify Production JILs (verify that the jobs have been jil'd with the right user dsarbirp for all cycles except for PCMH. PCMH Cycle should be jil'd with dsarprod.	V. Smith		Production environment readiness	N/A	1 month prior to go-live	30	10:00	Sunday, October 4, 2020	24	11:00	Tuesday, October 6, 2020
193		PRE GO-LIVE	Prior Auth	Verify T_SYSTEM_PARMS parm values for PA batch jobs are set correctly (PAUJW020, AIMCYCWK, etc) PAU7DAYS PAUMONTH PAUPD001	P. Smith		Reference config copy complete	N/A	1 month prior to go-live	30		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
194		PRE GO-LIVE	Insight	Verify Production JLLs. Verify that the jobs have been jil'd with the right user dsarbirp for all cycles except for PCMH. PCMH Cycle should be jil'd with dsarprod.	V. Smith		Production environment readiness	N/A	1 month prior to go-live	30	10:00	Tuesday, October 6, 2020	24	11:00	Tuesday, October 6, 2020
196	100%	PRE GO-LIVE	Claims	Verify Production JILs.	O. Smith		N/A	N/A	1 month prior to go-live	30		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
189		PRE GO-LIVE	Member	Verify Production JILs.	A. Smith		N/A	N/A	after final code release date	26		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
168		PRE GO-LIVE	Managed Care	Last day for PO (PRIVATE OPTION) claims generation processing in Legacy.	Legacy Team	Legacy	N/A	N/A	go live minus 24 days	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
169		PRE GO-LIVE	Managed Care	Last day for PCMH (PBPM) processing in Legacy.	Legacy Team	Legacy	N/A	N/A	go live minus 24 days	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
170		PRE GO-LIVE	Managed Care	t_mc_payee_exref has overlapping rows that need to be cleaned up to prevent cap summary job from abending.	State SME	State	N/A	N/A	2 weeks prior to conversion	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
171		PRE GO-LIVE	Member	Last day for Legacy link to occur? Link/unlink processing (RU screen).	Legacy Team	Legacy, Conversion	N/A	N/A	cycle	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
172		PRE GO-LIVE	Provider	Last Legacy Provider Notices.	Legacy Team	Legacy	N/A	N/A	2 weeks prior to last weekend	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
173		PRE GO-LIVE	Provider	Last day to accept Legacy Provider electronic enrollments.	Legacy Team	Legacy	N/A	N/A	cycle (tentatively)	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
174		PRE GO-LIVE	Provider	Last day for legacy Provider team to take paper applications.	Legacy Team	Legacy, State	N/A	N/A	2 weeks prior to last weekend	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
175		PRE GO-LIVE	Claims	Last day for entering adjustment/mass requests into legacy MMIS. Decision Request Form created, comments received and response provided.	O. Smith	Legacy	N/A	N/A	go live minus 24 days	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
176		PRE GO-LIVE	Claims	Last paper and electronic Adjustment/Voids accepted in Legacy. Decision Request Form created, comments received and response provided.	O. Smith	Legacy	N/A	N/A	go live minus 24 days	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
177		PRE GO-LIVE	Claims	Last claims Quarterly cycle runs in Legacy MMIS.	O. Smith	Legacy	N/A	N/A	go live minus 24 days	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
181		PRE GO-LIVE	Provider	Verify that legacy enrollments that are not complete are re-started in portal/interchange (THIS NEEDS TO BE A WEEK EARLIER THAN THE LAST LEGACY CYCLE).	Legacy Team	Legacy	N/A	N/A	Cutover -2 weeks	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
891	100%	PRE GO-LIVE	Department	Last Day for legacy to send Patient Centered Medical Home (PCMH) Adjusted Risk Score data (6 Month Attribution Section) to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
895	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Baseline Risk Groups Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
901	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Cohort Data at the beneficiary level. (Beneficiary Cohort List) to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
903	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Cohort Data at the PCMH level. (PCMH Cohort List) to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
905	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Cohort Data at the Pool level to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
909	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Enrolled Final Attributed Beneficiary List Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
911	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Enrolled PCMH Beneficiary Count List Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, October 6, 2020	24		Tuesday, October 6, 2020
913	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Homes (P.CMH) Enrolled PCMH Per Beneficiary Per Month (PBPM) data to Agency - PCMH Level (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Friday, January 3, 2020	24		Friday, October 9, 2020
915	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Homes (PCMH) Enrolled PCMH Per Beneficiary Per Month (PBPM) data to Agency (OUTBOUND.	Legacy Team	Legacy	N/A	N/A	24	24		Thursday, August 31, 2017	24		Monday, October 9, 2017
929	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Pool Beneficiary Count List Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Tuesday, September 15, 2020	24		Friday, October 9, 2020
943	100%	PRE GO-LIVE	DSS	Last Day for legacy to send Patient Centered Medical Home (PCMH) Unenrolled Per Beneficiary Per Month (PBPM) data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Wednesday, September 30, 2020	24		Friday, October 9, 2020
253	100%	PRE GO-LIVE	EDMS	Copy Legacy Documents to State OnDemand Production Environment (Cold Reports, Cabinet Documents, RRI Images). This will include everything up thru 9/30/20 with the exception of 7 years of Transplants.	F. Smith		N/A	N/A	on-going	301		Wednesday, September 30, 2020	21		Friday, October 9, 2020
118	60%	PRE GO-LIVE	CTMS	Confirm all developers have working PROD IDs and sufficient access.	F. Smith		N/A	N/A	2 months prior to go live	60		Wednesday, September 30, 2020	21		Friday, October 9, 2020
197		PRE GO-LIVE	EDMS	Copy the UAT folder, application group, application configuration to the production environment.	F. Smith	Legacy	N/A	N/A	1 Month and a half	45		Wednesday, September 30, 2020	21		Friday, October 9, 2020
198		PRE GO-LIVE	EDI	Install and configure Windows components for Interactive X12 processing.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
199		PRE GO-LIVE	EDI	Verify File Tracking System (FTS) is working.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
200		PRE GO-LIVE	EDI	Verify OXi integration.	T. Smith	OXI	N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
201		PRE GO-LIVE	EDI/OXi	Verify compliance maps (*.MAP) for all transactions and all translation maps have been promoted to production.	T. Smith	OXI	N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
202		PRE GO-LIVE	EDI	Panels – verify panels have been promoted to production.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
203		PRE GO-LIVE	EDI	FTP, UNC – Verify destinations for transactions on Windows File servers are accessible and ID/passwords work.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
204		PRE GO-LIVE	EDI	WebService – Verify destinations for transactions on OXi servers are accessible and ID/passwords work.	T. Smith	OXI	N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
205		PRE GO-LIVE	EDI	Verify test transactions processed (Portal, MoveIT, POS/VAN, ACA CORE).	T. Smith	Portal, MoveIT, POS, VAN, ACA CORE	N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Friday, October 9, 2020
206		PRE GO-LIVE	EDI	Verify AutoSys (jobs) batch cycles have been setup correctly for production.	T. Smith		N/A	N/A	1 month prior to go-live	30		Friday, October 9, 2020	21		Friday, October 9, 2020
207		PRE GO-LIVE	EDI	Verify Directories for Claims/Member/Financial/PA X12/XML files are created/accessible in UNIX.	T. Smith	Claims, Member, Financial, PA	N/A	N/A	1 month prior to go-live	30		Friday, October 9, 2020	21		Friday, October 9, 2020
208		PRE GO-LIVE	ALL	Confirm all developers have working PROD IDs and sufficient access.	FAs	All functional areas	N/A	N/A	1 month prior to go-live	30		Sunday, March 15, 2020	21		Saturday, October 10, 2020
212		PRE GO-LIVE	ALL/Interface	Verify all external interfaces are set up and ready. Currently the EEF is the only external interface. This can be tested using a SoapUI test against the SharedService with a user name that does not exist.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	21		Saturday, October 10, 2020
209		PRE GO-LIVE	EDI/OXi	OXi Translator – verify compliance maps needed for all transactions have been promoted to OXi production.	T. Smith	OXI	N/A	N/A	3 Weeks Prior to go Live	21		Wednesday, September 30, 2020	21		Saturday, October 10, 2020
210		PRE GO-LIVE	EDI	Verify that trading partners have re-registered for trading partner IDs.	T. Smith		N/A	N/A	3 Weeks Prior to go Live	21		Wednesday, September 30, 2020	21		Saturday, October 10, 2020
213	100%	Pre Go live	CERT	Obtain list of SMEs to complete checklists.	M. Smith	All FAs	N/A	N/A	3/15/2017	229	N/A	Wednesday, September 30, 2020	20	N/A	Saturday, October 10, 2020
215		PRE GO-LIVE	ALL/Ancillary	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	S. Smith	iC connections	N/A	N/A	30 days prior to go-live	30		Wednesday, September 30, 2020	20		Saturday, October 10, 2020
216		PRE GO-LIVE	Ancillary	Validate Data Base move to Prod.	S. Smith		N/A	N/A	30 days prior to go-live	30		Wednesday, September 30, 2020	20		Saturday, October 10, 2020
217		PRE GO-LIVE	Ancillary	Verify Folders in Document Management System.	S. Smith	EDMS	N/A	N/A	30 days prior to go-live	30		Saturday, October 10, 2020	20		Saturday, October 10, 2020
218		PRE GO-LIVE	Ancillary	Verify that forms are being stored in EDMS (Electronic Document Management System).	S. Smith	EDMS	N/A	N/A	30 days prior to go-live	30		Saturday, October 10, 2020	20		Saturday, October 10, 2020
219		PRE GO-LIVE	Ancillary	Verify new panel (UI) to access on Demand for Ancillary.	S. Smith	EDMS	N/A	N/A	30 days prior to go-live	30		Saturday, October 10, 2020	20		Saturday, October 10, 2020
214	100%	PRE GO-LIVE	Ancillary	Verify that associated COs were completed. Verify completion of CR 40635, CO 8624(IC Conn), CO 8819(EDMS), CO 8626(Internet).	S. Smith		N/A	N/A	30 days prior to go-live	30		Saturday, October 10, 2020	20		Saturday, October 10, 2020
220		PRE GO-LIVE	Conversion	Acquire Legacy Data.	T. Smith		N/A	N/A	10-Oct-17	20		Saturday, October 10, 2020	20		Saturday, October 10, 2020
221		PRE GO-LIVE	Conversion	Zip and FTP Mainframe Files.	T. Smith	All FAs	N/A	N/A	10-Oct-17	20	6AM	Saturday, October 10, 2020	20	4PM	Saturday, October 10, 2020
222		PRE GO-LIVE	Conversion	Unzip and load non-claim data to Conversion DB.	T. Smith	All non-claim FAs	N/A	N/A	10-Oct-17	20	4PM	Saturday, October 10, 2020	20	7PM	Saturday, October 10, 2020
223		PRE GO-LIVE	Conversion	Run pre-saking for non-claims.	T. Smith	All non-claim FAs	N/A	N/A	10-Oct-17	20	7PM	Tuesday, September 15, 2020	20	8:45PM	Sunday, October 11, 2020
224		PRE GO-LIVE	Conversion	Copy legacy Oracle data to Conversion DB.	T. Smith	All FAs	N/A	N/A	10-Oct-17	20	6AM	Tuesday, September 15, 2020	20	10AM	Sunday, October 11, 2020
225		PRE GO-LIVE	Conversion	Acquire one-time file from Eligibility and Benefits Enrollment System.	T. Smith	Member	N/A	N/A	10-Oct-17	20	6AM	Wednesday, September 30, 2020	20	6:30AM	Sunday, October 11, 2020
226		PRE GO-LIVE	Conversion	Load Accumulated Buy-in data to Conversion DB.	T. Smith	Buy -In	N/A	N/A	10-Oct-17	20	6AM	Tuesday, September 8, 2020	20	7:50AM	Monday, October 12, 2020

122	75%	PRE GO-LIVE	System Wide	Smoke test the final production build for workflow.	P. Smith/G. Smith	TPL	ID #s 16, 17, 18, 20, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 73, 79, 81, 82, 108, 109, 633, 634	N/A	1 1/2 month prior to go-live	45		Saturday, September 12, 2020	19		Tuesday, October 13, 2020
123	75%	PRE GO-LIVE	System Wide	Smoke test the final production build with end users.	P. Smith/G. Smith	TPL, Provider, PA, Third Party Consultants	ID #s 16, 17, 18, 20, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 73, 79, 81, 82, 108, 109, 122, 633,	N/A	1 1/2 month prior to go-live	45		Tuesday, September 22, 2020	19		Tuesday, October 13, 2020
126	50%	PRE GO-LIVE	Security	State User sign in & role validation.	G. Smith/ Y. Smith/V. Smith	State	ID #s 89, 94	N/A	1 month before go-live	30		Sunday, October 11, 2020	19		Tuesday, October 13, 2020
75		PRE GO-LIVE	Architect / System Wide	Final production code release.	N. Smith		N/A	N/A	8-Sep-17	52		Sunday, October 11, 2020	18		Tuesday, October 13, 2020
135		PRE GO-LIVE	Financial	Confirm all developers have working PROD IDs and sufficient access.	A. Smith		N/A	N/A	2 months prior to go live	45		Tuesday, October 13, 2020	14		Tuesday, October 13, 2020
83		PRE GO-LIVE	Misc	Escalation & Rtop procedures reviewed & approved.	Y. Smith		N/A	N/A		38		Tuesday, October 13, 2020	17		Tuesday, October 13, 2020
166		PRE GO-LIVE	Manage Incentive Payment	Provider Portal access from Public Internet verified with a test provider login to MAPIR. Note: Test Providers will be scrubbed on MAPIR by conversion process.	I. Smith	Provider Portal	environment readiness.	Provider Portal task	go live minus 4 weeks, day -28	19		Tuesday, October 13, 2020	17		Tuesday, October 13, 2020
165		PRE GO-LIVE	Manage Incentive	Interface testing with CMS-NLR and Production MAPIR.	I. Smith	Interface, CMS	Production	400	go live minus 4 weeks, day -28	19		Saturday, October 10, 2020	17		Wednesday, October 14, 2020
227		PRE GO-LIVE	Managed Care	Last day for PACE RECON (PROGRAMS FOR ALL INCLUSIVE CARE FOR THE ELDERLY) claims generation processing in Legacy - 3rd quarter (June-Sept).	Legacy Team	Legacy	N/A	N/A	go live minus 17 days	17		Wednesday, October 14, 2020	17		Wednesday, October 14, 2020
290		Early Registration	Internet	Close Public access after early registration is over.	B. Smith		N/A	N/A		17	11:59pm	Wednesday, October 14, 2020	17		Wednesday, October 14, 2020
648		PRE GO-LIVE	Imaging	Last Day for scanning of documents for Legacy MMIS system (Paper Claims).	F. Smith		N/A	N/A	2 weeks prior to go-live	17		Wednesday, October 14, 2020	17		Wednesday, October 14, 2020
233		PRE GO-LIVE	Conversion	Unzip, split out claims and caps and prep (86 hours).	T. Smith	Claims and cap	N/A	N/A	10-Oct-17	20	4PM	Wednesday, October 14, 2020	16	6AM	Wednesday, October 14, 2020
234		PRE GO-LIVE	Conversion	Build common lookups.	T. Smith	Claims	N/A	N/A	14-Oct-17	16	6AM	Wednesday, October 14, 2020	16	8AM	Wednesday, October 14, 2020
235		PRE GO-LIVE	Conversion	Convert Reference.	T. Smith	Reference	N/A	N/A	14-Oct-17	16	8AM	Wednesday, October 14, 2020	16	8:10AM	Wednesday, October 14, 2020
236		PRE GO-LIVE	Conversion	Convert Provider.	T. Smith	Provider	N/A	N/A	14-Oct-17	16	8:10AM	Wednesday, October 14, 2020	16	8:20AM	Wednesday, October 14, 2020
237		PRE GO-LIVE	Conversion	Convert Member.	T. Smith	Member	N/A	N/A	14-Oct-17	16	8:20AM	Wednesday, October 14, 2020	16	12:05P	Wednesday, October 14, 2020
238		PRE GO-LIVE	Conversion	Convert Prior Auth.	T. Smith	Prior Auth	N/A	N/A	14-Oct-17	16	12:05PM	Wednesday, October 14, 2020	16	M	Wednesday, October 14, 2020
239		PRE GO-LIVE	Conversion	Convert Buyin History Files.	T. Smith	Buy -In	N/A	N/A	14-Oct-17	16	12:35PM	Thursday, January 2, 2020	16	1:25PM	Thursday, October 15, 2020
240		PRE GO-LIVE	Conversion	Convert Financial Check/RA data.	T. Smith	Financial	N/A	N/A	14-Oct-17	16	1:25PM	Thursday, January 2, 2020	16	1:55PM	Thursday, October 15, 2020
241		PRE GO-LIVE	Conversion	Convert Mgd Care.	T. Smith	Mgd Care	N/A	N/A	14-Oct-17	16	1:55PM	Wednesday, July 22, 2020	16	6:05PM	Thursday, October 15, 2020
242		PRE GO-LIVE	Internet	Remove legacy link to the Provider Enrollment Wizard & New Provider Disclosure Statement from Legacy website.	Legacy Team	Legacy	N/A	N/A		16		Saturday, October 10, 2020	16		Thursday, October 15, 2020
243		PRE GO-LIVE	CTMS	Verify all users have roles defined.	F. Smith	State, Service Desk	N/A	N/A	on going	302		Wednesday, October 14, 2020	15		Thursday, October 15, 2020
244		PRE GO-LIVE	CTMS	Verify State departments and users are defined.	F. Smith	State	N/A	N/A	on going	302		Thursday, October 15, 2020	15		Thursday, October 15, 2020
252		PRE GO-LIVE	Manage Incentive Payment	Ensure Operations Procedures Manual is updated with MAPIR details.	E. Smith		environment readiness	N/A		100		Thursday, October 15, 2020	15		Thursday, October 15, 2020
245		PRE GO-LIVE	Conversion	Load Config.	T. Smith		N/A	N/A	10-Oct-17	20	6:45AM	Thursday, October 15, 2020	15	7:35AM	Thursday, October 15, 2020
246		PRE GO-LIVE	Conversion	Convert Claims.	T. Smith	Claims	N/A	N/A	14-Oct-17	16	6:05PM	Thursday, October 15, 2020	15	2:35AM	Thursday, October 15, 2020
247		PRE GO-LIVE	Conversion	Convert Financial.	T. Smith	Financial	N/A	N/A	15-Oct-17	15	2:35AM	Thursday, October 15, 2020	15	3:40AM	Thursday, October 15, 2020
248		PRE GO-LIVE	Conversion	Convert TPL.	T. Smith	TPL	N/A	N/A	15-Oct-17	15	3:40AM	Tuesday, September 29, 2020	15	4:05AM	Friday, October 16, 2020
249		PRE GO-LIVE	Conversion	Prepare Prod DB.	T. Smith		N/A	N/A	15-Oct-17	15	4:05AM	Wednesday, September 30, 2020	15	4:45AM	Friday, October 16, 2020
250		PRE GO-LIVE	Conversion	Load Config.	T. Smith		N/A	N/A	15-Oct-17	15	4:45AM	Wednesday, September 30, 2020	15	5:35AM	Friday, October 16, 2020
251		PRE GO-LIVE	Conversion	Load Converted Data.	T. Smith		N/A	N/A	15-Oct-17	15	5:35AM	Wednesday, September 30, 2020	15	M	Friday, October 16, 2020
254	0%	Post Go Live	CERT	Conduct training session on how to complete checklists.	M. Smith	All FAs	N/A	N/A	1 month prior to go live	31		Wednesday, September 30, 2020	14		Friday, October 16, 2020
255	0%	Pre Go live	CERT	Meet with CMS in pre-review calls.	M. Smith	All FAs	N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
256	0%	Pre Go live	CERT	Prepare logistical arrangements for the review.	M. Smith	All FAs	N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
257	0%	Pre Go live	CERT	Conduct dry run presentations with R2 participants.	M. Smith	All FAs	N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
258		PRE GO-LIVE	Imaging	Load Provider Billing Manuals to SharePoint Project Repository.	F. Smith	State, Legacy, Medicaid Devs.	N/A	N/A	1 Month's prior to go live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
259		PRE GO-LIVE	ALL/Interface	arp00001 Pharm Vendor User arp00002 Lexis Nexis User arp00003 Long term care User arp00004 Trading PartnerUser arp00005 CMS Tibco 4/20/2020 11:05:50 AM User arp00006 Behavioral Health Vendor Health User arp00007 The State User arp00008 Agency User arp00009 Prior Authorization System Health Options User arp00010 CMS - MFT User arp00011 HMS User arp00012 Eligibility and Benefits Enrollment System User arp00013 AASIS User arp00014 Bank of America Merrill Lynch User arp00015 FIS (Sungard) User arp00016 Palco User arp00017 Voya User arp00018 DFA User arp00019 AHIN (BCBS) User arp00021 ESI - TPA User arp00022 United Health Care User arp00023 Qual Choice Health User arp00024 Blue Cross Blue Shield User arp00025 Ambetter Health User arp00026 MMIS Vendor - Paper Claims User	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
260		PRE GO-LIVE	ALL/Interface	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
261		PRE GO-LIVE	ALL/Interface	Verify Report/letter Distribution.	T. Smith	EDMS	N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
262		PRE GO-LIVE	Interface	Execute plan for files in MoveIT directories & update Interface Control Document (ICD).	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
263		PRE GO-LIVE	ALL/Reference	Verify all external interfaces are set up and ready.	E.Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
264		PRE GO-LIVE	ALL/Reference	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	E.Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
265		PRE GO-LIVE	ALL/Reference	Verify Report/letter Distribution	E.Smith	EDMS	environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
266		PRE GO-LIVE	Reference	Verify the Reference cycle is set-up correctly (Job streams, scripts, etc).	E.Smith		Production	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
267		PRE GO-LIVE	Reference	Build all appropriate Generation Dataset Groups (GDG) for production interChange files.	E.Smith		Production	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
268		PRE GO-LIVE	Reference	Ensure all directories for data files are set up in prod.	E.Smith		Production	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
269		PRE GO-LIVE	Reference	Verify email BA group is updated in Unix box along with MMIS Vendor email ids (i.e. in other environments such as MO and UAT).	E.Smith		Production environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
270		PRE GO-LIVE	Reference	Validate BPA loader is ready to go.	M. Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
271		PRE GO-LIVE	Reference	Ensure setup of copy from config to prod.	M. Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
272		PRE GO-LIVE	Reference	Validate the timing of the BPA copy job for post Go-Live.	M. Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
273		PRE GO-LIVE	Reference	Run the full Behavioral Health Vendor Files. Drug and Drug Pricing.	E.Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
274		PRE GO-LIVE	Reference	Run latest ICD files.	E.Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
275		PRE GO-LIVE	Reference	Run latest HCPCS file.	E.Smith		environment	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	14		Friday, October 16, 2020
276		PRE GO-LIVE	Reference	Run latest CMS clinical lab and Physician fee schedule updates.	E.Smith		environment	N/A	1 month prior to go-live	30		Sunday, October 4, 2020	14		Friday, October 16, 2020
277		PRE GO-LIVE	Reference	Run latest RBRVS data update.	E.Smith		environment	N/A	1 month prior to go-live	30		Sunday, October 4, 2020	14		Friday, October 16, 2020
278		PRE GO-LIVE	Reference	Check to make sure that audit tables are cleaned out.	M. Smith		N/A	N/A	1 month prior to go-live	30		Friday, October 9, 2020	14		Friday, October 16, 2020
279		PRE GO-LIVE	Reference	Run the NCCI/MUE Update process with most current input files. Master Data resides in config db.	E.Smith		Production environment	N/A	1 month prior to go-live	30		Thursday, October 15, 2020	14		Friday, October 16, 2020
158		PRE GO-LIVE	Claims	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	O. Smith		N/A	N/A	Production	26		Friday, October 16, 2020	14		Friday, October 16, 2020
163		PRE GO-LIVE	Claims	Verify last production release/build (batch/UI).	O. Smith		N/A	N/A		26		Friday, October 16, 2020	14		Friday, October 16, 2020
280		PRE GO-LIVE	Service Desk	Verify that the approve category from the state/MMIS Vendor has been migrated to production.	F. Smith		N/A	N/A	3 weeks prior to go-live	21		Friday, October 16, 2020	14		Friday, October 16, 2020
281		PRE GO-LIVE	Conversion	Validate Conversion.	T. Smith		N/A	N/A	15-Oct-17	15	11:35PM	Friday, October 16, 2020	14	3:35AM	Friday, October 16, 2020
211		PRE GO-LIVE	Manage Incentive Payment	MAPIR batch services stopped in preparation for CMS to start sending NLR interface files to DDI MAPIR Note: MAPIR Batch services will be started up during switch over weeP. Smithd after conversion is complete.	I. Smith		Production environment readiness	700	go live minus 3 weeks, day -21	14		Friday, October 16, 2020	14		Friday, October 16, 2020
648.1		PRE GO-LIVE	Imaging	First Day for scanning of documents for iC system (Paper Claims).	F. Smith		N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020

282		PRE GO-LIVE	ALL/Buy-In	Ensure all Buy-In JILs are loaded in autosys and verify calendars: PDAILY7_BUY_DATELINK PDAILY5_BUY_DCYCLES PWEEKLY_BUY_WCYCLES PMONTHLY_1_BUY_MCYCLES PMONTH_1_BUY_COBASEND PMONTH_15_BUY_COBARECV PMONTH_4SUN_BUY_PTDRETRO	Q.Smith		N/A	N/A	2 weeks before go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
283		PRE GO-LIVE	Buy-In	JIL - Set PMONTH_BUY_COBARECV job ON ICE.	Q.Smith		ID #282	N/A	2 weeks before go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
284		PRE GO-LIVE	EDI	Last 820 in legacy.	T. Smith/Legacy SEs	Legacy	N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
285		PRE GO-LIVE	EDI	Verify that the EDI specific tables are loaded with the expected values (code tables) or expected data.	T. Smith		N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
286		PRE GO-LIVE	EDI	Verify that the EDI specific system parameters/variables are set as expected for Go-live.	T. Smith		N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
287		PRE GO-LIVE	Internet	Validate that messages posted to the portal are appearing as needed.	B. Smith		N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
288		PRE GO-LIVE	Claims	Last day to scan and process paper claims - Decision Request Form created & approved.	Legacy Team	Legacy	N/A	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	14		Friday, October 16, 2020
289		PRE GO-LIVE	Claims	Last Legacy encounter claims processed.	Legacy Team	Legacy	N/A	N/A	go live minus 2 weeks	14		Thursday, September 17, 2020	14		Saturday, October 17, 2020
289.1		PRE GO-LIVE	Claims	Develop script to get claims that need to be resubmitted in interChange.	O. Smith		N/A	N/A	Go Live.	14		Saturday, September 26, 2020	14		Sunday, October 18, 2020
291		PRE GO-LIVE	Imaging	Scan pending legacy documents.	F. Smith		N/A	N/A	Go Live.	14		Sunday, October 4, 2020	14		Sunday, October 18, 2020
862		PRE GO-LIVE	Provider	Last legacy CLIA input.	Legacy Team	Legacy	N/A	N/A		14		Sunday, October 18, 2020	14		Sunday, October 18, 2020
82.1		PRE GO-LIVE	Manage Incentive Payment	MMIS2 batch job needs to be shut down to public interface.	J. Smith	AIPT, Legacy, Pharm Vendor	N/A	N/A		43		Sunday, October 18, 2020	13		Sunday, October 18, 2020
152	25%	PRE GO-LIVE	Manage Incentive Payment	MEUPS - MAPIR access setup and verified by State.	E. Smith	System Wide, State	Production environment readiness. MEUPS readiness. Prod certificates installed	MEUPS task		34		Sunday, October 18, 2020	12		Sunday, October 18, 2020
162		PRE GO-LIVE	Prior Auth	Verify PA Portal is functioning and providers can submit and inquire on PAs.	K. Smith/B. Smith	Portal	Final data conversion	N/A	???	26		Sunday, October 18, 2020	12		Sunday, October 18, 2020
228		PRE GO-LIVE	Financial	Last cash receipt setups keyed by COB of legacy's last financial cycle.	Legacy Team	Legacy	N/A	N/A	go live -3 weeks (day -17)	12		Sunday, October 18, 2020	12		Sunday, October 18, 2020
229		PRE GO-LIVE	Financial	Last cash receipts are dispositioned by COB of legacy's last financial cycle (no further cash receipts are dispositioned in legacy until DMES go-live).	Legacy Team	Legacy	N/A	N/A	go live -3 weeks (day -17)	12		Sunday, October 18, 2020	12		Sunday, October 18, 2020
230		PRE GO-LIVE	Financial	Last payout and account receivable setups keyed by COB of legacy's last financial cycle.	Legacy Team	Legacy	N/A	N/A	go live -3 weeks (day -17)	12		Sunday, October 18, 2020	12		Sunday, October 18, 2020
231		PRE GO-LIVE	Financial	Last Void, Stop Pay or Reissue transactions keyed by COB of legacy's last financial cycle.	Legacy Team	Legacy	N/A	N/A	go live -3 weeks (day -17)	12		Sunday, October 18, 2020	12		Sunday, October 18, 2020
232		PRE GO-LIVE	Financial	Last Disposition in Legacy.	Legacy Team	Legacy	N/A	N/A	On-going until go-live	12		Sunday, October 11, 2020	12		Monday, October 19, 2020
292		PRE GO-LIVE	Manage Incentive Payment	MMIS2 batch job needs to be shut down to Pharm Vendor.	L. Smith/E. Smith	J. Smith	N/A	N/A	Wednesday before go live	12		Monday, October 19, 2020	12		Monday, October 19, 2020
860		PRE GO-LIVE	Provider	Last legacy Lexis Nexis files.	Legacy Team	Legacy	N/A	N/A		12		Monday, October 19, 2020	12		Monday, October 19, 2020
167		PRE GO-LIVE	Financial	Last financial recoupment transaction created in legacy system.	Legacy Team	Legacy	N/A	N/A	go live -3 weeks (day -17)	12		Monday, October 19, 2020	12		Monday, October 19, 2020
293		PRE GO-LIVE	Manage Incentive Payment	MMIS4 batch job need to be shut down.	L. Smith/E. Smith	J. Smith	N/A	N/A	2 Thursdays prior to go-live	19		Monday, October 19, 2020	11		Monday, October 19, 2020
303		PRE GO-LIVE	Member	Last member update via batch cycle in legacy (Eligibility and Benefits Enrollment System ACES File) 1. Eligibility and Benefits Enrollment System uploads ACES data file to MoveIT Monday thru Friday around 5:30p.m. CST 2. MoveIT pushes data- and trigger-files up to MMIS within the hour 3. Job HMAJP35J is triggered by trigger file (step 2), checks for duplicate file, and then moves data file to GDG ADAQ605J for processing 4. Eligibility cycle runs each night around 7:45p.m. Monday thru Friday (earlier on Friday) and processes ACES files. In this case of a Monday night upload, file is applied to MMIS Monday evening. 5. Results show on green screens Tuesday morning. 6. DD - if the last MMIS cycle kicks off at noon Friday the 20th, ACES file received Friday afternoon will NOT get processed in last MMIS cycle and needs to be directed to iC.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	11	11:59pm	Monday, October 19, 2020	11		Monday, October 19, 2020
304		PRE GO-LIVE	Member	Last member update via batch cycle in legacy (ANSWER ACES File) 1. State/NG uploads ACES data file to MoveIT Monday thru Friday around 11:00p.m. CST 2. MoveIT pushes data- and trigger-files up to MMIS sometime during the night 3. Job HMAJP07J runs 6:00a.m. next morning (Tuesday thru Saturday), checks for duplicate file, and then moves data file to GDG ADAQ605J for processing. 4. Eligibility cycle runs each night around 7:45p.m. Monday thru Friday (earlier on Friday) and processes ACES files. In this case of a Monday night upload, file is applied to MMIS Tuesday evening. 5. Results show on green screens first thing Wednesday morning. 6. DDI – if the last MMIS cycle kicks off at noon Friday the 20th, ACES file received late Friday night will NOT get processed in last MMIS cycle and needs to be directed to iC.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	11	11:59pm	Wednesday, September 30, 2020	11		Tuesday, October 20, 2020
305		PRE GO-LIVE	Member	Last member update via batch cycle in legacy (DDS is sent to us by Trading Partner and is on the same three-day schedule as the main ANSWER ACES file): 1. State/Trading Partner uploads ACES data file to MoveIT Monday thru Friday around 11:00p.m. CST 2. MoveIT pushes data- and trigger-files up to MMIS sometime during the night 3. Job HMAJP11J runs 6:00a.m. next morning (Tuesday thru Saturday), checks for duplicate file, and then moves data file to GDG ADAQ605J for processing. 4. Eligibility cycle runs each night around 7:45p.m. Monday thru Friday (earlier on Friday) and processes ACES files. In this case of a Monday night upload, file is applied to MMIS Tuesday evening. 5. Results show on green screens first thing Wednesday morning. 6. DDI – if the last MMIS cycle kicks off at noon Friday the 20th, ACES file received late Friday night will NOT get processed in last MMIS cycle and needs to be directed to iC.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	11	11:59pm	Wednesday, September 30, 2020	11		Tuesday, October 20, 2020
306		PRE GO-LIVE	Member	Last member update via batch cycle in legacy (CMS is sent to us by Trading Partner and is on the same three-day schedule as the main ANSWER ACES file): 1. State/Trading Partner uploads ACES data file to MoveIT Monday thru Friday around 11:00p.m. CST 2. MoveIT pushes data- and trigger-files up to MMIS sometime during the night 3. Job HMAJP10J runs 6:00a.m. next morning (Tuesday thru Saturday), checks for duplicate file, and then moves data file to GDG ADAQ605J for processing. 4. Eligibility cycle runs each night around 7:45p.m. Monday thru Friday (earlier on Friday) and processes ACES files. In this case of a Monday night upload, file is applied to MMIS Tuesday evening. 5. Results show on green screens first thing Wednesday morning. 6. DDI – if the last MMIS cycle kicks off at noon Friday the 20th, ACES file received late Friday night will NOT get processed in last MMIS cycle and needs to be directed to iC.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	11	11:59pm	Wednesday, September 30, 2020	11		Tuesday, October 20, 2020
307		PRE GO-LIVE	Member	Last member update via batch cycle in legacy (PACE is sent to us by Trading Partner and is on the same three-day schedule as the main ANSWER ACES file): 1. State/Trading Partner uploads ACES data file to MoveIT Monday thru Friday around 11:00p.m. CST 2. MoveIT pushes data- and trigger-files up to MMIS sometime during the night 3. Job HMAJP01J/HMAJP02J runs 6:00a.m. next morning (Tuesday thru Saturday), checks for duplicate file, and then moves data file to GDG ADAQ605J for processing. 4. Eligibility cycle runs each night around 7:45p.m. Monday thru Friday (earlier on Friday) and processes ACES files. In this case of a Monday night upload, file is applied to MMIS Tuesday evening. 5. Results show on green screens first thing Wednesday morning. 6. DDI – if the last MMIS cycle kicks off at noon Friday the 20th, ACES file received late Friday night will NOT get processed in last MMIS cycle and needs to be directed to iC.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	11	11:59pm	Sunday, October 4, 2020	11		Tuesday, October 20, 2020
178		PRE GO-LIVE	EDI	Verify Production JILs.	T. Smith		N/A	N/A	1 month prior to go-live	30		Sunday, October 4, 2020	10		Tuesday, October 20, 2020
179		PRE GO-LIVE	Interface	Verify Production JILs.	T. Smith		N/A	N/A	1 month prior to go-live	30		Tuesday, October 6, 2020	10		Tuesday, October 20, 2020
188		PRE GO-LIVE	TPL	Verify Production JILs.	I. Smith		ID # 139	N/A	1 month prior to go-live	30		Tuesday, October 13, 2020	10		Tuesday, October 20, 2020
159		PRE GO-LIVE	TPL	Verify UI code build.	N. Smith/D. Smith/P. Smith	Release Team	ID # 139	ID #161	after UI build is released	26		Sunday, October 18, 2020	10		Tuesday, October 20, 2020
160		PRE GO-LIVE	TPL	Verify batch code build.	P. Smith/R. Smith/G. Smith	Release Team	ID # 139	N/A	after batch code released	26		Monday, October 19, 2020	10		Tuesday, October 20, 2020
893	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Adjusted Risk Score data (Total Cost of Care Section) to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	24	24		Monday, October 19, 2020	10		Tuesday, October 20, 2020
362		PRE GO-LIVE	Financial	TEFRA: verify date parameters.	A. Smith		N/A	N/A	30 days prior to go-live	14		Tuesday, October 20, 2020	7		Tuesday, October 20, 2020

84	25%	PRE GO-LIVE	Manage Incentive Payment	MEUPS - MAPIR ADMIN request State/AIPT access.	Legacy AIPT Team, H. Smith	System Wide, State	environment readiness. MEUPS readiness.	MEUPS task		12		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
294		PRE GO-LIVE	Member	Last Pharmacy Claims file to be processed in Legacy.	Legacy Team	Legacy	N/A	N/A	go live -1 weeks (day -11)	11	12:01am	Tuesday, October 20, 2020	10	6:00am	Tuesday, October 20, 2020
295		PRE GO-LIVE	Member	Last Pharmacy Adjustments file to be processed in Legacy.	Legacy Team	Legacy	N/A	N/A	go live -1 weeks (day -11)	11	12:01am	Tuesday, October 20, 2020	10	6:00am	Tuesday, October 20, 2020
296		PRE GO-LIVE	Provider	Stop Legacy Provider Updates (anything that updates provider records, including rate changes from State).	Legacy Team	Legacy	N/A	N/A	Conversion -1 day	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
297		PRE GO-LIVE	EDI	Last 837 transaction received in legacy.	T. Smith	Legacy	N/A	N/A	prior to last financial cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
298		PRE GO-LIVE	EDI	Last 278 in legacy.	T. Smith	Legacy	N/A	N/A	prior to last financial cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
299		PRE GO-LIVE	EDI	Last 834 in legacy (daily Monday - Friday).	T. Smith	Legacy	N/A	N/A	prior to last financial cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
300		PRE GO-LIVE	Financial	Last Payouts in Legacy.	Legacy Team	Legacy	N/A	N/A	go live -1 weeks (day -10)	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
301		PRE GO-LIVE	Member	Last day to manually enter Medicaid eligibility updates into the legacy MMIS (DPAP/DCTP) by removing access to panels. Includes nursing home spans, waiver spans, TPL Information.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
302		PRE GO-LIVE	Member	Last replacement ID card in Legacy.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
308		PRE GO-LIVE	Member	Last Members Legacy MMIS updates by changing access to view only for the panels.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
309		PRE GO-LIVE	Member	Last day to generate REOMBs from the legacy MMIS.	Legacy Team	Legacy, Conversion,	N/A	N/A	last legacy cycle	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
310		PRE GO-LIVE	Provider	Mediweb Cutoff Date in Legacy.	Legacy Team	Legacy, PCMH, etc.	N/A	N/A	Conversion -1 day	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
311		PRE GO-LIVE	Claims	Last COBA File received for Legacy MMIS .	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10	11:59am	Tuesday, October 20, 2020
312		PRE GO-LIVE	Claims	Last claims Daily cycle runs in Legacy MMIS.	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
313		PRE GO-LIVE	Claims	Last claims financial Weekly cycle runs in Legacy MMIS.	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
314		PRE GO-LIVE	Claims	Last claims Monthly cycle runs in Legacy MMIS.	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
315		PRE GO-LIVE	Claims	Last day for accepting claims via legacy BES.	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
316		PRE GO-LIVE	Claims	Last electronic claims (including Provider Electronic Solutions (PES) accepted in Legacy . This does not include electronic adjustments/voids).	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
317		PRE GO-LIVE	Claims	Legacy team via CC 4723 to develop a code solution to be implemented in the final legacy claim cycle to deny all claims with a new EOB that will indicate to providers that we will re-submit their claims in interChange - Decision Request Form created & approved.	O. Smith	Legacy	N/A	N/A	go live minus 10 days	10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
318		PRE GO-LIVE	Legacy Tandem	Stopping EDI claims data flow: • Stop Medicaid and DDE sites • Disable MOVEit central Web Batch (Claims dataflow for batch-PES/EDI BATCH/ETC.)– Get DMZ o insure all claims sent to DMZ prior to and including 10:59 are brought in • Disable all prod MOVEit central Web Batch – Get Trans – Put Tandem o Verify all claims in tandem are processed and out the door - Disable MOVEit central NCPDP Tasks • Notify Tandem to shut down claims servers • Deploy Medicaid and DDE change (to remove claims functionality) • Reconfigure trans batch to reject all claims (837X and 278Q) • Enable MOVEit Central Web Batch – Get DMZ • Verify TA1 are being issued by Translator for 837X and 278 • Bring up Medicaid and DDE • Enable all prod MOVEit central Web Batch – Get Trans – Put Tandem (for elig)	Legacy Team	Legacy	N/A	N/A		10	11:30am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
319		PRE GO-LIVE	Legacy Tandem	Any batches of claims that were already in Tandem before 11am will process & complete before noon.	Legacy Team	Legacy	N/A	N/A		10		Tuesday, October 20, 2020	10	11:59am	Tuesday, October 20, 2020
320		PRE GO-LIVE	Legacy Tandem	Once all existing claims have processed, shut down all claim servers.	Legacy Team	Legacy	N/A	N/A		10	11:45am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
321		PRE GO-LIVE	Legacy Tandem	Beginning at noon, Tandem will start claim extract jobs to FTP to MMIS (this will include any other files needed for the MMIS cycle).	Legacy Team	Legacy	N/A	N/A		10	11:59am	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
323		PRE GO-LIVE	TPL	Hold TPL updates (entering after leads verified, etc.) in legacy until go-live. (THIS NEEDS TO STOP PRIOR TO THE MMIS CYCLE STARTS ON 11:59AM FRIDAY, 10/20/20).	I. Smith	Legacy	N/A	N/A	prior to conversion start	10	11:59AM	Tuesday, October 20, 2020	10	11:59AM	Tuesday, October 20, 2020
324		GO-LIVE	Prior Auth	Last time PA interface files will be sent/received by Legacy (NEEDS TO BE EXPANDED FOR ALL FILES/VENDORS).	Legacy Team	Legacy	N/A	N/A	day of last legacy cycle?	10	????	Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
325		PRE GO-LIVE	Prior Auth	Last Day for entering or updating PA in legacy (APPROVAL/RECEIPT? Does not come in until it's approved by the State) THIS IS THE LAST DAY TO FINALIZE/APPROVE PAS IN LEGACY…NEED TO CONFIRM DATE. For paper this is 2 wks prior to the last legacy cycle.	Legacy Team	Legacy, State	Legacy UI read-only	N/A	day of go-live minus ??? Go live minus 1 week, day -6	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
328		PRE GO-LIVE	Manage Incentive Payment	State Legacy team confirms that all MMIS5 files have come back the Friday prior to go-live.	L. Smith/E. Smith	AIPT, Legacy, Pharm Vendor	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
854		PRE GO-LIVE	Provider	Last legacy Behavioral Health Vendor extract files.	Legacy Team	Legacy	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
856		PRE GO-LIVE	Provider	Last legacy Value Options extract files.	Legacy Team	Legacy	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
858		PRE GO-LIVE	Provider	Last legacy Prior Authorization System extract file.	Legacy Team	Legacy	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
866		PRE GO-LIVE	Provider	Last legacy PCMH quarterly files.	Legacy Team	Legacy	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
868	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to send B-7;States—NLR, Registration Confirmation Data to NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
870	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to send D-16;State—NLR, Duplicate Payment/Exclusion Check (Request) to NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
872	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to send D-18: State—NLR, Incentive Payment Data to NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
874	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to send E-7: States—NLR, Audit Data (Request) to NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
876	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to receive B-6;NLR-States, Provider Registration Data from NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
878	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to receive C-5;NLR-State, Dually Eligible Hopstial Attestation Data from NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
880	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to receive D-16;NLR-State, Duplicate Payment/Exclusion Check (Response) from NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
883	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to send D-17: NLR - State, Dually Eligible Hospital Cost Report Data to NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
885	0%	PRE GO-LIVE	Manage Incentive Payment	Last Day for legacy to send E-7: NLR - State, Audit Data (Response) from NLR.	J. Smith		N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
540		PRE GO-LIVE	Manage Incentive Payment	Sun set Legacy MAPIR to start conversion to MMIS Vendor MAPIR.	I. Smith	Legacy	Production environment	N/A	go live minus 1 week, day -3	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
887	0%	PRE GO-LIVE	Managed Care	Last Day for legacy to send Patient Centered Medical Home (PCMH) Basic Facts File to AHIN (OUTBOUND).	Legacy MMIS SEs		N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
889	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Actual Risk Adjustment Cost File at the PCHM level to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
897	0%	PRE GO-LIVE	Managed Care	Last Day for legacy to send Patient Centered Medical Home (PCMH) Basic Facts File to Agency (OUTBOUND).	Legacy MMIS SEs		N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
899	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Beneficiary List data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
919	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to receive Patient Centered Medical Home (PCMH) High Priority Beneficiary (HPB) Physician Exclusion Data to Agency (INBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
921	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Historical Risk Adjustment Cost File at the PCMH level data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
923	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Historical Risk Adjustment Cost File at the Pool level data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
925	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to receive Patient Centered Medical Home (PCMH) PAP Data to Agency (INBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
933	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to receive Patient Centered Medical Home (PCMH) Practice Support (PS) Quality Metric Support Target Data to Agency (INBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
935	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Reconciliation by PCMH to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
937	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Recovery File at the Beneficiary Level data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
939	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) Recovery File at the PCMH Level data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
941	0%	PRE GO-LIVE	DSS - PCMH	Last Day for legacy to send Patient Centered Medical Home (PCMH) State Averages Data to Agency (OUTBOUND).	Legacy Team	Legacy	N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
947	0%	PRE GO-LIVE	Managed Care	Last Day for legacy to send Primary Care Physicians Listings Report to Trading Partner (OUTBOUND).	Legacy MMIS SEs		N/A	N/A	10	10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
973		PRE GO-LIVE	Prior Auth	The State PA Interface (inbound).	Legacy Team	Legacy Team	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
974		PRE GO-LIVE	Prior Auth	The State PA Add Report (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
975		PRE GO-LIVE	Prior Auth	The State PA Change Report (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
976		PRE GO-LIVE	Prior Auth	The State PA Error Report (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
978		PRE GO-LIVE	Prior Auth	Value Options PA Interface (inbound).	Legacy Team	Legacy Team	N/A	N/A		10		Tuesday, October 20, 2020	10		Tuesday, October 20, 2020
979		PRE GO-LIVE	Prior Auth	Value Options PA Audit (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Wednesday, October 21, 2020	10		Wednesday, October 21, 2020
980		PRE GO-LIVE	Prior Auth	Value Options PA Add Report (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Wednesday, October 21, 2020	10		Wednesday, October 21, 2020
981		PRE GO-LIVE	Prior Auth	Value Options PA Change Report (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Wednesday, October 21, 2020	10		Wednesday, October 21, 2020
982		PRE GO-LIVE	Prior Auth	Value Options PA Error Report (outbound).	Legacy Team	Legacy Team	N/A	N/A		10		Tuesday, October 20, 2020	10		Thursday, October 22, 2020

329		PRE GO-LIVE	Conversion	Acquire one-time file from Eligibility and Benefits Enrollment System.	T. Smith	Member	N/A	N/A	21-Oct-17	9	11PM	Tuesday, October 20, 2020	9	M	Thursday, October 22, 2020
330		PRE GO-LIVE	Manage Incentive Payment	DATABASE COPY after legacy shuts down (weeP. Smithd of go live).	Legacy Team DBA/I. Smith	Legacy DBA, Provider	N/A	N/A	weekend of go-live	9		Tuesday, October 20, 2020	9		Thursday, October 22, 2020
577		PRE GO-LIVE	Manage Incentive Payment	Verify Conversion has loaded the Master Provider Table as it contains the sak_prov_loc needed for the MAPIR Conversion load.	I. Smith	Conversion (Provider)	N/A	N/A	go live minus 1 week, day -2	9		Wednesday, October 21, 2020	9		Thursday, October 22, 2020
331		PRE GO-LIVE	Legacy Tandem	Monitor the last MMIS cycle for any input needed.	Legacy Team	Legacy	N/A	N/A		10		Wednesday, October 21, 2020	8		Thursday, October 22, 2020
332		PRE GO-LIVE	Financial	Last Financial cycle in Legacy.	Legacy Team	Legacy	N/A	N/A	go live -1 weeks (day -10)	10	12pm	Wednesday, October 21, 2020	8		Thursday, October 22, 2020
333		PRE GO-LIVE	Claims	Monitor aged pended claims (all pended claims need to be cleared out before conversion starts). Decision Request Form created & approved.	O. Smith	Legacy	N/A	N/A	last legacy cycle before go live	10		Wednesday, October 21, 2020	8		Thursday, October 22, 2020
334		PRE GO-LIVE	Conversion	Acquire Legacy Data.	T. Smith		N/A	N/A	21-Oct-17	9		Thursday, October 22, 2020	8		Thursday, October 22, 2020
335		PRE GO-LIVE	Conversion	Zip and FTP Mainframe Files.	T. Smith	All FAs	N/A	N/A	21-Oct-17	9	11PM	Thursday, October 22, 2020	8	7AM	Thursday, October 22, 2020
336		PRE GO-LIVE	Conversion	Copy legacy Oracle data to Conversion DB.	T. Smith	All FAs	N/A	N/A	21-Oct-17	9	11PM	Thursday, October 22, 2020	8	3AM	Thursday, October 22, 2020
337		PRE GO-LIVE	Conversion	Load Accumulated Buy-in data to Conversion DB.	T. Smith	Buy -In	N/A	N/A	21-Oct-17	9	11PM	Thursday, October 22, 2020	8	M	Thursday, October 22, 2020
338		PRE GO-LIVE	Conversion	Unzip and load non-claim data to Conversion DB.	T. Smith	All non-claim FAs	N/A	N/A	22-Oct-17	8	7AM	Thursday, October 22, 2020	8	10AM	Thursday, October 22, 2020
339		PRE GO-LIVE	Conversion	Run pre-saking for non-claims.	T. Smith	All non-claim FAs	N/A	N/A	22-Oct-17	8	10AM	Thursday, October 22, 2020	8	M	Thursday, October 22, 2020
340		PRE GO-LIVE	Conversion	Unzip, split out claims and caps and prep.	T. Smith	Claims and cap	N/A	N/A	22-Oct-17	8	7AM	Thursday, October 22, 2020	8	1PM	Thursday, October 22, 2020
341		PRE GO-LIVE	Conversion	Build common lookups.	T. Smith	Claims	N/A	N/A	22-Oct-17	8	1PM	Thursday, October 22, 2020	8	3PM	Thursday, October 22, 2020
342		PRE GO-LIVE	Conversion	Convert Reference.	T. Smith	Reference	N/A	N/A	22-Oct-17	8	3PM	Thursday, October 22, 2020	8	3:10PM	Thursday, October 22, 2020
343		PRE GO-LIVE	Conversion	Convert Provider.	T. Smith	Provider	N/A	N/A	22-Oct-17	8	3:10PM	Thursday, October 22, 2020	8	3:20PM	Thursday, October 22, 2020
344		PRE GO-LIVE	Conversion	Convert Member.	T. Smith	Member	N/A	N/A	22-Oct-17	8	3:20PM	Thursday, October 22, 2020	8	7:05PM	Thursday, October 22, 2020
345		PRE GO-LIVE	Conversion	Convert Prior Auth.	T. Smith	Prior Auth	N/A	N/A	22-Oct-17	8	7:05PM	Monday, April 13, 2020	8	7:35PM	Friday, October 23, 2020
346		PRE GO-LIVE	Conversion	Convert Buyin History Files.	T. Smith	Buy -In	N/A	N/A	22-Oct-17	8	7:35PM	Monday, April 13, 2020	8	8:25PM	Friday, October 23, 2020
347		PRE GO-LIVE	Conversion	Convert Financial Check/RA data.	T. Smith	Financial	N/A	N/A	22-Oct-17	8	8:25PM	Monday, April 13, 2020	8	8:55PM	Friday, October 23, 2020
864		PRE GO-LIVE	Provider	Last legacy Sungard stub file output.	Legacy Team	Legacy	N/A	N/A		8		Monday, April 13, 2020	8		Friday, October 23, 2020
348		PRE GO-LIVE	Managed Care	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	W. Smith		N/A	N/A	can start now	200		Monday, April 13, 2020	7		Friday, October 23, 2020
349		PRE GO-LIVE	Managed Care	Verify Report/letter Distribution.	W. Smith	A. Smith, Provider, EDI	N/A	N/A	can start now	200		Saturday, August 1, 2020	7		Friday, October 23, 2020
350		PRE GO-LIVE	Managed Care	Verify Report/letter Distribution - All Reports/Letters routed to OnDemand.	W. Smith		N/A	N/A	can start now	200		Saturday, August 1, 2020	7		Friday, October 23, 2020
351		PRE GO-LIVE	Managed Care	Verify configuration tables correctly loaded to prod environment.	W. Smith		N/A	N/A	can start now	200		Saturday, August 1, 2020	7		Friday, October 23, 2020
352		PRE GO-LIVE	Managed Care	Ensure that ESI CAPS process is ON ICE.	W. Smith		N/A	N/A	can start now	200		Monday, August 31, 2020	7		Friday, October 23, 2020
353		PRE GO-LIVE	Provider	Verify $PRODDIR subsystem-specific directory structures have been created.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Monday, August 31, 2020	7		Friday, October 23, 2020
354	100%	PRE GO-LIVE	Provider	Verification of GDG/BLDG datasets.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Friday, September 25, 2020	7		Friday, October 23, 2020
355		PRE GO-LIVE	Provider	Validate configuration.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Wednesday, September 30, 2020	7		Friday, October 23, 2020
356		PRE GO-LIVE	Managed Care	Ensure that all NET fuel costs in the MMIS for the year (Net fuel adj factor table, Net fuel cost maint factor table).	W. Smith	State	State	N/A	2 months prior to go live	60		Wednesday, September 30, 2020	7		Friday, October 23, 2020
357		PRE GO-LIVE	Managed Care	Independent choices rates.	W. Smith	Conversion, State	State	N/A	2 months prior to go live	60		Wednesday, September 30, 2020	7		Friday, October 23, 2020
104	25%	GO-LIVE	Manage Incentive Payment	Reach out to eligible providers to request they login day of go-live & verify they can see the dashboard.	I. Smith	Business Operations	Production environment readiness	N/A		35		Wednesday, September 30, 2020	7		Friday, October 23, 2020
358		PRE GO-LIVE	CTMS	Verify jobs are scheduled correctly.	F. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
359		PRE GO-LIVE	ALL/CTMS	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	F. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
360		PRE GO-LIVE	ALL/CTMS	Verify Report/letter Distribution.	F. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
361		PRE GO-LIVE	EDMS	Setup OnDemand in PROD completely for teams to complete verification tasks of reports in prod.	F. Smith		N/A	N/A	1 Month Prior	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
363		PRE GO-LIVE	ALL/Managed Care	Verify all external interfaces are set up and ready.	W. Smith	AHIN, Agency, ESI-TPA	N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
364		PRE GO-LIVE	Managed Care	Ensure that parms in T_SYSTEM_PARMS are set to correct dates.	W. Smith		N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
365		PRE GO-LIVE	Member	Verify Member and EVS specific directories have been created.	A. Smith		N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
366		PRE GO-LIVE	Member	Verify $FTPDIR directories are set up as expected including privs.	A. Smith		N/A	N/A	1 month prior to go live	30		Wednesday, September 30, 2020	7		Friday, October 23, 2020
367		PRE GO-LIVE	ALL/TPL	Verify Report/letter Distribution.	P. Smith/R. Smith/G. Smith	EDMS	ID # 139	N/A	1 month prior to go-live	30		Sunday, October 4, 2020	7		Friday, October 23, 2020
368	100%	PRE GO-LIVE	TPL	Verify HMS and Behavioral Health Vendor FTP (MOVEIT) inbound and outbound directories.	P. Smith/R. Smith/G. Smith	EDI	ID # 139	ID #369	1 month prior to go-live	30		Sunday, October 4, 2020	7		Friday, October 23, 2020
369		PRE GO-LIVE	ALL/TPL	Verify all external interfaces are set up and ready.	I. Smith	EDI	ID #368	N/A	1 month prior to go-live	30		Sunday, October 4, 2020	7		Friday, October 23, 2020
370		PRE GO-LIVE	TPL	Verify GDG/BLDG Datasets.	P. Smith/R. Smith/G. Smith		ID # 139	N/A	1 month prior to go-live	30		Sunday, October 4, 2020	7		Friday, October 23, 2020
371		PRE GO-LIVE	ALL/Member	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	A. Smith		N/A	N/A	after final code release date	26		Sunday, October 4, 2020	7		Friday, October 23, 2020
372		PRE GO-LIVE	Member	Verify soapsrvr config file has Member Service entries.	A. Smith		N/A	N/A	after final code release date	26		Friday, October 9, 2020	7		Friday, October 23, 2020
373		PRE GO-LIVE	Member	Build all appropriate Generation Dataset Groups (GDG) for production interChange files.	A. Smith		N/A	N/A	after final code release date	26		Friday, October 9, 2020	7		Friday, October 23, 2020
374		PRE GO-LIVE	Member	Verify Member Panels and dropdowns.	A. Smith		N/A	N/A	after final code release date	26		Friday, October 9, 2020	7		Friday, October 23, 2020
375		PRE GO-LIVE	EPSDT	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	W. Smith		N/A	N/A	after final code release date	26		Friday, October 9, 2020	7		Friday, October 23, 2020
376		PRE GO-LIVE	Buy-In	Verify Buy-In code tables have been loaded correctly: T_BUY_PARMS T_BUY_CDE_CLAWBACK_AMT T_BUY_AID_PGM_XREF T_BUY_CDE_UPD_HIERARCHY T_BUY_CDE_ERR_MSG T_BUY_CDE_BIC T_BUY_CDE_ENTITLE T_BUY_CDE_SVES T_CDE_BUY_BILL T_RE_CDE_PARTD_DUAL_STATUS T_RE_CDE_PARTD_ENROLL_TYPE T_CDE_BUY_ELIG T_CDE_BUY_PREM T_CDE_HIB_SOURCE	Q.Smith	Conversion/Reference (Confg load)	N/A	N/A	3 weeks before go-live	21		Friday, October 9, 2020	7		Friday, October 23, 2020
377		PRE GO-LIVE	Provider	Get latest Owner spreadsheet from Daphney Smith for conversion load.	C. Smith		N/A	N/A	3 weeks prior to go live	21		Thursday, October 15, 2020	7		Friday, October 23, 2020
378		PRE GO-LIVE	Provider	Make sure converted DTE_LAST_CLAIM is more than 2 years old.	C. Smith		ID #133	N/A	3 weeks prior to go live	21		Friday, October 16, 2020	7		Friday, October 23, 2020
379		PRE GO-LIVE	Provider	Verify that audit triggers are correct on audit tables.	C. Smith		ID #133	N/A	3 weeks prior to go live	21		Friday, October 16, 2020	7		Friday, October 23, 2020
380		PRE GO-LIVE	Service Desk	Verify that the FAs, Agents, and State personnel (with report access) are setup correctly.	F. Smith		N/A	N/A	3 weeks prior to go-live	21		Friday, October 16, 2020	7		Friday, October 23, 2020
381		PRE GO-LIVE	CTMS	Verify all code tables are promoted to production.	F. Smith		ID #244	N/A	15 days prior to go-live	15		Friday, October 16, 2020	7		Friday, October 23, 2020
382		PRE GO-LIVE	ALL/Buy-In	Ensure ALL of the Batch code is released to Production.	Q.Smith	Release Team	N/A	N/A	2 weeks before go-live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
383		PRE GO-LIVE	ALL/Buy-In	Ensure ALL of the UI code is released to Production.	Q.Smith	Release Team	N/A	N/A	2 weeks before go-live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
384		Pre Go live	CERT	Participate in R2 Operational Milestone Review.	M. Smith	All FAs	N/A	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
385		Pre Go live	CERT	Participate in Certification Review Entrance Conference.	M. Smith	All FAs	N/A	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
386		Pre Go live	CERT	Participate in Daily Briefings with CMS.	M. Smith	All FAs	N/A	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
387		Pre Go live	CERT	Participate in Daily Briefings with Core Team.	M. Smith	All FAs	N/A	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
388		Pre Go live	CERT	Participate in Certification Review Exit Conference.	M. Smith	All FAs	N/A	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
389		PRE GO-LIVE	EDI	Validate that the notification to change real time transaction endpoint was sent.	T. Smith	Provider Relations	N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
390		PRE GO-LIVE	EDI	Delete any non-production files created for verification testing.	T. Smith		N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
391		PRE GO-LIVE	EDMS	Implement OnDemand Pre-Processing Script in OnDemand Production Environment.	F. Smith		N/A	N/A	2 weeks	14		Friday, October 16, 2020	7		Friday, October 23, 2020
392		PRE GO-LIVE	EDMS	Verify Security Groups and Roles for OnDemand have been established in Production Environment.	F. Smith		N/A	N/A	2 Weeks Prior	14		Friday, October 16, 2020	7		Friday, October 23, 2020
393		PRE GO-LIVE	ALL/Interface	Verify all external interfaces are set up and ready.	B. Smith/T. Smith	EDI or MoveIT team/BOA	N/A	N/A	2 weeks prior to go-live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
394		PRE GO-LIVE	Reference	Verify system keys are correct.	E. Smith		environment readiness	N/A	2 weeks prior to go live	14		Friday, October 16, 2020	7		Friday, October 23, 2020
395		PRE GO-LIVE	Reference	Verify tables that are not functionally used are empty.	E. Smith		environment readiness	N/A	2 weeks prior to go live	14		Tuesday, October 20, 2020	7		Friday, October 23, 2020
429		PRE GO-LIVE	Claims	Create Temporary Claims Monitoring Procedures.	O. Smith		N/A	N/A	go live minus two weeks	14		Wednesday, October 21, 2020	7		Friday, October 23, 2020
430		PRE GO-LIVE	Claims	Setup Financial Flush Report Monitoring and Resolution procedures.	O. Smith		N/A	N/A	go live minus two weeks	14		Thursday, October 22, 2020	7		Friday, October 23, 2020

437		PRE GO-LIVE	ALL/Interface	Member Eligibility Interface Error Report - outbound Print Vendor - ID Card Data - outbound Daily Eligibility Transaction Error File - outbound Eligibility Data (ACES file) - inbound Family Income File - inbound Member Kids Copay Interface - outbound Member Kids Family Copay Interface - outbound Member Eligibility Interface - outbound Member LTC Elig Interface - outbound Member LTC LOC Interface - outbound Member OPI Interface - outbound Member PPO Interface - outbound Member Spenddown Interface - outbound Member Waiver Interface - outbound Daily Eligibility Transaction Error File - ANSWER -outbound Developmentally Delayed Services Data - outbound Developmentally Delayed Services Non-Medicaid Data - outbound Eligibility Data - Trading Partner - outbound Long Term Care, Level Of Care Data - outbound Long Term Care and Waiver (LTC/Waiver) Data - outbound Pace Liability File - outbound Program for All inclusive Care of the Elderly (PACE) Data - outbound Social Security Number Update File - outbound Title V Data - outbound Weekly Member Stub File Extract - outbound SLM dataset file - inbound	B. Smith/B. Smith	EDI, Vendor Communication	N/A	N/A	?	14		Friday, October 23, 2020	7		Friday, October 23, 2020
438		PRE GO-LIVE	DSS - Pharm Vendor	Legacy sends last Pharm Vendor extracts.	Legacy	Legacy	N/A	N/A	??	10		Friday, October 23, 2020	7		Friday, October 23, 2020
88		PRE GO-LIVE	Payment	Converted data verified in UAT and approved by State.	E. Smith	AIPT, State	N/A	N/A	go live minus 5 weeks, day -32	9		Friday, October 23, 2020	7		Friday, October 23, 2020
396		PRE GO-LIVE	Conversion	Convert Mgd Care.	T. Smith	Mgd Care	N/A	N/A	22-Oct-17	8	8:55PM	Friday, October 23, 2020	7	1:05AM	Friday, October 23, 2020
397		PRE GO-LIVE	Conversion	Convert October Claims.	T. Smith	Claims	N/A	N/A	23-Oct-17	7	1:05AM	Friday, October 23, 2020	7	4:35AM	Friday, October 23, 2020
398		PRE GO-LIVE	Conversion	Convert Financial.	T. Smith	Financial	N/A	N/A	23-Oct-17	7	4:35AM	Friday, October 23, 2020	7	5:40AM	Friday, October 23, 2020
399		PRE GO-LIVE	Conversion	Convert TPL.	T. Smith	TPL	N/A	N/A	23-Oct-17	7	5:40AM	Friday, October 23, 2020	7	6:05AM	Friday, October 23, 2020
400		PRE GO-LIVE	Conversion	Prepare Prod DB.	T. Smith		N/A	N/A	23-Oct-17	7	6:05AM	Friday, October 23, 2020	7	6:45AM	Friday, October 23, 2020
401		PRE GO-LIVE	Conversion	Load Converted Data.	T. Smith		N/A	N/A	23-Oct-17	7	7:35AM	Friday, October 23, 2020	7	M	Friday, October 23, 2020
405		PRE GO-LIVE	Buy-In	JIL - PDAILY5_BUY_DCYCLES: Under Buy-In A/B set Autosys jobs for buypdAccrete and buypwDelete ON ICE.	Q.Smith		ID #282	N/A	7 days before go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
406		PRE GO-LIVE	Buy-In	JIL - PDAILY5_BUY_DCYCLES: Under Part D set Autosys job for buypdPartDEnroll ON ICE.	Q.Smith		ID #282	N/A	7 days before go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
407		PRE GO-LIVE	Buy-In	JIL - Set PMONTH_BUY_COBASEND job ON ICE.	Q.Smith		ID #282	N/A	7 days before go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
408		PRE GO-LIVE	Buy-In	COBA - Once the state has sent the final Medicaid Eligibility file to COBC, arrange for COBC to send their data to us in E01 format.	Q.Smith		ID #402	N/A	7 days before go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
410		PRE GO LIVE	EDI	MoveIt - All Buy-In specfic send jobs ON ICE for State review and approval.	Q.Smith	State	N/A	N/A	7 days before go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
411		PRE GO-LIVE	EDI	Verify that the final approved version of PES is uploaded and available, on the production site, for the Provider community to download.	T. Smith	Legacy	N/A	N/A	1 Week Prior to Go Live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
422		PRE GO-LIVE	Internet	Work with the EDI team to identify EDI files that can be uploaded to test production connections to Oxi; files need to error off or be intercepted prior to processing.	B. Smith	EDI	N/A	N/A	1 week prior to go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
423		PRE GO-LIVE	Managed Care	Starting sak sequences of system assigned keys need to be checked for accuracy.	W. Smith		N/A	N/A	1 week prior to go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
424		PRE GO-LIVE	Managed Care	Set up table seq for sak capitation.	W. Smith		N/A	N/A	1 week prior to go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
425		PRE GO-LIVE	TPL	Verify TPL $PRODDIR/override objects.	P. Smith/R. Smith/G. Smith		ID # 139	N/A	1 week prior to go-live	7		Friday, October 23, 2020	7		Friday, October 23, 2020
431		PRE GO-LIVE	Claims	verify directories for claim.	O. Smith		N/A	N/A	go live minus a week	7		Friday, October 23, 2020	7		Friday, October 23, 2020
432		PRE GO-LIVE	Claims	$DATADIR: claims, input, newday, newday-bad, work,soap,EDMS.	O. Smith		N/A	N/A	go live minus a week	7		Friday, October 23, 2020	7		Friday, October 23, 2020
433		PRE GO-LIVE	Claims	confirm bldg for batch data files.	O. Smith		N/A	N/A	go live minus a week	7		Friday, January 3, 2020	7		Saturday, October 24, 2020
434		PRE GO-LIVE	Claims	confirm t_system_keys.	O. Smith		N/A	N/A	go live minus a week	7		Friday, January 3, 2020	7		Saturday, October 24, 2020
435		PRE GO-LIVE	Claims	confirm t_system_parms.	O. Smith		N/A	N/A	go live minus a week	7		Saturday, August 15, 2020	7		Saturday, October 24, 2020
436		PRE GO-LIVE	ALL	Verify Report/letter Distribution.	F. Smith	EDMS	N/A	N/A	?	7		Tuesday, October 13, 2020	7		Saturday, October 24, 2020
452		PRE GO-LIVE	Provider	Last day for legacy to take paper or electronic inquiries.	Legacy Team	Legacy	Final data conversion	N/A	On going to go-live	301		Wednesday, October 21, 2020	6		Saturday, October 24, 2020
453		PRE GO-LIVE	Provider	Last Legacy enrollment application approval mailed out.	Legacy Team	Legacy	N/A	N/A	On going to go-live	301		Friday, October 23, 2020	6		Saturday, October 24, 2020
471		PRE GO-LIVE	Misc	Additional Call Center Staff identified & trained.	J. Smith/A. Smith		N/A	N/A		76		Friday, October 23, 2020	6		Saturday, October 24, 2020
195		PRE GO-LIVE	Financial	Verify Production JILs.	A. Smith/H. Smith		N/A	N/A	1 month prior to go-live	14		Friday, October 23, 2020	3		Saturday, October 24, 2020
466.1		PRE GO-LIVE	Member	Vendors send backlog of EDI & Pharmacy files from 10/20 through 10/24 to be queued up for iC.	A. Smith	Eligibility Vendors	N/A	N/A		9		Friday, October 23, 2020	6		Saturday, October 24, 2020
439		PRE GO-LIVE	Conversion	Validate Conversion.	T. Smith		ID #401	N/A	23-Oct-17	7	10:35PM	Friday, October 23, 2020	6	2:35AM	Saturday, October 24, 2020
450		PRE GO-LIVE	ALL/Claims	Verify all external interfaces are set up and ready.	O. Smith		N/A	N/A	go live minus a week	7		Saturday, October 24, 2020	6		Saturday, October 24, 2020
451		PRE GO-LIVE	Claims	Verify user data to Schedule Claims Criteria panel (setup data correction users).	O. Smith		N/A	N/A	go live minus a week	7		Saturday, October 24, 2020	6		Saturday, October 24, 2020
451.1		PRE GO-LIVE	Claims	Verify Error Recycle Configuration (setup error recycle config for the State specific error codes).	O. Smith		N/A	N/A	go live minus a week	7		Saturday, October 24, 2020	6		Saturday, October 24, 2020
470		PRE GO-LIVE	ALL/Claims	Verify Report/letter Distribution.	O. Smith		N/A	N/A	go live minus a week	7		Saturday, October 24, 2020	6		Saturday, October 24, 2020
463		PRE GO-LIVE	Prior Auth	Verify T_SYSTEM_KEYS for next PA Number is set correctly. PRIOR_AUTHORIZATION	K. Smith		Reference config copy complete	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
464		PRE GO-LIVE	Prior Auth	Verify tables that should start empty, are empty.	K. Smith		Final data conversion	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
465		PRE GO-LIVE	Prior Auth	Verify all Code Tables are promoted to production and contain the correct values T_PA_EXT_TEXT T_PA_INT_TEXT T_PA_LETTERS T_PA_PAUTH_ERROR	K. Smith		Final data conversion	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
440		PRE GO-LIVE	Conversion	Reconvert.	T. Smith		ID #439	N/A	24-Oct-17	6	2:35AM	Saturday, October 24, 2020	6	6:35AM	Saturday, October 24, 2020
441		PRE GO-LIVE	Member	Database Backup.	T. Smith	Conversion	ID #440	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
442		PRE GO-LIVE	Member	Auto-link.	T. Smith	Conversion, Database backup	ID #441	N/A	after final conversion date & database backup	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
443		PRE GO-LIVE	Member	Link job.	T. Smith	Conversion, Database backup	ID #442	N/A	after final conversion date & database backup	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
444		PRE GO-LIVE	Member	Verify the tables that are not functionally used are empty.	A. Smith	Conversion	N/A	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
445		PRE GO-LIVE	Member	Verify all Code Tables contain the correct values.	A. Smith	Conversion	N/A	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
446		PRE GO-LIVE	Member	Admin functions approver's information needs to be checked to verify accuracy.	A. Smith	Legacy	N/A	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
447		PRE GO-LIVE	Member	MMA asked about first time link will occur in iC? Run link (AUTOLINK) job post conversion/pre go-live.	Legacy Team		N/A	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
448		PRE GO-LIVE	Member	Verify System Keys are correct.	A. Smith	Conversion	N/A	N/A	after final conversion date	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
449		PRE GO-LIVE	Claims	Verify new medpol tables are populated with converted data.	O. Smith		N/A	N/A	After final conversion	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
454		PRE GO-LIVE	Claims	Seed claimsXten with previous claims data for the paid feed.	O. Smith		N/A	N/A	TBD	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
561		PRE GO-LIVE	Claims	Verification of t_edit_parms.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
562		PRE GO-LIVE	Claims	Update values in t_adj_rules for production. Where key = 'ENVR' modify parm data to point to production directories only.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
563		PRE GO-LIVE	Claims	Verify oracle wallets are configured for production.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
564		PRE GO-LIVE	Claims	Verify claims configuration entries for the production soap server.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
565		PRE GO-LIVE	Claims	Verify that stats are turned on for the claims tables.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
569		PRE GO-LIVE	Claims	Verify temp tables are defined for MAPIR. T_MAPIR_FILTER_DETAIL, T_MAPIR_MMIS2_DETAIL, T_MAPIR_MMIS2_PROVS.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
570		PRE GO-LIVE	Claims	Supervisors email addresses for ~dsarprod/cycle/clerk_email_list.dat.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, October 24, 2020	6		Saturday, October 24, 2020
580		PRE GO-LIVE	Claims	Check all edit parms are current and correct.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, August 1, 2020	6		Sunday, October 25, 2020
581		PRE GO-LIVE	CLaims	Edit PARM for CLMJMCLRPT needs to be populated.	O. Smith		N/A	N/A	go live minus two days	6		Saturday, August 1, 2020	6		Sunday, October 25, 2020
582		PRE GO-LIVE	Claims	Claims over 1M billed amount email list (adhoc report).	O. Smith		N/A	N/A	go live minus two days	6		Friday, October 23, 2020	6		Sunday, October 25, 2020
466		PRE GO-LIVE	TPL	Verify TPL system keys.	P. Smith/R. Smith/G. Smith	Conversion	N/A	N/A	after final conversion date	6		Friday, October 23, 2020	6		Sunday, October 25, 2020
455		PRE GO-LIVE	Provider	Verify code tables.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Friday, October 23, 2020	5		Sunday, October 25, 2020
456		PRE GO-LIVE	Provider	Verify Provider system keys.	C. Smith		ID #133	N/A	can start Aug 1, 2017	90		Sunday, October 25, 2020	5		Sunday, October 25, 2020
402		PRE GO-LIVE	Buy-In	Verify regular/normal/last Medicare Eligibility file to Coordination of Benefits Contractor (COBC) was sent/received from legacy: Interface Name: BuyIn - CMS - Outbound - Coordination of Benefits Agreement (COBA) - ICD# 4.9.12 Interface Name : BuyIn - CMS - Inbound - Coordination of Benefits Agreement (COBA) Acknowledgement - ICD# 4.9.13 Interface Name : BuyIn - CMS - Inbound - Coordination of Benefits Agreement (COBA) Inbound Response - ICD# 4.9.14	Q.Smith	Legacy (State via Trading Partner)	N/A	N/A	7 days before go-live	7		Sunday, October 25, 2020	5		Sunday, October 25, 2020

403		PRE GO-LIVE	Buy-In	Verify that the last Legacy Buy-in (Part A and B) files were sent and received. Interface Name: BuyIn - CMS - Outbound - CMS Buy-In A Outbound File - ICD# 4.9.5, Interface Name: BuyIn - CMS - Outbound - CMS Buy-In B Outbound File - ICD# 4.9.7, Interface Name: BuyIn - CMS - Inbound - CMS Buy-In A Billing File - ICD# 4.9.4, Interface Name: BuyIn - CMS - Inbound - CMS Buy-In B billing File - ICD# 4.9.6	Q.Smith	Legacy (State via Trading Partner)	N/A	N/A	7 days before go-live	7		Sunday, October 25, 2020	5		Sunday, October 25, 2020
404		PRE GO-LIVE	Buy-In	Verify the last Legacy Part D MMA files were sent and the response received. Interface Name: BuyIn - CMS - Outbound - CMS Part D Enrollment File - ICD# 4.9.8, Interface Name: BuyIn - CMS - Inbound - CMS Part D Response File - ICD# 4.9.9	Q.Smith	Legacy (State via Trading Partner)	N/A	N/A	7 days before go-live	7		Sunday, October 25, 2020	5		Sunday, October 25, 2020
466.2		PRE GO-LIVE	Member	Vendors send backlog of EDI & Pharmacy files from 10/25 to be queued up for iC.	A. Smith	Eligibility Vendors	N/A	N/A		5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
456.1		PRE GO-LIVE	Member	Process backlog of EDI & Pharmacy files in iC.	A. Smith		N/A	N/A		5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
457		PRE GO-LIVE	Member	Receive and process Case ID/FAMILY ID file from Eligibility and Benefits Enrollment System to XWALK Legacy Id to new 12 byte ID.	A. Smith		N/A	N/A	after final conversion date	5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
458		PRE GO-LIVE	Member	Run ELGJM082 job to create future premium financial rows.	A. Smith/T. Smith	Conversion (after Member & Financial)	N/A	N/A	after final conversion date	5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
459		PRE GO-LIVE	Member	Create Full Extract of Member files and send to Behavioral Health Vendor.	A. Smith		N/A	N/A	after final conversion date	5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
460		PRE GO-LIVE	Claims	Begin Paper Claims entry for processing.	O. Smith		N/A	N/A		5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
467		PRE GO-LIVE	TPL	Verify TPL code tables.	I. Smith	Conversion	ID # 139	N/A	after final conversion date	5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
468		PRE GO-LIVE	TPL	Run TPLJDPARMS and TPLJD7PARM to update TPL system parms.	P. Smith/R. Smith/G. Smith	Conversion	N/A	N/A	after final conversion date	5		Sunday, October 25, 2020	5		Sunday, October 25, 2020
469		PRE GO-LIVE	TPL	Run TPLJYCASNUM to update case number parm.	P. Smith/R. Smith/G. Smith	Conversion	ID #468	ID #621	after final conversion date	5		Tuesday, October 13, 2020	5		Monday, October 26, 2020
566		PRE GO-LIVE	Claims	Verify claims AIM00 tables are empty; ready for first input.	O. Smith		N/A	N/A	go live minus a day	5		Tuesday, October 20, 2020	5		Monday, October 26, 2020
567		PRE GO-LIVE	Claims	Verify ClaimsXten Parms(IP/PARMS/USERID/PSWD) are setup correctly.	O. Smith		N/A	N/A	go live minus a day	5		Tuesday, October 20, 2020	5		Monday, October 26, 2020
568		PRE GO-LIVE	Claims	Test ClaimsXten is up and running for production environment.	O. Smith		N/A	N/A	go live minus a day	5		Tuesday, October 20, 2020	5		Monday, October 26, 2020
668		PROVIDER GO-LIVE	Financial	Add all necessary Remittance Advice (RA) banner messages for first DDI cycle.	A. Smith, H. Smith		N/A	N/A	go live day	14		Friday, October 23, 2020	1		Monday, October 26, 2020
473		PROVIDER GO-LIVE	Legacy Tandem	There are 2 eligibility servers that will remain up for inquiry only.	Legacy Team	Legacy	N/A	N/A		10		Friday, October 23, 2020	4		Monday, October 26, 2020
474		PROVIDER GO-LIVE	Legacy Tandem	VAN lines will remain open for eligibility inquiry only.	Legacy Team	Legacy	N/A	N/A		10		Friday, October 23, 2020	4		Monday, October 26, 2020
475		PROVIDER GO-LIVE	Legacy Tandem	Once InterChange is up and running, Stop all remaining servers. Stop all VAN line handles.	Legacy Team	Legacy	N/A	N/A		10		Friday, October 23, 2020	4		Monday, October 26, 2020
477		PROVIDER GO-LIVE	ALL/Prior Auth	Verify all objects have been promoted to Production.	K. Smith		Production environment	N/A	1 week prior to go-live	7		Friday, October 23, 2020	4		Monday, October 26, 2020
412		PROVIDER GO-LIVE	Financial	Validate financial specific table loads are still intact (ex. reason code, funding code, etc.).	A. Smith		N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
413		PROVIDER GO-LIVE	Financial	Confirm 1099 program moves data from T_FIN_EARNINGS_YTD table to the T_FIN_EARNINGS_HIST table (YTD would only contain the current information).	A. Smith	Conversion	N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
414		PROVIDER GO-LIVE	Financial	Verify provider earning table is converted accurately in the State after last financial cycle in legacy.	A. Smith	Conversion	N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
415		PROVIDER GO-LIVE	Financial	Check clear date update for t_check where applicable.	A. Smith/H. Smith		N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
416		PROVIDER GO-LIVE	Financial	Check system keys, system parms, saks.	A. Smith/H. Smith		N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
417		PROVIDER GO-LIVE	Financial	Verify the scheduling for the daily, weekly, monthly, quarterly and annual cycles in Autosys.	A. Smith/H. Smith		N/A	N/A	1 week prior to go live	4		Friday, October 23, 2020	1		Monday, October 26, 2020
418		PROVIDER GO-LIVE	Financial	Validate build of all needed GDGs.	A. Smith/H. Smith		N/A	N/A	1 week prior to go live	4		Friday, October 23, 2020	1		Monday, October 26, 2020
419		PROVIDER GO-LIVE	Financial	Verify Letter Templates are in Production.	A. Smith/H. Smith	EDMS, LG	N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
420		PROVIDER GO-LIVE	Financial	Verify all objects in $PRODDIR/override to Verify there are no erroneous files.	A. Smith/H. Smith		N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
421		PROVIDER GO-LIVE	Financial	Verify Override for objects that should be in Prod.	A. Smith/H. Smith		N/A	N/A	go live minus 1 week, day -1	4		Friday, October 23, 2020	1		Monday, October 26, 2020
427		PROVIDER GO-LIVE	Financial	Verify security for financial cycle control panels are restricted to MMIS Vendor personel.	G. Smith	MEUPS Security	N/A	N/A		4		Friday, October 23, 2020	1		Monday, October 26, 2020
462		PROVIDER GO-LIVE	Financial	Validation on the following tables: Deferred Comp, Provider EFT, Checks, TEFRA.	A. Smith		N/A	N/A	After conversion completes	4		Sunday, October 25, 2020	1		Monday, October 26, 2020
476		PROVIDER GO-LIVE	ALL/Buy-In	Verify gdg_base entries have been setup correctly with the correct retention.	Q. Smith		N/A	N/A	7 days before go-live	7		Sunday, October 25, 2020	4		Monday, October 26, 2020
598		PROVIDER GO-LIVE	ALL/Financial	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	A. Smith/H. Smith		N/A	N/A	1 week prior to go-live	4		Sunday, October 25, 2020	1		Monday, October 26, 2020
599		PROVIDER GO-LIVE	Financial	Verify (using financial panels) financial cycle data configuration has been loaded.	A. Smith/H. Smith		N/A	N/A	1 week prior to go-live	4		Monday, October 26, 2020	1		Monday, October 26, 2020
472		PROVIDER GO-LIVE	EDI	Last legacy 276/277 transaction.	T. Smith	Legacy	N/A	N/A	prior to last financial cycle	5	11:59am	Monday, October 26, 2020	4		Monday, October 26, 2020
472.1		PROVIDER GO-LIVE	EDI	Last Legacy 270/271 (Elig Inquiry Only).	T. Smith	Legacy	N/A	N/A	prior to last financial cycle	5	11:59am	Monday, October 26, 2020	4		Monday, October 26, 2020
478		PROVIDER GO-LIVE	Managed Care	Enrollment Catch-up Cycle.	W. Smith		N/A	N/A	10/25/2017	5		Monday, October 26, 2020	4		Monday, October 26, 2020
485		PROVIDER GO-LIVE	ALL/Prior Auth	Verify Report/letter Distribution.	K. Smith		Production environment readiness	ID #140	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
486		PROVIDER GO-LIVE	Prior Auth	Build all appropriate Generation Dataset Groups (GDG) for production interChange files.	K. Smith		Production environment readiness	N/A	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
487		PROVIDER GO-LIVE	Prior Auth	Verify in prod override that no PA objects exist, unless necessary.	K. Smith		Final go-no-go decision	N/A	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
488		PROVIDER GO-LIVE	Prior Auth	Verify that MOVEIT directories for the vendor interface files are built. The State Input: $FTPDIR/The State/inbound Output: $FTPDIR/The State/outbound Prior Authorization System Input: $FTPDIR/Prior Authorization System/inbound Output: $FTPDIR/Prior Authorization System/outbound	K. Smith		Production environment readiness	N/A	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
489		PROVIDER GO-LIVE	Prior Auth	$DATADIR/pa/inbound/ $DATADIR/pa/processed/ $DATADIR/pa/request/ $DATADIR/pa/response/	K. Smith		Production environment readiness	N/A	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
490		PROVIDER GO-LIVE	ALL/Prior Auth	Verify all external interfaces are set up and ready. Currently the EEF is the only external interface. This can be tested using a SoapUI test against the SharedService with a user name that does not exist.	K. Smith	The State, Prior Authorization System	ID #S 485, 486	N/A	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
491		PROVIDER GO-LIVE	Prior Auth	Validate security set up for PA UI users (analysts, support staff, consultants, supervisors).	K. Smith	Security	Security Setup for developers	N/A	4 days prior to go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
492		PROVIDER GO-LIVE	Prior Auth	Verify PA workflow is set-up correctly.	K. Smith	Work Flow	Production environment readiness	N/A	???	4		Monday, October 26, 2020	4		Monday, October 26, 2020
493		PROVIDER GO-LIVE	Prior Auth	Verify PA workflow is configured correctly for PA queues, alerts, expiration and escalation.	K. Smith	Work Flow	Production environment readiness	N/A	???	4		Monday, October 26, 2020	4		Monday, October 26, 2020
475.1		PROVIDER GO-LIVE	Member	Bring Member up in iC.	A. Smith		N/A	N/A		4		Monday, October 26, 2020	4		Monday, October 26, 2020
461		PROVIDER GO-LIVE	Claims	First Claims daily cycles (PCLM_EOD_PROCESS).	O. Smith		N/A	N/A	golive	4	7PM	Monday, October 26, 2020	4		Monday, October 26, 2020
479		PROVIDER GO-LIVE	Conversion	Pull Elig Inq Data, Convert and Load.	T. Smith		N/A	N/A	26-Oct-17	4	6:35am	Monday, October 26, 2020	4	10:05am	Monday, October 26, 2020
480		PROVIDER GO-LIVE	Financial	Last Remittance Date in Legacy.	Legacy Team	Legacy	N/A	N/A	go live -1 week (day -4)	4		Monday, October 26, 2020	4		Monday, October 26, 2020
481		PROVIDER GO-LIVE	Insight	Perform the initial setup of the PGA tables by performing the tasks located in (PGA - How To Run For First Time.txt) on the Dashboard Sharepoint Shared Folder/Implementation Tasks.	V. Smith		Production environment readiness	N/A	day of go live minus 4	4	8:00	Monday, October 26, 2020	4	10:00	Monday, October 26, 2020
482		PROVIDER GO-LIVE	Insight	Add the necessary data into the Event Notification panels for inSight processing. See the document (Add Event Notification Data.docx) on the Dashboard Sharepoint Shared Folder/Implementation Tasks.	V. Smith		Production environment readiness	N/A	day of go live minus 4	4	10:00	Monday, October 26, 2020	4	12:00	Monday, October 26, 2020

483		PROVIDER GO-LIVE	Insight	Make sure to run the jobs with Valid values first(monthly weekly and daily). Run jobs using the parms below: DSHJR210 -p D,V DSHJD110 -p D,V DSHJD200 -p D,V DSHJM250 -p M,V DSHJR100 -p D,V	V. Smith	Conversion	Production environment readiness	N/A	day of go live minus 4	4	13:00	Monday, October 26, 2020	4	14:00	Monday, October 26, 2020
484		PROVIDER GO-LIVE	Insight	Make sure the datacube refreshes are enabled in the Prod.	V. Smith		Production environment readiness	N/A	day of go live minus 4	4	14:00	Monday, October 26, 2020	4	16:00	Monday, October 26, 2020
579		PROVIDER GO-LIVE	Claims	First Claims adjudicated.	O. Smith		N/A	N/A	Go live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
683		PROVIDER GO-LIVE	Claims	Start up claims engine (follow order of precedence).	O. Smith		N/A	N/A	Go live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
684		PROVIDER GO-LIVE	Claims	Production verification of edits and audits.	O. Smith		N/A	N/A	Go live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
685		PROVIDER GO-LIVE	Claims	Verify soapsrvr warmup script is up and running.	O. Smith		N/A	N/A	go live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
687		PROVIDER GO-LIVE	TPL	Monitor and Verify First Daily Cycle.	P. Smith/R. Smith/G. Smith		ID # 139	ID #160	day of go-live	4		Monday, October 26, 2020	4		Monday, October 26, 2020
855		PROVIDER GO-LIVE	Provider	First iC Behavioral Health Vendor extract file.	C. Smith		Day of go-live	N/A		4		Monday, October 26, 2020	4		Monday, October 26, 2020
857		PROVIDER GO-LIVE	Provider	First iC Value Options extract file.	C. Smith		Day of go-live	N/A		4		Monday, October 26, 2020	4		Monday, October 26, 2020
859		PROVIDER GO-LIVE	Provider	First iC Prior Authorization System extract file.	C. Smith		Day of go-live	N/A		4		Monday, October 26, 2020	4		Monday, October 26, 2020
671		PROVIDER GO-LIVE	Internet	Legacy portal to place landing page to inform users of the new URL for the new Beneficiary Portal, and will redirect within a certain timeframe (seconds).	C. Smith	Legacy	N/A	N/A	go-live	4	early morning	Monday, May 18, 2020	4		Tuesday, October 27, 2020
949		PROVIDER GO-LIVE	TPL	Carrier Information File (rLink Title: Send Carriers to the Pharmacy vendor - Daily).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		4		Saturday, August 29, 2020	4		Tuesday, October 27, 2020
950		PROVIDER GO-LIVE	TPL	Pharmacy Interface – Resources (rLink Title: Send Resources to the Pharmacy Provider - Daily).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		4		Friday, October 9, 2020	4		Tuesday, October 27, 2020
953		PROVIDER GO-LIVE	TPL	Adjustment Information Response File (rLink Title: Send Adjustment Scan to TPL Vendor).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		4		Friday, October 9, 2020	4		Tuesday, October 27, 2020
494		POST PROVIDER GO-LIVE	ALL/SOA	Confirm the ARAD\iccconnadmin_prod service account and developers have access to: * iC Connections - BizTalk * iC Services * SQL Server * Geocoding (Address Doctor) * ClaimsXten * Unix	L. Smith		N/A	N/A	Should be done starting now	165		Friday, October 16, 2020	3		Tuesday, October 27, 2020
110	0%	Post Go Live	CERT	Schedule training session on how to complete checklists.	M. Smith	All FAs	N/A	N/A	2 months prior to go live	62		Friday, October 23, 2020	3		Tuesday, October 27, 2020
495		POST PROVIDER GO-LIVE	Buy-In	Verify Buy-In T_SYSTEM_KEYS entires: SAK_PDP SAK_PDP_PLAN SAK_BUY_PARTD_LIS SAK_BUY_AID_PGM_XREF SAK_BUY_CDE_CLAWBACK_AMT SAK_BUY_FILE_HIST SAK_BUY_PARTA_BILL SAK_BUY_PARTA_OUT SAK_BUY_PARTB_BILL SAK_BUY_PARTB_OUT SAK_BUY_TBQ	Q. Smith	Conversion	N/A	N/A	3 weeks before go-live	21		Friday, October 23, 2020	3		Tuesday, October 27, 2020
496		POST PROVIDER GO-LIVE	Buy-In	Verify Buy-In T_SYSTEM_PARMS entries: BUYCYCLE BUYCYCMO BUYCYCWK	Q. Smith	Conversion, Member	N/A	N/A	3 weeks before go-live	21		Friday, October 23, 2020	3		Tuesday, October 27, 2020
497		POST PROVIDER GO-LIVE	Buy-In	Verify panels are accessible and working.	Q. Smith		ID #s 376, 383	N/A	2 weeks before go-live	14		Friday, October 23, 2020	3		Tuesday, October 27, 2020
409		POST PROVIDER GO-LIVE	Buy-In	T_BUY_COBA_E01 table.	Q. Smith		ID #283, 408	N/A	7 days before go-live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
498		POST PROVIDER GO-LIVE	Reference	Verify objects in $MODDIR and $ACCDIR to Verify nothing was left behind. Specifically Verify override.	E. Smith		Production environment readiness	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
499		POST PROVIDER GO-LIVE	Reference	Verify prod override to make sure no Reference objects exist, unless necessary.	E. Smith		Production environment readiness	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
500		POST PROVIDER GO-LIVE	Reference	Final Benefit Classification configuration in DDI.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
501		POST PROVIDER GO-LIVE	Claims/Reference	Final Benefit Plans/Assignment Plans configuration.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
502		POST PROVIDER GO-LIVE	Reference	Final Provider Contracts/Contract Assignment configuration.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
503		POST PROVIDER GO-LIVE	Reference	Final Reimbursement rules configuration.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
504		POST PROVIDER GO-LIVE	Reference	Final Edits/Audits configuration.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
505		POST PROVIDER GO-LIVE	Reference	Final Parm/List Rule configuration.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
506		POST PROVIDER GO-LIVE	Reference	Final Copay Rule configuration.	M. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
507		POST PROVIDER GO-LIVE	Reference	Final configuration of code groups.	E. Smith		N/A	N/A	1 week prior to go live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
508		POST PROVIDER GO-LIVE	ALL/SOA	Verify Geocoding is ready. The user can: 1) Remote desktop to the server. 2) Verify all objects and configurations have been promoted. 3) Verify the AD Services Pool is started and applications are tied to it in IIS. 4) Browse the AD Service on the server.	L. Smith		seq #1 (ID #494)	N/A	1 week prior to go-live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
509		POST PROVIDER GO-LIVE	ALL/SOA	Verify ClaimsXten is ready. The user can: 1) Remote desktop to the server. 2) Verify all objects and configurations have been promoted. 2) Browse the TTPUI Service on the server. 3) Login to the Total Payment Solution.	L. Smith		seq #1 (ID #494)	N/A	1 week prior to go-live	7		Friday, October 23, 2020	3		Tuesday, October 27, 2020
510		POST PROVIDER GO-LIVE	ALL/SOA	Verify the Unix SoapSrvr is ready. The user can: 1) Connect to the Unix Production Environment. 2) Verify the SoapSrvr process is running with the command "ps -aef | grep soap". 3) Verify the SoapSrvr logs are written.	L. Smith	EDI, CLAIMS, MEMBER	seq #1 (ID #494)	N/A	1 week prior to go-live	7		Sunday, October 25, 2020	3		Tuesday, October 27, 2020
511		POST PROVIDER GO-LIVE	ALL/SOA	Verify the Notification Task Scheduler is running. The user can: 1) Remote desktop to the location where the Notification Task Scheduler is running. 2) Verify all objects and configurations have been promoted. 3) Verify the HP Notification Service App Pool is started and applications are tied to it in IIS. 4) Open the Task Scheduler application. 5) verify the Trigger times are correct for the Notification task.	L. Smith		seq #1 (ID #494)	N/A	1 week prior to go-live	7		Sunday, October 25, 2020	3		Tuesday, October 27, 2020
512		POST PROVIDER GO-LIVE	ALL/SOA	Verify EDMS connectivity by submitting a SoapUI test against the EDMS service. Use the GetGenericFolder call which will not insert or update data.	L. Smith		seq #1 (ID #494)	N/A	1 week prior to go-live	7		Monday, October 26, 2020	3		Tuesday, October 27, 2020
513		POST PROVIDER GO-LIVE	ALL/SOA	Verify all external interfaces are set up and ready. Currently the EEF is the only external interface. This can be tested using a SoapUI test against the SharedService with a user name that does not exist.	L. Smith	EEF	seq #1 (ID #494)	N/A	1 week prior to go-live	7		Monday, October 26, 2020	3		Tuesday, October 27, 2020
667		POST PROVIDER GO-LIVE	Financial	Manual update of the check status.	A. Smith		N/A	N/A	go live day	2		Monday, October 26, 2020	0		Tuesday, October 27, 2020
712		POST PROVIDER GO-LIVE	Financial	Verify critical panels by entering at least one transaction, so that all financial transactions are tested. Expenditure/AR/CR/Banner.	A. Smith/H. Smith	BO area	N/A	N/A	go live day	2		Tuesday, October 27, 2020	0		Tuesday, October 27, 2020

560		POST PROVIDER GO-LIVE	ALL	Execute the CoreMMIS Smoke Test Panel verification and smoke testing - this includes members of the testing team, technical DDI team, and the Account business team exercising the panels (read and search only). This will test the production build of the applications and the converted data. This task is done after the conversion load and validation with the technical team cross checking the data conversion. End user applications smoke tested include: • MEUPS; • interChange UI; • Portal; • Workflow; • MAPIR; • OnDemand; • FTS/EDI; • Voice Response (after call flow is switched over) Any findings are communicated to the Go-Live Command Center	DDI FA Teams	ALL	N/A	N/A		4		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
571		POST PROVIDER GO-LIVE	EDI	Once all data and code has been loaded into production and is verified by the FA SMEs, we will be ready to begin processing the backlog of EDI files.	T. Smith		Production load FA verifications	N/A	1 day after go-live	4		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
572		POST PROVIDER GO-LIVE	Claims	Begin scanning paper claims and attachments.	Operations Team		N/A	N/A	1 day after go-live	4		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
541		POST PROVIDER GO-LIVE	Prior Auth	Verify all members and providers have been moved to production.	K. Smith	Provider, Member	Final data conversion	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
542		POST PROVIDER GO-LIVE	Prior Auth	Verify specific trigger tr_pa_letters in Oracle on the triggers list.	K. Smith		Production environment readiness	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
514		POST PROVIDER GO-LIVE	ALL/DSS	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	9:00	Tuesday, October 27, 2020	3	10:00	Tuesday, October 27, 2020
515		POST PROVIDER GO-LIVE	ALL/DSS	Confirm that SE (Sagar) has access to Production Cognos.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	11:00	Tuesday, October 27, 2020	3	12:00	Tuesday, October 27, 2020
516		POST PROVIDER GO-LIVE	Financial	Last paper check in legacy (including void, re-issues & stop pay) - print paper checks from final legacy MMIS financial payment weekly cycle.	Legacy Team	Legacy	N/A	N/A	go live -1 week (day -3)	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
517	100%	POST PROVIDER GO-LIVE	Internet	Update/Verify repository name for EDMS.	B. Smith	EDMS	N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
519		POST PROVIDER GO-LIVE	Internet	Verify static content in the Portal is current & ready for go-live.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
520	100%	POST PROVIDER GO-LIVE	Internet	Ensure access thru firewall to production DBs is functioning as expected.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
521	100%	POST PROVIDER GO-LIVE	Internet	Verify functionality not web service related (ex. emails, broadcast messages, etc.) is functioning as expected.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
522		POST PROVIDER GO-LIVE	Internet	Verify EDMS created their folders in the Document Management System.	B. Smith	EDMS	N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
523		POST PROVIDER GO-LIVE	Internet	Final configuration changes for last production build (including system values for drop-down / system support services).	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
524		POST PROVIDER GO-LIVE	Internet	Validate all code was moved to production.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
525		POST PROVIDER GO-LIVE	Internet	Sign onto the application (super user ID) using a provider ID from Pre-Implementation activities to validate system connectivity through search transactions only.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
526		POST PROVIDER GO-LIVE	Internet	Verify member inquiry is working in production Portal. Also verify eligibility inquiry from provider.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
527		POST PROVIDER GO-LIVE	Internet	Validate using Member test ID on Member Portal by checking eligibility & availability of offered services.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
528		POST PROVIDER GO-LIVE	Internet	Enable all applicable panels to be accessible in the portals.	B. Smith		N/A	N/A	3 days prior to go-live	3		Tuesday, October 27, 2020	3		Tuesday, October 27, 2020
529		POST PROVIDER GO-LIVE	Insight	Verify inSight Production SharePoint set up properly.	V. Smith		environment readiness	N/A	day of go live minus 3	3	8:00	Tuesday, October 27, 2020	3	9:00	Tuesday, October 27, 2020
530		POST PROVIDER GO-LIVE	Insight	Confirm that SE has at least read only access to the production database (arbirp1).	V. Smith		environment readiness	N/A	day of go live minus 3	3	9:00	Tuesday, October 27, 2020	3	9:30	Tuesday, October 27, 2020
531		POST PROVIDER GO-LIVE	Insight	Confirm that user armisro & arpgaro have read only access to the production database (arbirp1).	V. Smith		environment readiness	N/A	day of go live minus 3	3	9:30	Tuesday, October 27, 2020	3	10:00	Tuesday, October 27, 2020
532		POST PROVIDER GO-LIVE	Insight	Verify the following database sequences are in the arbirp1 database under ism schema: s_ds_rptm_bm_data_dim s_ds_rptm_clm_dim s_ds_rptm_ctms_dim s_ds_rptm_dim s_ds_rptm_esc_dim s_ds_rptm_mbr_dim s_ds_rptm_mbr_elg_dim s_ds_rptm_ndc_dim s_ds_rptm_pd_dim s_ds_rptm_pr_dim s_ds_rptm_rfreq_dim s_ds_rptm_tp_dim If they are not, then contact the DBA to create these sequences like they are in UAT. If DBA needs the SQL for these sequences, it is located on the Dashboard Sharepoint Shared Folder/Implementation Tasks as iC inSight Staging define_db_sequences 20150212.sql	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	10:00	Tuesday, October 27, 2020	3	11:00	Tuesday, October 27, 2020
533		POST PROVIDER GO-LIVE	Insight	Verify the following functions are in the database arbirp1 under ism schema: fn_dsh_discard_set_with_msg fn_dsh_is_date_tm_valid fn_dsh_parse_attrib_and_value fn_dsh_add_days fn_valid_date If they are not, then contact the DBA to create these functions like they are in UAT. If DBA needs the SQL for these functions, they are located on the Dashboard Sharepoint Shared Folder/Implementation Tasks as below: fn_dsh_discard_set_with_msg.sql fn_dsh_is_date_tm_valid.sql fn_dsh_parse_attrib_and_value.sql fn_dsh_add_days.sql fn_valid_date.sql Once all objects have been created, please create public synonyms for all by running the following sql: iC inSight Staging define_db_sequences 20150212.sql	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	11:00	Tuesday, October 27, 2020	3	11:30	Tuesday, October 27, 2020
534		POST PROVIDER GO-LIVE	Insight	Create directories for inbound, collection (chmod 777) Input : /dsar/acc/data/bir/insight/inbound Collection : /dsar/acc/data/bir/insight/collection Output: /dsar/dss/data/ftp /dsar/dss/data/dsh_etl /dsar/dss/data/dsh_rejects Create a link under dss ln –s/dsar/acc/data/bir/insight (create /dsar/acc/data/bir/insight/collection/oprm_pull_261)	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	11:30	Tuesday, October 27, 2020	3	12:00	Tuesday, October 27, 2020
535		POST PROVIDER GO-LIVE	Insight	Verify PGA MoveIt Directory is setup and the inSight PGA Processing. $FTPDIR/insight/outbound to SFTP server	V. Smith	Interface	Production environment readiness	N/A	day of go live minus 3	3	13:00	Tuesday, October 27, 2020	3	13:30	Tuesday, October 27, 2020
536		POST PROVIDER GO-LIVE	Insight	Check Shared Drive is setup for the users to place CSV files and MoveIt is setup to move files to UNIX server from the shared drive.	V. Smith	Interface	Production environment readiness	N/A	day of go live minus 3	3	13:30	Tuesday, October 27, 2020	3	14:00	Tuesday, October 27, 2020
537		POST PROVIDER GO-LIVE	Insight	Check for thresholds in parms and rptm_val table Review ism.t_ds_rptm_val and bir.t_bir_parms within arbirp1 to make sure these tables contain the values from UAT. Make the following updates to t_bir_parms: 1) update t_bir_parms set txt_parms ='10-30-2020 07:00:00.00000' where nam_env_var='LAST_RUN_DATE' and nam_program in ('DSHJH260', 'DSHJD261') 2) Claims Spike update: UPDATE BIR.T_BIR_PARMS SET DTE_PARM_1 = '20201029' ---GO LIVE DATE - 1 day WHERE NAM_PROCESS = 'DSHJD221' AND NAM_ENV_VAR = 'PAID_DATE'; COMMIT; -- The following date span will need to include the last financial date which is normally a Thursday since the programs that use this parm pulls the final claims per this date range which should include only one financial date due to this being a weekly range; UPDATE BIR.T_BIR_PARMS SET DTE_PARM_1 = '20201023', -- 7 days before Go-Live date DTE_PARM_2 = '20201030' ---GO LIVE DATE WHERE NAM_PROCESS = 'DSHJW221' AND NAM_ENV_VAR = 'PAID_DATE'; COMMIT	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	14:00	Tuesday, October 27, 2020	3	14:30	Tuesday, October 27, 2020

538		POST PROVIDER GO-LIVE	Insight	Check the System Status Log for ISP SharePoint list. If it doesn't exist, create an empty log in the system status log(sharepoint). If it doesn't exist the system status scorecard process will fail. See instructions on Dashboard Sharepoint Shared Drive(How to create a log in the Insight Sharepoint.doc).	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	14:30	Tuesday, October 27, 2020	3	15:00	Tuesday, October 27, 2020
539		POST PROVIDER GO-LIVE	Insight	Run the following jobs to setup the inSight environment: • Run DSHJR999 (AREQ_DSH_ETL_VALID_VALUES_LOAD) to load all of the inSight controlled valid value tables and insert (if needed) a default row to dimension tables not required for all metrics • Run DSHJD990 (ADAILY7_DSH_ETL_CAL_UPD) to update all of the calendar dimension indicators based on the current date • Run DSHJR997 (AREQ_DSH_ETL_HOL_LOAD) to update the calendar dimension holiday indicators. Prior to the run, update the holiday csv file to your state specific values • Run DSHJM996 (AMONTH_1_DSH_ETL_PURGE). It won't purge any data since no data has been loaded. This run will just verify the job and sysin members have been moved correctly	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	15:00	Tuesday, October 27, 2020	3	16:00	Tuesday, October 27, 2020
543		POST PROVIDER GO-LIVE	DSS - Pharm Vendor	Confirm that SEs have at least read only access to the production databases and can access the production UNIX server.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	8:00 AM	Tuesday, October 27, 2020	3	8:30	Tuesday, October 27, 2020
544		POST PROVIDER GO-LIVE	DSS	Verify no jobs and etc are in the override directory.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	8:30	Tuesday, October 27, 2020	3	9:00	Tuesday, October 27, 2020
545		POST PROVIDER GO-LIVE	ALL/DSS	Verify all objects have been promoted to Production from $MODDIR and $ACCDIR.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	9:00	Tuesday, October 27, 2020	3	10:00	Tuesday, October 27, 2020
546		POST PROVIDER GO-LIVE	ALL/DSS	Confirm that SE has access to Production Cognos.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	11:00	Tuesday, October 27, 2020	3	12:00	Tuesday, October 27, 2020
547		POST PROVIDER GO-LIVE	DSS - MS	Export the Myers and Stauffers reports are exported in the Production Cognos environment.	V. Smith		environment readiness; Access to new	N/A	day of go live minus 3	3	13:00	Tuesday, October 27, 2020	3	13:30	Tuesday, October 27, 2020
548		POST PROVIDER GO-LIVE	DSS - PCMH	Verify that the ACG software is loaded on the production server and is not expired. Run the following to see the expiration date (Max Use Date:) /opt/jhuacg11.0/jhuacg -verify-license|grep Max.Use	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	13:00	Tuesday, October 27, 2020	3	13:30	Tuesday, October 27, 2020
549		POST PROVIDER GO-LIVE	DSS - PCMH	Verify Agency and AHIN MoveIt folders are setup /dsar/prod/ftp/Agency/outbound /dsar/prod/ftp/AHIN/outbound	V. Smith	Interfaces	Production environment readiness	N/A	day of go live minus 3	3	13:30	Tuesday, October 27, 2020	3	14:00	Tuesday, October 27, 2020
550		POST PROVIDER GO-LIVE	DSS - Pharm Vendor	Log onto the Prod UNIX server and create the following directories: su dsarbirp /dsar/prod/data/bir/<func areas> func area claim_saks all the others below: /dsar/prod/ftp/bir/outbound/Pharm Vendor/<func areas> func area provider; member_epsdt; tpl; managed_care; buy_in; financial; prior_authorization; reference; ctms_edi; miscellaneous; claim_suspense	Y. Smith		Production environment readiness	N/A	day of go live minus 3	3	8:30 AM	Tuesday, October 27, 2020	3	9:00	Tuesday, October 27, 2020
551		POST PROVIDER GO-LIVE	DSS - Pharm Vendor	Verify the Pharm Vendor MoveIt folders are setup correctly and interfaces team have the files setup to be copied over to Pharm Vendor.	Y. Smith	Interfaces	Production environment	N/A	day of go live minus 3	3	9:00	Tuesday, October 27, 2020	3	9:30	Tuesday, October 27, 2020
552		POST PROVIDER GO-LIVE	DSS - Pharm Vendor	Review the Pharm Vendor cycles : jq PDAILY5_BIR_Pharm Vendor_EXTRACT jq PWEEKLY_BIR_Pharm Vendor_EXTRACT *The MISC job should be placed On Ice (OI); there are currently no extracts associated with this functional area. *Make sure all dependencies are setup correctly.	Y. Smith		Production environment readiness	N/A	day of go live minus 3	3	9:30	Tuesday, October 27, 2020	3	10:30	Tuesday, October 27, 2020
553		POST PROVIDER GO-LIVE	DSS - EOMB	Verify EOMB jobs are in the Member Cycle. (jq ELGJP200 and jq ELGJP210).	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	8:30	Tuesday, October 27, 2020	3	9:00	Tuesday, October 27, 2020
554		POST PROVIDER GO-LIVE	DSS - PSRR	Verify Cost Settlement cycle : jq PDAILY7_CLM_REPORTS.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	9:30	Tuesday, October 27, 2020	3	10:00	Tuesday, October 27, 2020
555		POST PROVIDER GO-LIVE	DSS - PSRR	Verify directory /dsar/prod/data/claims exists.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	10:00	Tuesday, October 27, 2020	3	10:15	Tuesday, October 27, 2020
556		POST PROVIDER GO-LIVE	DSS - EOMB	Verify EOMB Letters/Reports are implemented correctly so that they will appear in OnDemand.	V. Smith	System Wide (OnDemand/LG)	Production environment readiness	N/A	day of go live minus 3	3	10:15	Tuesday, October 27, 2020	3	11:00	Tuesday, October 27, 2020
557		POST PROVIDER GO-LIVE	DSS - PSRR	Verify Cost Settlement Reports are implemented correctly so that they will appear in OnDemand.	V. Smith	System Wide (OnDemand)	Production environment readiness	N/A	day of go live minus 3	3	11:00	Tuesday, October 27, 2020	3	11:30	Tuesday, October 27, 2020
558		POST PROVIDER GO-LIVE	DSS - PSRR	Verify the correct data is in aim.t_cde_psr_rqst_type: IP Inpatient Psych O Outpatient IO Inpatient & Outpatient I Inpatient	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	11:30	Sunday, October 25, 2020	3	12:00	Wednesday, October 28, 2020
559		POST PROVIDER GO-LIVE	DSS - PCMH	Review the PCMH OnDemand Cycle: jq PREQ_MGD_PCMH_JOBS.	V. Smith		Production environment readiness	N/A	day of go live minus 3	3	14:00	Sunday, October 25, 2020	3	14:30	Wednesday, October 28, 2020
861		POST PROVIDER GO-LIVE	Provider	First iC Lexis Nexis files.	C. Smith		Day of go-live	N/A		3		Monday, October 26, 2020	3		Wednesday, October 28, 2020
865		POST PROVIDER GO-LIVE	Provider	First iC Sungard stub file output.	C. Smith		Day of go-live	N/A		3		Monday, October 26, 2020	3		Wednesday, October 28, 2020
573		POST PROVIDER GO-LIVE	Managed Care	Verify conversion load for MGD tables.	W. Smith	Conversion	N/A	N/A	after final conversion date	5		Tuesday, October 27, 2020	2		Wednesday, October 28, 2020
574		POST PROVIDER GO-LIVE	Managed Care	Ensure there are no pending adjustments in the t_mc_capitation_adj table. Must be empty.	W. Smith	Legacy Claims, Conversion	N/A	N/A	after final conversion date	5		Tuesday, October 27, 2020	2		Wednesday, October 28, 2020
575		POST PROVIDER GO-LIVE	Managed Care	Capitation Catch-up - November - PO, IC, NET, PACE.	W. Smith		N/A	N/A	10/26/2017	4		Wednesday, October 28, 2020	2		Wednesday, October 28, 2020
576		POST PROVIDER GO-LIVE	Managed Care	Capitation Catch-up - 4th Qtr (Oct-Dec) - PCCM.	W. Smith		N/A	N/A	10/26/2017	4		Wednesday, October 28, 2020	2		Wednesday, October 28, 2020
583		POST PROVIDER GO-LIVE	TPL	Verify OI Plans are loaded.	Q. Smith	Reference	N/A	N/A		3		Wednesday, October 28, 2020	2		Wednesday, October 28, 2020
584		POST PROVIDER GO-LIVE	Financial	First iC Check Write (processing this week's Pharmacy claims & EDI files from Legacy).	A. Smith		N/A	N/A	2 days prior to go-live	0		Friday, January 3, 2020	-1		Thursday, October 29, 2020
578		POST PROVIDER GO-LIVE	Prior Auth	Verify report distribution for all reports and letters; verify that reports that go to OnDemand are listed in the routing table.	K. Smith	EDMS, Letter Generator	Production environment readiness	N/A	2 days prior to go-live	2		Friday, January 3, 2020	2		Thursday, October 29, 2020
731		POST PROVIDER GO-LIVE	Reference	Verify first run of stub files were sent: NDC, Proc, Diag, and mod.	E. Smith		N/A	N/A	first Saturday after go-live	2		Saturday, August 1, 2020	2		Thursday, October 29, 2020
863		POST PROVIDER GO-LIVE	Provider	First iC CLIA input.	C. Smith		Day of go-live	N/A		2		Saturday, August 1, 2020	2		Thursday, October 29, 2020
585		POST PROVIDER GO-LIVE	Reference	Start Rules Release Process in Prod.	M. Smith		Production environment readiness	N/A	on going to go live	301		Wednesday, September 30, 2020	1		Thursday, October 29, 2020
627		POST PROVIDER GO-LIVE	EDMS	Last day for loading of documents to Legacy OnDemand production.	F. Smith		N/A	N/A	on-going	301		Wednesday, September 30, 2020	1		Thursday, October 29, 2020
586		POST PROVIDER GO-LIVE	Provider	FTP and MOVEIT directories are built.	C. Smith	EDI	ID #133	N/A	can start Aug 1, 2017	90		Wednesday, September 30, 2020	1		Thursday, October 29, 2020
587		POST PROVIDER GO-LIVE	ALL/Provider	Verify all external interfaces are set up and ready. Currently the EEF is the only external interface. This can be tested using a SoapUI test against the SharedService with a user name that does not exist.	C. Smith	EDI	ID #133	N/A	can start Aug 1, 2017	90		Wednesday, September 30, 2020	1		Thursday, October 29, 2020
588		POST PROVIDER GO-LIVE	EDI	Verify Distribution for EDI reports. Should be routing to production.	T. Smith		N/A	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	1		Thursday, October 29, 2020
589		POST PROVIDER GO-LIVE	Provider	Identify taxonomy code value updates based on latest published code set.	C. Smith		ID #133	N/A	1 month prior to go-live	30		Wednesday, September 30, 2020	1		Thursday, October 29, 2020
590		POST PROVIDER GO-LIVE	ALL/Provider	Verify Report/letter Distribution.	C. Smith	EDMS	ID #133	N/A	1 month prior to go-live	30		Friday, October 9, 2020	1		Thursday, October 29, 2020
591		POST PROVIDER GO-LIVE	Provider	Verify reports set up to go to OnDemand/EDMS.	C. Smith	EDMS	ID #133	N/A	1 month prior to go-live	30		Friday, October 9, 2020	1		Thursday, October 29, 2020

592		POST PROVIDER GO-LIVE	Provider	Make sure OTSORTD is installed in production environment.	C. Smith		ID #133	N/A	1 month prior to go-live	30		Friday, October 9, 2020	1		Thursday, October 29, 2020
593		POST PROVIDER GO-LIVE	Provider	Make sure copy2routedir is installed in production environment.	C. Smith		ID #133	N/A	1 month prior to go-live	30		Friday, October 9, 2020	1		Thursday, October 29, 2020
594		POST PROVIDER GO-LIVE	Provider	Verify Oracle sequencing for our tables.	C. Smith		ID #133	N/A	3 weeks prior to go live	21		Friday, October 23, 2020	1		Thursday, October 29, 2020
595		POST PROVIDER GO-LIVE	Provider	Verify web service calls are working in production application.	C. Smith		ID #133	N/A	3 weeks prior to go live	21		Friday, October 23, 2020	1		Thursday, October 29, 2020
596	100%	POST PROVIDER GO-LIVE	Provider	Verify workflow is operational for provider.	C. Smith		ID #133	N/A	3 weeks prior to go live	21		Friday, October 23, 2020	1		Thursday, October 29, 2020
597		POST PROVIDER GO-LIVE	Provider	Verify LexisNexis Accurrint works as expected.	C. Smith		ID #133	N/A	3 weeks prior to go live	21		Friday, October 23, 2020	1		Thursday, October 29, 2020
600		POST PROVIDER GO-LIVE	Provider	Validate all PRV builds.	C. Smith	Release Management Team	ID #133	N/A	after build completed	7		Friday, October 23, 2020	1		Thursday, October 29, 2020
601		POST PROVIDER GO-LIVE	Provider	Verify required externally-supplied data files are present in the $FTPDIR for provider jobs.	C. Smith	EDI	ID #133	N/A	1 week prior to go-live	7		Friday, October 23, 2020	1		Thursday, October 29, 2020
602		POST PROVIDER GO-LIVE	Provider	Verify letter templates and XML were promoted.	C. Smith		ID #133	N/A	1 week prior to go live	7		Friday, October 23, 2020	1		Thursday, October 29, 2020
603		POST PROVIDER GO-LIVE	Provider	Verify there are no erroneous items in the override library.	C. Smith		ID #133	N/A	1 week prior to go live	7		Tuesday, October 27, 2020	1		Thursday, October 29, 2020
604		POST PROVIDER GO-LIVE	Provider	Get full CLIA file for one time load.	C. Smith		ID #133	N/A	1 week prior to go live	7		Wednesday, October 28, 2020	1		Thursday, October 29, 2020
605		POST PROVIDER GO-LIVE	Provider	Verify t_system_keys has higher value for sak_prov than what conversion used. select * from t_system_keys where sak_name = 'SAK_PROV'; Also check sak_prov_loc and sak_app.	C. Smith		ID #133	N/A	1 week prior to go live	7		Wednesday, October 28, 2020	1		Thursday, October 29, 2020
606		POST PROVIDER GO-LIVE	TPL	Generate sample TPL online editable letter.	D. Smith		ID #660	N/A	1 week prior to go-live	7		Thursday, October 29, 2020	1		Thursday, October 29, 2020
733		POST PROVIDER GO-LIVE	TPL	Monitor and Verify First Weekly Cycle.	P. Smith/R. Smith/G. Smith		ID # 139	ID #687	first Friday after go-live	3		Thursday, October 29, 2020	1		Thursday, October 29, 2020
725		POST PROVIDER GO-LIVE	Financial	Verify claims history is updated with correct cycle and issue dates.	A. Smith		N/A	N/A	go live week, day +4	-1		Thursday, October 29, 2020	-2		Thursday, October 29, 2020
729		POST PROVIDER GO-LIVE	Financial	First day for DDI Financial/Claims Payment Reports.	A. Smith/H. Smith	BO area	N/A	N/A	go live week, day +4	-1		Thursday, October 29, 2020	-2		Thursday, October 29, 2020
428		POST PROVIDER GO-LIVE	Manage Incentive Payment	CMS switches NLR interface transmissions from legacy to MAPIR. (Parallel transmission stops)	I. Smith	CMS	environment readiness	2100	1 week prior to go-live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
426		POST PROVIDER GO-LIVE	Manage Incentive Payment	MAPIR-NLR outbound interface transmissions are enabled.	I. Smith		environment readiness	2100	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
607		POST PROVIDER GO-LIVE	Financial	Perform financial funding balancing from last legacy MMIS financial payment weekly cycle.	Legacy Team	Legacy	N/A	N/A	go live -1 weeks (day -1)	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
608		POST PROVIDER GO-LIVE	Internet	Notify providers/member call centers that we have issues so they can address.	L. Smith/A. Smith	Legacy	N/A	N/A	Prior to go-live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
609		POST PROVIDER GO-LIVE	Manage Incentive Payment	Migrate all existing internal MAPIR reports.	I. Smith		environment readiness	N/A	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
610		POST PROVIDER GO-LIVE	Manage Incentive Payment	Migrate all document uploads that have taP. Smith place	I. Smith		environment readiness	N/A	go live minus 1 week, day -1	~~1~~		Thursday, October 29, 2020	~~1~~		Thursday, October 29, 2020
611		POST PROVIDER GO-LIVE	Manage Incentive Payment	Conversion load verified.	I. Smith		environment readiness	1700	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
612		POST PROVIDER GO-LIVE	Manage Incentive Payment	MAPIR MMIS Jobs on task scheduler enabled and verified.	I. Smith		environment readiness	1800	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
613		POST PROVIDER GO-LIVE	Manage Incentive Payment	Provider, Claims and financial iC batch jobs started.	I. Smith	Provider, Claims, Fianancial	environment readiness	1900	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
614		POST PROVIDER GO-LIVE	Manage Incentive Payment	MAPIR batchservices started.	I. Smith		environment readiness	2000	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
615		POST PROVIDER GO-LIVE	Manage Incentive Payment	MAPIR Admin UI started up and verified by MAPIR team.	I. Smith	Technical	environment readiness	N/A	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
616		POST PROVIDER GO-LIVE	Manage Incentive Payment	MAPIR Public UI started up and verified by MAPIR team.	I. Smith	Technical	environment readiness	N/A	go live minus 1 week, day -1	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
617		POST PROVIDER GO-LIVE	Provider	Verify converted data after conversion completes.	C. Smith		ID #133	N/A	Day before go live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
618		POST PROVIDER GO-LIVE	Reference	Verify that a complete copy from config to production was done.	M. Smith		environment readiness	N/A	1 day prior to go live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
619		POST PROVIDER GO-LIVE	TPL	Run TPLJWEMP_IVEND to load Employer data.	P. Smith/R. Smith/G. Smith	TPL Vendor	ID #736	N/A	post go-live and after UAT testing of the file	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
620		POST PROVIDER GO-LIVE	TPL	Run TPLJWHIPP_IVEND to load HIPP data.	P. Smith/R. Smith/G. Smith	TPL Vendor	ID # 619	N/A	post go-live and after UAT testing of the file	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
621		POST PROVIDER GO-LIVE	TPL	Run TPLJWCASE_IVEND to load TPL Vendor Case data.	P. Smith/R. Smith/G. Smith	TPL Vendor	ID # 620	N/A	post go-live and after UAT testing of the file	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
622		POST PROVIDER GO-LIVE	TPL	Generate sample TPL online editable letter.	D. Smith		ID #159	ID #660	1 day prior to go-live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
623		POST PROVIDER GO-LIVE	TPL	Set up IDs for Group 1 & 2 to handle K2 TPL lead verification.	D. Smith	Workflow	N/A	N/A	1 day prior to go-live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
624		POST PROVIDER GO-LIVE	TPL	Verify UI Panels.	D. Smith		N/A	SEQ # 1300	1 day prior to go-live	1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
718.1		POST PROVIDER GO-LIVE	DSS	DSS manually sends Provider, Member & Reference.	Y. Smith	Provider, Member, Reference	environment readiness	N/A		1	3:00 PM	Thursday, October 29, 2020	1	11:59 pm	Thursday, October 29, 2020
951		POST PROVIDER GO-LIVE	TPL	Pharmacy Interface – Resources (rLink Title: Send Resources to the Pharmacy Provider - Weekly).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
956		POST PROVIDER GO-LIVE	TPL	Carrier Information File (rLink Title: Send Carrier data to TPL Vendor).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		1		Thursday, October 29, 2020	1		Thursday, October 29, 2020
961		POST PROVIDER GO-LIVE	TPL	Member Eligibility Information File (rLink Title: Send Member data to TPL Vendor).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		1		Monday, January 2, 2017	1		Monday, October 30, 2017
969		POST PROVIDER GO-LIVE	TPL	Send Case Tracking File (rLink Title: Send Case Tracking data to the TPL Vendor).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		1		Monday, January 2, 2017	1		Monday, October 30, 2017
970		POST PROVIDER GO-LIVE	TPL	Send TPL Resource Information File (rLink Title: Send Resource data to the TPL Vendor).	P. Smith/R. Smith/G. Smith	N/A	N/A	N/A		1		Monday, January 2, 2017	1		Monday, October 30, 2017
625		POST PROVIDER GO-LIVE	Internet	Open up network to make HC portal public facing.	B. Smith		N/A	N/A	hours prior to go-live	0.5		Friday, January 3, 2020	0.5		Friday, October 30, 2020
628		MMIS USER SOFT GO-LIVE	Letter Generator	Order new supplies for evelopes, etc. Print Center for printing and mailing of Letters.	F. Smith	Print Center	N/A	N/A	on-going up to go-live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
629		MMIS USER SOFT GO-LIVE	Letter Generator	Verify postage meter set up for new envelope sizes.	F. Smith	Print Center	N/A	N/A	on-going up to go-live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
630		MMIS USER SOFT GO-LIVE	Letter Generator	Ensure Print Center has supplies for pre-registration mailing.	J. Smith	Print Center	N/A	N/A	on-going up to go-live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
631	95%	MMIS USER SOFT GO-LIVE	Reference	Ensure communication between Legacy/DDI about all changes/updates/changes in decisions to do updates.	Legacy/DDI teams	Legacy	N/A	N/A	on going to go live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
632		MMIS USER SOFT GO-LIVE	Reference	Complete copy from config to production.	M. Smith		Production environment readiness	N/A	on going to go live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
633		MMIS USER SOFT GO-LIVE	Security	State Receive and process user security requests.	G. Smith/D. Smith	State	N/A	N/A	on going up to go live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
634		MMIS USER SOFT GO-LIVE	DBA Team	Add logins in SQL Server for the k2prodinstall, k2prodadmin, k2prodservice.	F. Smith	DBA Team	N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
635		MMIS USER SOFT GO-LIVE	DBA Team	Get Oracle Wallet id configured for Prod Server for use with our console apps and web services.	F. Smith	DBA Team	N/A	N/A	Ongoing thru go-live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
636	100%	MMIS USER SOFT GO-LIVE	Train	PR- Augment Training Materials.	A. Smith		N/A	N/A	on going	301		Friday, January 3, 2020	0		Friday, October 30, 2020
637		MMIS USER SOFT GO-LIVE	ALL	Verify Report/letter Distribution.	F. Smith	EDMS	N/A	N/A	On-going until go-live	301		Friday, January 3, 2020	0		Friday, October 30, 2020
692	100%	MMIS USER SOFT GO-LIVE	Train	PR - Conduct Provider Outreach Activities.	A. Smith		N/A	N/A		301		Friday, January 3, 2020	0		Friday, October 30, 2020
693	100%	MMIS USER SOFT GO-LIVE	Train	PR Provider - Go Live Training.	A. Smith		N/A	N/A		301		Friday, January 3, 2020	0		Friday, October 30, 2020
694	100%	MMIS USER SOFT GO-LIVE	Train	PR - Go Live Course Registration for Provider Training.	A. Smith		N/A	N/A		301		Monday, August 31, 2020	0		Friday, October 30, 2020
695	100%	MMIS USER SOFT GO-LIVE	Train	PR - Provider - Go Live Training Materials.	A. Smith		N/A	N/A		301		Tuesday, September 15, 2020	0		Friday, October 30, 2020
696	100%	MMIS USER SOFT GO-LIVE	Train	Conduct - Go Live Provider Training.	A. Smith		N/A	N/A		301		Tuesday, September 15, 2020	0		Friday, October 30, 2020

697	100%	MMIS USER SOFT GO-LIVE	Train	PR-Result Finding Report.	A. Smith		N/A	N/A		301		Wednesday, September 30, 2020	0		Friday, October 30, 2020
638		MMIS USER SOFT GO-LIVE	Reference	Sync Legacy data from Conversions into iC BPA rules	E. Smith	Legacy	N/A	N/A	2 months prior to go-live	60		Wednesday, September 30, 2020	0		Friday, October 30, 2020
639		MMIS USER SOFT GO-LIVE	Voice Response	Work with System Integration Manager to assist in creating the interface verification plan.	F. Smith		N/A	N/A	1 1/2 months prior to go-live	45		Wednesday, September 30, 2020	0		Friday, October 30, 2020
640		MMIS USER SOFT GO-LIVE	Voice Response	Install CTI software on agents desktop (& update configuration to point to production for three agents that tested).	F. Smith		ID #644	N/A	1 1/2 months prior to go-live	45		Wednesday, September 30, 2020	0		Friday, October 30, 2020
641		MMIS USER SOFT GO-LIVE	Imaging	Test the State Doc Capture Production Environment Firewall Setup.	F. Smith		N/A	N/A	1 Month prior to go live	30		Thursday, October 1, 2020	0		Friday, October 30, 2020
642		MMIS USER SOFT GO-LIVE	Imaging	Verify Doc Capture Production Firewall Requests have been completed.	F. Smith		N/A	N/A	1 Month	30		Friday, October 2, 2020	0		Friday, October 30, 2020
643		MMIS USER SOFT GO-LIVE	Voice Response	Validate CDN transfer is correct.	F. Smith		N/A	N/A	1 month prior to go-live	30		Friday, October 16, 2020	0		Friday, October 30, 2020
644		MMIS USER SOFT GO-LIVE	Voice Response	Perform cutover for new Voice Response application (undeploy legacy application, deploy DDI application, IVR validation testing, CTI validation testing).	F. Smith		ID #651	N/A	1 month prior to go-live	30		Friday, October 16, 2020	0		Friday, October 30, 2020
253.1		MMIS USER SOFT GO-LIVE	EDMS	Copy Legacy Documents to OnDemand Production Environment (Cold Reports, Cabinet Documents, RRI Images). This will include everything from 10/1/17 thru 10/29/17. Also includes 7 years of Transplant data.	F. Smith	Legacy	N/A	N/A		29		Friday, October 16, 2020	0		Friday, October 30, 2020
690		MMIS USER SOFT GO-LIVE	Misc	Document/Approval for work around for severity 3 defect expected to be open at go-live.	T. Smith		N/A	N/A		28		Tuesday, October 20, 2020	0		Friday, October 30, 2020
645		MMIS USER SOFT GO-LIVE	ALL/Buy-In	Verify Report/letter Distribution (OnDemand).	Q. Smith		N/A	N/A	2 weeks before go-live	14		Friday, October 23, 2020	0		Friday, October 30, 2020
646		MMIS USER SOFT GO-LIVE	Imaging	Verify updated Provider Billing Manuals available to Providers thru Web Portal.	F. Smith		N/A	N/A	2 Monday's prior to go live	14		Friday, October 23, 2020	0		Friday, October 30, 2020
647		MMIS USER SOFT GO-LIVE	ALL/Imaging	Verify all external interfaces are set up and ready. Currently the EEF is the only external interface. This can be tested using a SoapUI test against the SharedService with a user name that does not exist.	F. Smith	Sungard, MAVRO	N/A	N/A	2 week prior to go-live	14		Friday, October 23, 2020	0		Friday, October 30, 2020
649		MMIS USER SOFT GO-LIVE	Buy-In	(BUYJD_TBQRECV) processes to baseline the TBQ tables: Interface Name: BuyIn - CMS - Outbound - CMS TBQ Finder File - ICD# 4.9.10, Interface Name: BuyIn - CMS - Inbound - CMS TBQ Response File - ICD# 4.9.11	Q. Smith	Conversion, Member	Once Member has converted and begin running catch up cycles	N/A	10 days before go-live	10		Friday, October 23, 2020	0		Friday, October 30, 2020
650		MMIS USER SOFT GO-LIVE	EDMS	Activate EDMS FTS Configurations in the State Production Environment.	F. Smith	EDI	N/A	N/A	1 Week Prior	7		Friday, October 23, 2020	0		Friday, October 30, 2020
651		MMIS USER SOFT GO-LIVE	Voice Response	Verify that IVR is able to connect to the ESB connections.	F. Smith	ESB	N/A	N/A	1 week prior to go-live	7		Friday, October 23, 2020	0		Friday, October 30, 2020
652		MMIS USER SOFT GO-LIVE	Voice Response	Complete Claim Status verification test.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 23, 2020	0		Friday, October 30, 2020
653		MMIS USER SOFT GO-LIVE	Voice Response	Complete Check Write verification test.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 23, 2020	0		Friday, October 30, 2020
654		MMIS USER SOFT GO-LIVE	Voice Response	Complete Eligibility verification test.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 23, 2020	0		Friday, October 30, 2020
655		MMIS USER SOFT GO-LIVE	Voice Response	Complete Prior Auth verification test.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 23, 2020	0		Friday, October 30, 2020
656		MMIS USER SOFT GO-LIVE	Voice Response	Complete CTMS verification test.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 23, 2020	0		Friday, October 30, 2020
657		MMIS USER SOFT GO-LIVE	Voice Response	Member Card Request.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Sunday, October 25, 2020	0		Friday, October 30, 2020
658		MMIS USER SOFT GO-LIVE	Voice Response	Survey Transfer.	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 30, 2020	0		Friday, October 30, 2020
659		MMIS USER SOFT GO-LIVE	Voice Response	Select PCP (managed care).	F. Smith		ID #651	N/A	1 week prior to go-live	7		Friday, October 30, 2020	0		Friday, October 30, 2020
660		MMIS USER SOFT GO-LIVE	TPL	Verify TPL letter XML and SQL files are promoted and accessible.	I. Smith	EDMS	ID # 139	N/A	1 week prior to go-live	7		Friday, October 30, 2020	0		Friday, October 30, 2020
661		MMIS USER SOFT GO-LIVE	Member	First day to receive Eligibility in AME (possibly bringing in Fri, Mon & Tues updates to catch up).	A. Smith	Legacy (file in DDI format), ACES	N/A	N/A	after final conversion date	5		Friday, October 30, 2020	0		Friday, October 30, 2020
983		MMIS USER SOFT GO-LIVE	Prior Auth	The State PA Interface (inbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
984		MMIS USER SOFT GO-LIVE	Prior Auth	The State PA Add Report (outbound)	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
985		MMIS USER SOFT GO-LIVE	Prior Auth	The State PA Change Report (outbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
986		MMIS USER SOFT GO-LIVE	Prior Auth	The State PA Error Report (outbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
987		MMIS USER SOFT GO-LIVE	Prior Auth	Value Options PA Interface (inbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
988		MMIS USER SOFT GO-LIVE	Prior Auth	Value Options PA Audit (outbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
989		MMIS USER SOFT GO-LIVE	Prior Auth	Value Options PA Add Report (outbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
990		MMIS USER SOFT GO-LIVE	Prior Auth	Value Options PA Change Report (outbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
991		MMIS USER SOFT GO-LIVE	Prior Auth	Value Options PA Error Report (outbound).	K. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
626		MMIS USER SOFT GO-LIVE	EDI	Open Provider Portal for interactive transactions.	T. Smith		N/A	N/A	1 day after go-live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
662		MMIS USER SOFT GO-LIVE	EDI	Verify first EDI transactions being processed.	T. Smith		N/A	N/A	at go-live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
663		MMIS USER SOFT GO-LIVE	EDMS	First Day for loading documents to OnDemand Production Environment & verify retrievable.	F. Smith		N/A	N/A	Go Live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
664		MMIS USER SOFT GO-LIVE	Financial	First day to key A/Rs into DDI-HCAP.	A. Smith/H. Smith	BO area	N/A	N/A	go live day	0		Friday, October 30, 2020	0		Friday, October 30, 2020
665		MMIS USER SOFT GO-LIVE	Financial	First day financial team will be entering expenditures into DDI.	A. Smith/H. Smith	BO area	N/A	N/A	go live day	0		Friday, October 30, 2020	0		Friday, October 30, 2020
666		MMIS USER SOFT GO-LIVE	Financial	First day to enter sanctions/liens/witholds in DDI.	A. Smith/H. Smith	BO area	N/A	N/A	go live day	0		Friday, October 30, 2020	0		Friday, October 30, 2020
669		MMIS USER SOFT GO-LIVE	Financial	First premium cycle.	A. Smith/H. Smith		N/A	N/A	go live day	0		Friday, October 30, 2020	0		Friday, October 30, 2020
670		MMIS USER SOFT GO-LIVE	Internet	Validate select user IDs.	B. Smith	All functional areas…iC data	N/A	N/A	go-live	0	early morning	Friday, October 30, 2020	0		Friday, October 30, 2020
672		MMIS USER SOFT GO-LIVE	Managed Care	Verify Managed Care Daily Enrollment from MC Daily Enrollment cycle.	W. Smith	Eligibility	N/A	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
673		MMIS USER SOFT GO-LIVE	Manage Incentive Payment	CMS notifies Department, EDI and MAPIR team that switch over is complete.	I. Smith	CMS, Interfaces	Production environment	2200	TBD	0		Friday, October 30, 2020	0		Friday, October 30, 2020
674		MMIS USER SOFT GO-LIVE	Manage Incentive Payment	MAPIR internal and external interfaces are verified on EDI Archive server (FTP).	I. Smith		Production environment	2100	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
675		MMIS USER SOFT GO-LIVE	Member	First replacement ID card in AME.	A. Smith		N/A	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
676		MMIS USER SOFT GO-LIVE	Member	First day to process 270/271 requests in AME.	A. Smith		N/A	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
677		MMIS USER SOFT GO-LIVE	Member	Validate ID Card interface with ID Card vendor once daily cycle completes (Both Send and Receive).	A. Smith		N/A	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
678		MMIS USER SOFT GO-LIVE	Prior Auth	First Day for entering or updating PA in AME.	K. Smith		Day of go-live	N/A	day of go-live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
679		MMIS USER SOFT GO-LIVE	Prior Auth	Verify EDMS attachments are associated correctly to PA requests.	K. Smith	EDMS	Day of go-live	N/A	day of go-live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
680		MMIS USER SOFT GO-LIVE	Prior Auth	Verify the Prior Auth batch cycle is set-up correctly and scheduled to run on the first business day of implementation (Job streams, scripts, etc).	K. Smith		Day of go-live	N/A	day of go-live	0	the nightly	Friday, October 30, 2020	0		Friday, October 30, 2020
681		MMIS USER SOFT GO-LIVE	Provider	Run, monitor and verify provider daily cycle.	C. Smith		Day of go-live	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
682		MMIS USER SOFT GO-LIVE	Provider	Verify that reports are loaded to OnDemand after first cycle.	C. Smith		Successful completion of the first cycle	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
686		MMIS USER SOFT GO-LIVE	Prior Auth	First time interface files will be sent/received in iC.	P. Smith/K. Smith		Day of go-live	N/A	day of go-live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
688		MMIS USER SOFT GO-LIVE	TPL	Verify Daily Reports load to OnDemand.	P. Smith/R. Smith/G. Smith		ID #687	ID #687	day of go-live	0		Friday, October 30, 2020	0		Friday, October 30, 2020

689		MMIS USER SOFT GO-LIVE	Managed Care	Verify rates in iC.	State SME	Conversion, State	State	N/A	day of go live	0		Friday, October 30, 2020	0		Friday, October 30, 2020
691		MMIS USER SOFT GO-LIVE	Voice Response	De-activate broadcast message for maintenance on the State application.	F. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
869	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to send B-7;States—NLR, Registration Confirmation Data to NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
871	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to send D-16;State—NLR, Duplicate Payment/Exclusion Check (Request) to NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
873	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to send D-18;D-18: State—NLR, Incentive Payment Data to NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
875	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to send E-7: States—NLR, Audit Data (Request) to NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
877	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to receive B-6;NLR-States, Provider Registration Data from NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
879	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to receive C-5;NLR-State, Dually Eligible Hopstial Attestation Data from NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Friday, October 30, 2020
881	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to receive D-16;NLR-State, Duplicate Payment/Exclusion Check (Response) from NLR.	I. Smith		N/A	N/A		0		Monday, October 30, 2017	0		Tuesday, October 31, 2017
884	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for IC to send D-17: NLR - State, Dually Eligible Hospital Cost Report Data to NLR.	I. Smith		N/A	N/A		0		Monday, October 30, 2017	0		Tuesday, October 31, 2017
886	0%	MMIS USER SOFT GO-LIVE	Manage Incentive Payment	First Day for iC to send E-7: NLR - State, Audit Data (Response) from NLR.	I. Smith		N/A	N/A		0		Friday, October 30, 2020	0		Saturday, October 31, 2020
948	0%	MMIS USER SOFT GO-LIVE	Managed Care	First Day for iC to send Primary Care Physicians Listings Report to Trading Partner (OUTBOUND).	W. Smith		N/A	N/A	0	0		Friday, October 30, 2020	0		Saturday, October 31, 2020
698		MMIS USER SOFT GO-LIVE	Letter Generator	Verify FTS is sweeping to move EDMS and print .pdf.	F. Smith	EDMS	N/A	N/A	on go-live date	0		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
699		MMIS USER SOFT GO-LIVE	Letter Generator	Implement changes to File Transfer Process between the State and Print Center.	F. Smith	Print Center	N/A	N/A	on go-live date	0		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
700		MMIS USER SOFT GO-LIVE	Member	Monitor and verify the first cycles.	A. Smith		N/A	N/A	day of go live	0		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
711		MMIS USER SOFT GO-LIVE	SOA/ESB	Monitor first transactions are entering the system.	L. Smith		N/A	N/A		0		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
701		MMIS USER SOFT GO-LIVE	EDI	Verify EDI reports created and archived to OnDemand.	T. Smith	Legacy	N/A	N/A	1 day after go-live	-1		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
702		MMIS USER SOFT GO-LIVE	EDI	Verify first PES version 2.25 transactions are coming in successfully.	T. Smith		N/A	N/A	1 day after go-live	-1		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
703		MMIS USER SOFT GO-LIVE	Managed Care	First Managed Care Monthly 834 Enrollment Roster Completes in AME	W. Smith	EDI	N/A	N/A	1 day after go live	-1		Saturday, October 31, 2020	-1		Saturday, October 31, 2020
704		MMIS USER SOFT GO-LIVE	Prior Auth	Verify that the nightly batch reporting and interface processed and ran successfully. Review reports, acknowledgement and error files, etc.	K. Smith		Successful completion of the first cycle	N/A	day of go-live plus 1	-1	nightly cycle runs	Saturday, October 31, 2020	-1		Saturday, October 31, 2020
705		MMIS USER SOFT GO-LIVE	Prior Auth	Verify PA letters were successfully generated in nightly batch cycle, and available for viewing.	K. Smith	EDMS	Successful completion of the first cycle	N/A	day of go-live plus 1	-1	nightly cycle runs	Saturday, October 31, 2020	-1		Saturday, October 31, 2020
706		MMIS USER SOFT GO-LIVE	Prior Auth	Verify PA letters are printed as well as going to EDMS	K. Smith	Print Center, Letter Generator	Successful completion of the first cycle	N/A	day of go-live plus 1	-1	nightly cycle runs	Saturday, October 31, 2020	-1		Saturday, October 31, 2020
707		MMIS USER SOFT GO-LIVE	Prior Auth	Verify that the vendor interface reports are successfully generated in the nightly batch cycle and are available for viewing in OnDemand.	K. Smith	EDMS, MoveIT	Successful completion of the first cycle	N/A	day of go-live plus 1	-1	nightly cycle runs	Sunday, November 1, 2020	-1		Sunday, November 1, 2020
708		MMIS USER SOFT GO-LIVE	Reference	Receive and process First full file MMA drug and pricing update after go-live.	M. Smith		N/A	N/A	day after go-live	-1		Sunday, November 1, 2020	-1		Sunday, November 1, 2020
709		MMIS USER SOFT GO-LIVE	Security	Hand off/training.	D. Smith	State	N/A	N/A	after go live	-1		Sunday, November 1, 2020	-1		Sunday, November 1, 2020
710		MMIS USER SOFT GO-LIVE	Security	State Receive and process user security requests.	G. Smith/D. Smith	State	N/A	N/A	after go live	-1		Sunday, November 1, 2020	-1		Sunday, November 1, 2020
713		OFFICIAL GO-LIVE	Legacy Tandem	After InterChange is up and running, Tandem will go into cleanup mode to purge State data off the DASD.	Legacy Team	Legacy	N/A	N/A		-2		Sunday, November 1, 2020	-2		Sunday, November 1, 2020
714		OFFICIAL GO-LIVE	Legacy Tandem	Tandem program source will be backed up. A cleanup will be done of the Tandem development source on DASD in Plano.	Legacy Team	Legacy	N/A	N/A		-2		Monday, November 2, 2020	-2		Monday, November 2, 2020
993		OFFICIAL GO-LIVE	Financial	The State Processed Recoupments Error File (outbound) - first from iC.	A. Smith/H. Smith		N/A	N/A		-2		Monday, November 2, 2020	-2		Monday, November 2, 2020
995		OFFICIAL GO-LIVE	Financial	The State Processed Recoupments Results File - (outbound) - first from iC.	A. Smith/H. Smith		N/A	N/A		-2		Monday, November 2, 2020	-2		Monday, November 2, 2020
997		OFFICIAL GO-LIVE	Financial	The State Recoupments for Processing File (inbound) - first in iC.	A. Smith/H. Smith		N/A	N/A		-2		Monday, October 26, 2020	-2		Tuesday, November 3, 2020
715		POST GO-LIVE	Buy-In	COBA - Manually run the COBA extract program. (JIL - PMONTH_1_BUY_COBASEND).	Q. Smith	Member	ID #408	N/A	3 days after go-live	-3		Monday, October 26, 2020	-3		Tuesday, November 3, 2020
716		POST GO-LIVE	Buy-In	JIL - Under Buy-In A/B take Autosys jobs for buypdAccrete and buypwDelete OFF ICE.	Q. Smith		ID #405	N/A	3 days after go-live	-3		Monday, October 26, 2020	-3		Tuesday, November 3, 2020
717		POST GO-LIVE	Buy-In	JIL - Under Part D take Autosys job for buypdPartDEnroll OFF ICE.	Q. Smith		ID #406	N/A	3 days after go-live	-3		Monday, October 26, 2020	-3		Tuesday, November 3, 2020
997		POST GO-LIVE	CTMS	Verify that the CTMS system is functioning as expected & troubleshoot issues.	F. Smith		N/A	N/A		4		Friday, October 30, 2020	-4		Tuesday, November 3, 2020
999		POST GO-LIVE	Security	Troubleshoot Security access issues.	G. Smith		N/A	N/A		4		Friday, October 30, 2020	-4		Tuesday, November 3, 2020
1000		POST GO-LIVE	Service Desk	Verify that the Service Desk system is functioning as expected & troubleshoot issues.	F. Smith		N/A	N/A		4		Friday, October 30, 2020	-4		Tuesday, November 3, 2020
1001		POST GO-LIVE	Voice Response	Verify that the Voice Response system is functioning as expected & troubleshoot issues.	F. Smith		N/A	N/A		4		Friday, October 30, 2020	-4		Tuesday, November 3, 2020
719		POST GO-LIVE	Manage Incentive Payment	First run of DDI MAPIR verified.	I. Smith		Production environment readiness	2500	day of go live	0		Friday, October 30, 2020	-4		Tuesday, November 3, 2020
720		POST GO-LIVE	Manage Incentive Payment	MAPIR Admin UI started up and verified by MAPIR team	I. Smith	AIPT Team	Production environment readiness	N/A	day of go live	0		Friday, October 30, 2020	-4		Tuesday, November 3, 2020
721		POST GO-LIVE	Manage Incentive Payment	MAPIR Public UI started up and verified by MAPIR team	I. Smith	AIPT Team	Production environment readiness	N/A	day of go live	0		Saturday, October 31, 2020	-4		Tuesday, November 3, 2020
722		POST GO-LIVE	Manage Incentive Payment	Verify admin can log in & query on existing Provider.	I. Smith	AIPT Team	Production environment readiness	N/A	day of go live	0		Tuesday, November 3, 2020	-4		Tuesday, November 3, 2020
723		POST GO-LIVE	System Wide/Work Flow	Watch production data going thru the system & make sure functioning as expected.	Workflow Transition team, Impacted FAs	Provider Enrollment, TPL, PA	N/A	N/A	day of go-live	0		Friday, October 30, 2020	-4		Wednesday, November 4, 2020
724		POST GO-LIVE	System Wide/Work Flow	Application monitoring. Window services, servers, WEB applications, logs, etc. will all be monitored.	Workflow Transition team, Impacted FAs	Provider Enrollment, TPL, PA	N/A	N/A	day of go-live	0		Friday, October 30, 2020	-4		Wednesday, November 4, 2020
718		POST GO-LIVE	DSS	DSS manually send non-claims data.	Y. Smith	Financial Managed Care PA TPL EDI Suspense	environment readiness & Buyin - Starts after completion of PDAILY5_BUY_DCYCLES	N/A	day of go live plus 1	-1	1:00	Tuesday, November 3, 2020	-4	8:00	Thursday, November 5, 2020
726		POST GO-LIVE	Provider	First weekly cycle(s) for provider.	C. Smith		ID #133	N/A	Friday after go live	-4		Thursday, November 5, 2020	-4		Thursday, November 5, 2020
728		POST GO-LIVE	ALL/Buy-In	Verify that reports are loaded to OnDemand after first cycle.	Q. Smith		ID #727	ID #S 748, 749	first week of go-live	0		Thursday, November 5, 2020	-5		Thursday, November 5, 2020
732		POST GO-LIVE	Managed Care	Capitation Catch-up Managed Care transactions (820) generated for MCOs (1st Financial cycle after GO-LIVE).	W. Smith		N/A	N/A		0		Thursday, November 5, 2020	-5		Thursday, November 5, 2020
734		POST GO-LIVE	TPL	Monitor and Verify First Monthly Cycle.	P. Smith/R. Smith/G. Smith		ID # 139	ID #733	first Friday after the month	-4		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
735		POST GO-LIVE	TPL	Verify Weekly Reports load to OnDemand.	P. Smith/R. Smith/G. Smith		ID #733	ID #733	first Sunday after go-live	-6		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
736		POST GO-LIVE	TPL	Verify Monthly Reports load to OnDemand.	P. Smith/R. Smith/G. Smith		ID #734	ID #734	first Sunday after the first Friday of the month after go-	-6		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
954		POST GO LIVE	TPL	Capitation Payments File (rLink Title: Send Managed Care Capitation data to the TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
957		POST GO LIVE	TPL	Dental Claims File (rLink Title: Send Dental Claims to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
958		POST GO LIVE	TPL	Diagnosis Code File (rLink Title: Send Reference Data to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
960		POST GO LIVE	TPL	Institutional Claims File (rLink Title: Send Institutional Claims to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		Thursday, November 5, 2020	-6		Thursday, November 5, 2020
962		POST GO LIVE	TPL	Pharmacy Claims File (rLink Title: Send Pharmacy Claims to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		Tuesday, October 27, 2020	-6		Friday, November 6, 2020

963		POST GO LIVE	TPL	Procedure Code File (rLink Title: Send Reference Data to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		Friday, October 30, 2020	-6		Friday, November 6, 2020
964		POST GO LIVE	TPL	Professional Claims File (rLink Title: Send Physician Claims to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		**Friday, October 30, 2020**	-6		Friday, November 6, 2020
965		POST GO LIVE	TPL	Provider Information File (rLink Title: Send Providers to TPL Vendor).	P. Smith/R. Smith/G. Smith		N/A	N/A		-6		**Friday, October 30, 2020**	-6		Friday, November 6, 2020
737		**POST GO-LIVE**	**EDMS**	**First day for scheduled runs of jobs in OnDemand Production Environment.**	**F. Smith**		**N/A**	**N/A**	Go-Live	**0**		**Friday, October 30, 2020**	**-7**		Friday, November 6, 2020
738		**POST GO-LIVE**	**Imaging**	**First Day for scanning of documents for the State in Mailroom.**	**F. Smith**		**N/A**	**N/A**	Go Live	**0**		**Friday, October 30, 2020**	**-7**		Friday, November 6, 2020
739		**POST GO-LIVE**	**Imaging**	**First day for scheduled runs of jobs in the State Mailroom Production Environment (Enable scheduled jobs in State).**	**F. Smith**		**N/A**	**N/A**	Go Live	**0**		**Saturday, October 31, 2020**	**-7**		Friday, November 6, 2020
740		**DAY OF GO-LIVE**	**Interface**	**Check old SFTP site to ensure that vendors are not sending files.**	**T. Smith**		**N/A**	**N/A**	at go live	**0**		**Saturday, October 31, 2020**	**-7**		Friday, November 6, 2020
741		**POST GO-LIVE**	**Interface**	**Verify that files are being received & submitted through SFTP.**	**T. Smith**		**N/A**	**N/A**	at go live	**0**		**Saturday, October 31, 2020**	**-7**		Friday, November 6, 2020
742		**POST GO-LIVE**	**Interface**	**Check to see if we are successfully receiving files from vendors.**	**T. Smith**		**N/A**	**N/A**	at go live	**0**		**Saturday, October 31, 2020**	**-7**		Friday, November 6, 2020
743		**POST GO-LIVE**	**EDI**	**Check volume of EDI transactions to the norm.**	**T. Smith**		**N/A**	**N/A**	1 day after go-live	**-1**		**Friday, November 6, 2020**	**-7**		Friday, November 6, 2020
744		**POST GO-LIVE**	**EDI**	**Verify that there is no EDI traffic to old MoveIt site.**	**T. Smith**		**N/A**	**N/A**	1 day after go-live	**-1**		**Monday, November 2, 2020**	**-7**		Saturday, November 7, 2020
745		**POST GO-LIVE**	**EDI**	**Do a reasonable check for compliance edit volume (be sure not everything is failing compliance).**	**T. Smith**		**N/A**	**N/A**	1 day after go-live	**-1**		**Sunday, November 8, 2020**	**-7**		Monday, November 9, 2020
746		**POST GO-LIVE**	**Managed Care**	**Monitor daily disenrollment and enrollment cycle for first several runs.**	**W. Smith**		**N/A**	**N/A**	1 day after go live	**-1**		**Sunday, November 8, 2020**	**-7**		Monday, November 9, 2020
747		**POST GO LIVE**	**EDI**	**MoveIt - All Buy-In specfic send jobs OFF ICE with State's approval to send files.**	**Q. Smith**	**State**	**N/A**	**ID #409**	A week after go-live	**-7**		**Sunday, November 1, 2020**	**-7**		Tuesday, November 10, 2020
748		**POST GO-LIVE**	**Buy-In**	**First Buy-In daily (Part A and Part B) cycle.**	**Q. Smith**	**Member**	**ID #S 496, 649**	**N/A**	3 days after go-live	**-3**		**Thursday, November 5, 2020**	**-8**		Tuesday, November 10, 2020
750		**POST GO-LIVE**	**DSS - PCMH**	**Run the attached job (RUNSQL) which will run the attached SQL (create_rates.sql) will will load the code rates table (t_clm_pcmh_cde_rates).**	**V. Smith**		**Production environment**	**N/A**	day of go live plus 9	**-9**	**13:30**	**Thursday, November 5, 2020**	**-10**	**14:00**	Tuesday, November 10, 2020
751		**POST GO-LIVE**	**DSS - PCMH**	**Work with PCMH Legacy to setup the code sheet CSV file to load into all the t_clm_pcmh_cde... tables.**	**V. Smith**	**Legacy**	**Production environment**	**N/A**	day of go live plus 9	**-9**	**13:15**	**Thursday, November 12, 2020**	**-10**	**14:00**	Thursday, November 12, 2020
751.1		**POST GO-LIVE**	**DSS - Pharm Vendor**	**Place Automated Daily Cycle on Hold (PDAILY5_BIR_Pharm Vendor_EXTRACT).**	**Y. Smith**	**N/A**	**N/A**	**N/A**		**-2**	**1:00**	**Tuesday, October 20, 2020**	**-11**		Friday, November 13, 2020
752		**POST GO-LIVE**	**DSS - Pharm Vendor**	Run the initial extraction of the 7 Year Claims Data **(Incremental Claims Extracts)**. Run the following insert statement in BIR PROD database logged on as arbir. Note: dte_parm_1 and dte_parm_2 will be changed based on the State go live date. Insert into t_bir_parms values('BIRJW200','CLM_EXT', '01-JAN-70','31-DEC-99', 'A','R', 20100701, 20100930, 'NONE', 'Used for setting dates for claims extract') 2) Run the 7 Year Cycle (claims)	**Y. Smith**	**Conversion**	**Production environment readiness**	**N/A**	day of go live minus 1	**-6**	**2:30**	Friday, October 30, 2020	**-11**	**23:30 PM**	Friday, November 13, 2020
752.1		**POST GO-LIVE**	**DSS - Pharm Vendor**	**The automated Weekly cycle is placed on hold (PWEEKLY_BIR_Pharm Vendor_EXTRACT).**	**Y. Smith**	**N/A**	**N/A**	**N/A**		**-6**	**1:00**	Saturday, October 31, 2020	**-11**		Friday, November 13, 2020
753		**POST GO-LIVE**	**DSS - Pharm Vendor**	The automated weekly cycle is taP. Smith off hold and executes.	Y. Smith	All Major Functional Areas (ie	Production	N/A	day of go live plus 4	-13	0:00	Friday, November 13, 2020	-13	23:30	Friday, November 13, 2020
754		**POST GO-LIVE**	Legacy Tandem	Hold Tandem files for any research.	Legacy Team	Legacy	N/A	N/A		10		Friday, November 13, 2020	-14		Friday, November 13, 2020
755		**POST GO-LIVE**	Imaging	First Run of the State Stub Files for use by Sungard Claims Entry Group.	F. Smith		N/A	N/A	Go Live	0		Friday, November 13, 2020	-14		Friday, November 13, 2020
756		**POST GO-LIVE**	Managed Care	Run any preparation cycles required to prepare for prospective CAPS.	W. Smith	Legacy Claims	N/A	N/A	1 day after go live	-1		Saturday, October 31, 2020	-14		Saturday, November 14, 2020
757		**POST GO-LIVE**	TPL	Start K2 TPL lead verification.	D. Smith	Workflow	N/A	N/A	2 weeks after go-live	-14		**Wednesday, November 4, 2020**	-14		Saturday, November 14, 2020
758		**POST GO-LIVE**	Managed Care	Reconciliation Catch-up - Provide list to state of missing Oct payments - PACE, PO, NET.	W. Smith		N/A	N/A		-14		Wednesday, November 4, 2020	-14		Saturday, November 14, 2020
758.1		**POST GO-LIVE**	**DSS - Pharm Vendor**	**The automated daily cycle is taP. Smith off hold and executes.**	**Y. Smith**	**Member**	**Production**	**N/A**		**-14**	**1:00**	Monday, November 9, 2020	**-14**		Saturday, November 14, 2020
759		POST GO-LIVE	Manage Incentive Payment	Confirm first Provider is able to login & verify they can see the dashboard.	I. Smith		environment readiness	N/A	TBD	-1		Tuesday, November 10, 2020	-15		Saturday, November 14, 2020
760		POST GO-LIVE	Ancillary	Verify that forms are being stored in EDMS (Electronic Document Management System).	S. Smith	EDMS	N/A	N/A	go live week, day +5 days	-5		Tuesday, November 10, 2020	-15		Saturday, November 14, 2020
761		POST GO-LIVE	Ancillary	Verify new panel (UI) to access on Demand for Ancillary.	S. Smith	EDMS	N/A	N/A	go live week, day +5 days	-5		**Sunday, November 15, 2020**	-15		Sunday, November 15, 2020
763		**POST GO-LIVE**	DSS - PCMH	Work with PCMH Legacy to setup all the parms CSV file to load into t_clm_pcmh_parms. There needs to be a record for each DSS PCMH Jobs. These jobs begin with CLMJQ8* and there is one annual job CLMJA817.	V. Smith	Legacy	Production environment readiness	N/A	day of go live plus 10	-10	8:30	**Sunday, November 15, 2020**	-15	9:30	Sunday, November 15, 2020
727		**POST GO-LIVE**	**Buy-In**	**Run, monitor and verify the first daily and weekly cycles. Interface Name: BuyIn - Trading Partner - Outbound - Eligibility Determination System Medicare Extract - Outbound - ICD# 4.9.15.**	**Q. Smith**		**ID #S 496, 649**	**ID #s 748, 749**	first week of go-live	**-11**		Tuesday, November 17, 2020	**-15**		Tuesday, November 17, 2020
749		**POST GO-LIVE**	**Buy-In**	**Run first daily MMA (Part D) cycle in interChange and process/produce the following files: Interface Name: BuyIn - CMS - Outbound - CMS Part D Enrollment File - ICD# 4.9.8, Interface Name: BuyIn - CMS - Inbound - CMS Part D Response File - Inbound - ICD# 4.9.9.**	**Q. Smith**	**Member**	**ID #S 496, 649**	**N/A**	3 days after go-live	**-11**		Sunday, October 25, 2020	**-15**		Friday, November 20, 2020
764		POST GO-LIVE	Reference	Receive and process First Jcode Xref file from MMA after go-live.	M. Smith		N/A	N/A	15th of the month after go-live	-16		Friday, November 20, 2020	-16		Friday, November 20, 2020
853		POST GO-LIVE	Member	Remove EOMB jobs from NOEXEC.	A. Smith	Claims	N/A	N/A		-16		Saturday, November 21, 2020	-16		Saturday, November 21, 2020
762		POST GO-LIVE	Buy-In	JIL - Take PMONTH_1_BUY_COBASEND OFF ICE after the 15th of the month.	Q. Smith		N/A	ID #410	following go-live	-18		Saturday, October 31, 2020	-18		**Sunday, November 29, 2020**
766		**POST GO-LIVE**	TPL	Run TPLJMCLM to seed SFYTD values.	P. Smith/R. Smith/G. Smith	Conversion	ID #622	ID #734	after final conversion date	5		Sunday, November 29, 2020	-21		Sunday, November 29, 2020
767		POST GO-LIVE	Managed Care	Verify Managed Care Monthly PO Recon - Lookback to GO-LIVE.	W. Smith		N/A	N/A	1 month after go live	-21		Sunday, November 29, 2020	-21		Sunday, November 29, 2020
768		POST GO-LIVE	Managed Care	First Managed Care Monthly Capitation for PACE/NET/PO/IC - December.	W. Smith		N/A	N/A	1 month after go live	-22		Friday, October 30, 2020	-22		Monday, November 30, 2020
769		POST GO-LIVE	Managed Care	Monitor scheduling and run of cycles.	W. Smith		N/A	N/A	1 day after go live	-1		Monday, October 30, 2017	-30		Thursday, November 30, 2017
770		POST GO-LIVE	Managed Care	First Managed Care transactions (820) generated for MCOs.	W. Smith	EDI	N/A	N/A	1 month after go live	-30		Monday, October 30, 2017	-30		Thursday, November 30, 2017
771		POST GO-LIVE	Managed Care	Verify Managed Care Monthly Capitation Summary Before Financial.	W. Smith	Financial	N/A	N/A	1 month after go live	-30		Saturday, October 31, 2020	-30		Monday, November 30, 2020
772		POST GO-LIVE	EDMS	Load/correct failed documents from last weeks load to Legacy OnDemand Production System.	F. Smith		N/A	N/A	Go-Live	0		Saturday, October 31, 2020	-31		Monday, November 30, 2020
773		POST GO-LIVE	Letter Generator	Confirm postage charges moved from legacy to the Statecost center.	J. Smith	Legacy (J. Smith)	N/A	N/A	on go-live date	0		Monday, November 30, 2020	-31		Monday, November 30, 2020
774		POST GO-LIVE	Letter Generator	Identify billing entities for charge back of costs related to State printing.	F. Smith	Print Center	N/A	N/A	on go-live date	0		Monday, November 30, 2020	-31		Monday, November 30, 2020
775		POST GO-LIVE	EPSDT	Verify EPSDT report letter distribution.	W. Smith	Claims	N/A	N/A	1 day after go live	-1		Monday, November 30, 2020	-31		Monday, November 30, 2020
776		POST GO-LIVE	EPSDT	Verify daily and monthly cycle running.	W. Smith	Claims	N/A	N/A	1 day after go live	-1		Monday, November 30, 2020	-31		Monday, November 30, 2020
777		POST GO-LIVE	Train	PR - Identify process for on-site provider visits.	A. Smith		N/A	N/A	1 month after go live	-31		Tuesday, December 1, 2020	-31		Thursday, December 3, 2020
778		POST GO-LIVE	Train	PR - Walk thru of process with the State.	A. Smith		N/A	N/A	1 month after go live	-31		Wednesday, December 2, 2020	-31		Thursday, December 3, 2020
779		POST GO-LIVE	Train	PR - MMIS Vendor begins accepting referrals for on-site provider visits.	A. Smith		N/A	N/A	1 month after go live	-31		Tuesday, December 8, 2020	-31		Tuesday, December 8, 2020
780		POST GO-LIVE	Train	PR - MMIS Vendor conducts scheduled on-site provider visits.	A. Smith		N/A	N/A	1 month after go live	-31		Tuesday, December 8, 2020	-31		Tuesday, December 8, 2020
781		POST GO-LIVE	Member	First date to generate REOMBs.	A. Smith	Claims	N/A	N/A	?	-32		Tuesday, December 8, 2020	-34		Tuesday, December 8, 2020
782		POST GO-LIVE	DSS - Pharm Vendor	The automated monthly cycle (capitations) is scheduled and executes.	Y. Smith	Managed Care	environment readiness & Completion of	N/A	day of go live plus 31	-33	0:00	Tuesday, December 8, 2020	-34	8:00	Tuesday, December 8, 2020
783		POST GO-LIVE	DSS - PCMH	MMIS Vendor sends first file assigned to DSS to Agency.	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	day of go plus 39	-39	14:00	Tuesday, December 8, 2020	-39	23:00	Tuesday, December 8, 2020
890	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Actual Risk Adjustment Cost File at the PCHM level to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
892	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Adjusted Risk Score data (6 Month Attribution Section) to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
894	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Adjusted Risk Score data (Total Cost of Care Section) to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
896	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Baseline Risk Groups Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
900	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Beneficiary List to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
902	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Cohort Data at the beneficiary level. (Beneficiary Cohort List) to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
904	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Cohort Data at the PCMH level. (PCMH Cohort List) to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
906	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Cohort Data at the Pool level to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
908	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) CPC Enrollment Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
910	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send to send Patient Centered Medical Home (PCMH) Enrolled Final Attributed Beneficiary List Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
912	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Enrolled PCMH Beneficiary Count List Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020

914	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Homes (PCMH) Enrolled PCMH Per Beneficiary Per Month (PBPM) data to Agency - PCMH Level (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
916	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Homes (PCMH) Enrolled PCMH Per Beneficiary Per Month (PBPM) data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
918	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Enrollment Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
920	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to recieve Patient Centered Medical Home (PCMH) High Priority Beneficiary (HPB) Physician Exclusion Data to Agency (INBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
922	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Historical Risk Adjustment Cost File at the PCMH level data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
924	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Historical Risk Adjustment Cost File at the Pool level data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
928	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Per Bene Per Month (PBPM) list at the Pool level. (Pool PBPM List) to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
930	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Pool Beneficiary Count List Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
932	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Pool Enrollment Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
936	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Reconciliation by PCMH to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Tuesday, December 8, 2020	-39		Tuesday, December 8, 2020
938	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Recovery File at the Beneficiary Level data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Sunday, December 20, 2020	-39		Sunday, December 20, 2020
940	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Recovery File at the PCMH Level data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Monday, January 18, 2021	-39		Monday, January 18, 2021
942	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) State Averages Data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Monday, January 18, 2021	-39		Monday, January 18, 2021
944	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Unenrolled Per Beneficiary Per Month (PBPM) data to Agency (OUTBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-39	-39		Thursday, January 28, 2021	-39		Thursday, January 28, 2021
784		POST GO-LIVE	Managed Care	First Managed Care Quarterly Reconcillation for PACE - Lookback to GO-LIVE.	W. Smith		N/A	N/A	3 months after go live	-51		Thursday, January 28, 2021	-51		Thursday, January 28, 2021
785		POST GO-LIVE	Managed Care	First On Request Year End HPB Extract (runs after the new year) - what is this.	W. Smith	Agency	Agency	N/A	1-Jan-18	-80		Thursday, January 28, 2021	-80		Thursday, January 28, 2021
867		**POST GO-LIVE**	Provider	First iC PCMH quarterly files.	C. Smith		Day of go-live	N/A		-80		Friday, October 30, 2020	-80		Sunday, January 31, 2021
786		POST GO-LIVE	Managed Care	First Managed Care Quarterly Capitation for PCMH.	W. Smith	PCMH Team	PCMH Team	N/A	3 months after go live	-90		Tuesday, February 9, 2021	-90		Tuesday, February 9, 2021
787		POST GO-LIVE	Managed Care	Verify Managed Care Quarterly PACE/PCMH Reconciliation.	W. Smith		N/A	N/A	3 months after go live	-90		Tuesday, February 9, 2021	-90		Tuesday, February 9, 2021
788		POST GO-LIVE	Managed Care	First Managed Care Quarterly PCMH Recovery.	W. Smith		N/A	N/A	3 months after go live	-90		Friday, February 19, 2021	-90		Friday, February 19, 2021
789	0%	POST GO-LIVE	CERT	Update Certification Checklists with production examples for R3 Certification Final Review.	M. Smith	All FAs	N/A	N/A	Go live	0		Friday, February 19, 2021	-93		Friday, February 19, 2021
926	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to receive Patient Centered Medical Home (PCMH) PAP Data to Agency (INBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-102	-102		Friday, February 19, 2021	-102		Friday, February 19, 2021
934	0%	POST GO-LIVE	DSS - PCMH	First Day for iC to send Patient Centered Medical Home (PCMH) Practice Support (PS) Quality Metric Support Target Data to Agency (INBOUND).	V. Smith	Legacy PCMH Team	Production environment readiness	N/A	-102	-102		Monday, November 30, 2020	-102		Sunday, February 28, 2021
888	0%	POST GO-LIVE	Managed Care	First Day for iC to send Patient Centered Medical Home (PCMH) Basic Facts File to AHIN (OUTBOUND).	W. Smith		N/A	N/A	-112	-112		Monday, August 31, 2020	-112		Wednesday, March 31, 2021
898	0%	POST GO-LIVE	Managed Care	First Day for iC to send Patient Centered Medical Home (PCMH) Basic Facts File to Agency (OUTBOUND).	W. Smith		N/A	N/A	-112	-112		Tuesday, December 8, 2020	-112		Wednesday, March 31, 2021
946	0%	POST GO-LIVE	Managed Care	First Day for iC to send Patient Centered Medical Home (PCMH) Year End Enrolled PBPM List to Agency (OUTBOUND).	W. Smith		N/A	N/A	-112	-112		Sunday, January 31, 2021	-112		Wednesday, March 31, 2021
791	0%	POST GO-LIVE	CERT	Conduct MMIS Vendor Work Product Review of completed checklists.	M. Smith	All FAs	N/A	N/A	Go live plus 1 month	-31		Sunday, January 31, 2021	-121		Wednesday, March 31, 2021
793	15%	POST GO-LIVE	CERT	Prepare for R2 Operational Milestone Review.	M. Smith	All FAs	N/A	N/A	2 months prior to go live	60		Sunday, January 31, 2021	-152		Wednesday, March 31, 2021
800		POST GO-LIVE	DSS - PCMH	Start PCMH Legacy Cycles:PREQ_MGD_PCMH_JOBS.	V. Smith	Managed Care Provider	Production environment readiness	N/A	day of go plus 39	-39	14:00	Sunday, February 28, 2021	-152	23:00	Wednesday, March 31, 2021
794	0%	POST GO-LIVE	CERT	Submit R3 Certification Checklists and Production Examples for State Review.	M. Smith	All FAs	N/A	N/A	Go live plus 3 months	-93		Sunday, February 28, 2021	-152		Wednesday, March 31, 2021
795	0%	POST GO-LIVE	CERT	Address comments from State review and acceptance.	M. Smith	All FAs	N/A	N/A	Go live plus 3 months	-93		Friday, April 30, 2021	-152		Wednesday, March 31, 2021
796	0%	POST GO-LIVE	CERT	Receive acceptance from State review of completed checklists.	M. Smith	All FAs	N/A	N/A	Go live plus 3 months	-93		Sunday, February 28, 2021	-152		Friday, April 30, 2021
797	0%	POST GO-LIVE	CERT	Prepare and Send Request Letter for MMIS Certification Final Review.	M. Smith	All FAs	N/A	N/A	Go live plus 4 months	-121		Sunday, February 28, 2021	-152		Friday, April 30, 2021
798	0%	POST GO-LIVE	CERT	Assemble any required materials to be included with letter.	M. Smith	All FAs	N/A	N/A	Go live plus 4 months	-121		Sunday, February 28, 2021	-152		Friday, April 30, 2021
799	0%	POST GO-LIVE	CERT	Prepare for R3 Certification Final Review Conference.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Sunday, February 28, 2021	-152		Friday, April 30, 2021
801	0%	POST GO-LIVE	CERT	Submit updated checklists and production examples for IV&V review and acceptance.	M. Smith	All FAs	N/A	N/A	Go live plus 4 months	-121		Friday, April 30, 2021	-182		Wednesday, June 30, 2021
802	0%	POST GO-LIVE	CERT	Address comments from IV&V review.	M. Smith	All FAs	N/A	N/A	Go live plus 4 months	-121		Friday, April 30, 2021	-182		Wednesday, June 30, 2021
803	0%	POST GO-LIVE	CERT	Receive final approval from IV&V on updated checklists and production examples.	M. Smith	All FAs	N/A	N/A	Go live plus 4 months	-121		Friday, April 30, 2021	-182		Wednesday, June 30, 2021
804	0%	POST GO-LIVE	CERT	Verify 1st generation of all Production Reports in MMIS.	M. Smith	All FAs	N/A	N/A	Go Live	-121		Friday, April 30, 2021	-182		Wednesday, June 30, 2021
805	0%	POST GO-LIVE	CERT	Receive Pre-R3 MMIS Certification Conference Date.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
806	0%	POST GO-LIVE	CERT	Identify staff to participate in Pre-R3 MMIS Certification Conference .	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
807	0%	POST GO-LIVE	CERT	Participate in Pre-R3 MMIS Certification Conference.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
808	0%	POST GO-LIVE	CERT	Respond to CMS' additional Written Items for On-Site Review.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
809	0%	POST GO-LIVE	CERT	Prepare for R3 Certification Final Review.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
810	0%	POST GO-LIVE	CERT	Review Appendix B Required Artifacts List for R3.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
811	0%	POST GO-LIVE	CERT	Validate MMIS Vendor and State Artifacts are complete (Appendix B).	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
812	0%	POST GO-LIVE	CERT	Verify CMS On-Site Review Days.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
813	0%	POST GO-LIVE	CERT	Establish Access and Prepare Space.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
814	0%	POST GO-LIVE	CERT	Set up telephones, computers and printers for CMS' use.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
815	0%	POST GO-LIVE	CERT	Identify Staff to be present for On-Site Review.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
816	0%	POST GO-LIVE	CERT	Verify Readiness of Documentation and Presentation materials.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
817	0%	POST GO-LIVE	CERT	Notify State and MMIS Vendor staff of required attendance times from CMS On-Site schedule.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
818	0%	POST GO-LIVE	CERT	Gather materials and print welcome packet.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
819	0%	POST GO-LIVE	CERT	Print handouts of presentation materials for each Business Area.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
820	0%	POST GO-LIVE	CERT	Prepare Overview Materials for R3 Certification Final Review Entrance Conference.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
821	0%	POST GO-LIVE	CERT	Prepare Organization Chart.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
822	0%	POST GO-LIVE	CERT	Prepare History of Medicaid in the State.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
823	0%	POST GO-LIVE	CERT	Prepare History of the State MMIS Project.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
824	0%	POST GO-LIVE	CERT	Prepare Implementation Summary.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
825	0%	POST GO-LIVE	CERT	Prepare explanation of General Functional Responsibility.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
826	0%	POST GO-LIVE	CERT	Prepare user-oriented description of how MMIS works.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
827	0%	POST GO-LIVE	CERT	Prepare other topics suggested by CMS.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
828	0%	POST GO-LIVE	CERT	Prepare Business Area R3 MMIS Certification Final Review Entrance Materials.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
829	0%	POST GO-LIVE	CERT	Prepare Functional Area Chart.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
830	0%	POST GO-LIVE	CERT	Prepare State and MMIS Vendor Responsibilities.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
831	0%	POST GO-LIVE	CERT	Prepare Explanation of Functional Area Role from User Perspective.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
832	0%	POST GO-LIVE	CERT	Prepare Packet as Presentation Material & Outline for Oral Demo.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
833	0%	POST GO-LIVE	CERT	Conduct Practice Demonstrations for R3 MMIS Certification Final Review (All Business Areas).	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
834	0%	POST GO-LIVE	CERT	Prepare Presentation for demonstration.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
835	0%	POST GO-LIVE	CERT	Conduct 1st formal practice session for Presentation.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
836	0%	POST GO-LIVE	CERT	Conduct 2nd formal practice session for Presentation.	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
837	0%	POST GO-LIVE	CERT	Conduct R3 MMIS Certification Final Review (occurs at least 6-months after go-live).	M. Smith	All FAs	N/A	N/A	Go live plus 6 months	-182		Friday, April 30, 2021	-243		Wednesday, June 30, 2021
838	0%	POST GO-LIVE	CERT	Participate in Certification Review Entrance Conference.	M. Smith	All FAs	N/A	N/A	go live plus 6 months	-182		Wednesday, June 30, 2021	-243		Wednesday, June 30, 2021
839	0%	POST GO-LIVE	CERT	Participate in Daily Briefings with CMS.	M. Smith	All FAs	N/A	N/A	go live plus 6 months	-182		Wednesday, June 30, 2021	-243		Wednesday, June 30, 2021
840	0%	POST GO-LIVE	CERT	Participate in Daily Briefings with the State Core Team.	M. Smith	All FAs	N/A	N/A	go live plus 6 months	-182		Wednesday, June 30, 2021	-243		Wednesday, June 30, 2021
841	0%	POST GO-LIVE	CERT	Participate in Certification Review Exit Conference.	M. Smith	All FAs	N/A	N/A	go live plus 6 months	-182		Wednesday, June 30, 2021	-243		Wednesday, June 30, 2021

842	0%	POST GO-LIVE	CERT	Receive Final Review Letter from CMS Review Team.	M. Smith	All FAs	N/A	N/A	go live plus 8 months	-243		Wednesday, June 30, 2021	-243		Saturday, July 31, 2021
843	0%	POST GO-LIVE	CERT	Review MMIS Certification Final Review Findings.	M. Smith	All FAs	N/A	N/A	go live plus 8 months	-243		Wednesday, June 30, 2021	-243		Saturday, July 31, 2021
844		POST GO-LIVE	Managed Care	Verify Managed Care Yearly Capitation for NET Reconciliation - Lookback to GO-LIVE.	W. Smith		N/A	N/A	8 months after go live	-243		Wednesday, June 30, 2021	-243		Saturday, July 31, 2021
845		POST GO-LIVE	Managed Care	Verify Managed Care Yearly Capitation for PCCM Reconciliation - Lookback to GO-LIVE.	W. Smith		N/A	N/A	8 months after go live	-243		Wednesday, June 30, 2021	-243		Tuesday, August 31, 2021
846	0%	POST GO-LIVE	CERT	Complete Corrective Actions of CMS Findings.	M. Smith	All FAs	N/A	N/A	go live plus 8 months	-243		Tuesday, August 31, 2021	-274		Tuesday, August 31, 2021
847	0%	POST GO-LIVE	CERT	Notify CMS Review Team of Resolved Findings.	M. Smith	All FAs	N/A	N/A	go live plus 8 months	-243		Tuesday, August 31, 2021	-274		Tuesday, August 31, 2021
848	0%	POST GO-LIVE	CERT	Gather documented evidence of Corrective Action of CMS Findings.	M. Smith	All FAs	N/A	N/A	go live plus 8 months	-243		Request #8	-274		**Request #8**
849	0%	POST GO-LIVE	CERT	Remediate & Respond to R3 MMIS Certification Review Findings.	M. Smith	All FAs	N/A	N/A	go live plus 8 months	-243		Request #8	-305		**Request #8**
850	0%	POST GO-LIVE	CERT	CMS Certification Approval.	M. Smith	All FAs	N/A	N/A	go live plus 10 months	-305		**Request #8**	-305		**Request #8**
851	0%	POST GO-LIVE	CERT	Receive CMS Certification Approval Letter.	M. Smith	All FAs	N/A	N/A	go live plus 10 months	-305		**Request #8**	-305		**Request #8**
952		**POST GO LIVE**	**TPL**	**Adjustment Information Request File (rLink Title: Receive Adjustment Scan from TPL Vendor)**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
955		**POST GO LIVE**	**TPL**	**Carrier Billings File (commercial postings) (rLink Title: Receive Billings from TPL Vendor).**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
959		**POST GO LIVE**	**TPL**	**HIPP Information File (rLink Title: Receive HIPP Information from TPL Vendor).**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
966		**POST GO LIVE**	**TPL**	**Provider Recovery File (rLink Title: Receive Provider Recovery data from the TPL Vendor).**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
967		**POST GO LIVE**	**TPL**	**Receive Case Tracking File (rLink Title: Receive Case Tracking Payment Data from the TPL Vendor).**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
968		**POST GO LIVE**	**TPL**	**Receive Employer Interface (rLink Title: Receive Employer Information from TPL Vendor).**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
971		**POST GO LIVE**	**TPL**	**TPL Resource Information Update File. (rLink Title: Receive resource information from TPL Vendor).**	**P. Smith/R. Smith/G. Smith**	**N/A**	**N/A**	**N/A**				**TBD - See State Go Live Decision Request #8**			**TBD - See State Go Live Decision Request #8**
972		**PRE GO-LIVE**	**Security**	**Verify connectivity points (EDMS files).**	**F. Smith**	**EDMS**	**N/A**	**N/A**	**60**						

Category	Current Status	Prior Status	Priority H / M / L	Completion Date	R1	R2	Status Comments	Recovery / Resolution	Recovery Date
Status of delayed or incomplete critical implementation/deployment activities is known and the impact is understood; plans to recover have been documented and are acceptable to business, technical, and leadership: Release 1			M	5/15/2019	X				
Status of delayed or incomplete critical implementation/deployment activities is known and the impact is understood; plans to recover have been documented and are acceptable to business, technical, and leadership: Release 2			M	6/21/2019		X			
Environmental Readiness Gate Review is complete and approved	NA		M	5/31/2019		X			
Category 8: Provider Readiness	3								
Provide Support plan has been developed and team members prepared to perform; training on MMIS changes is planned and documented; execution is on schedule; exceptions are known and plans developed									
A plan is in place for provider field representative support at go-live			M	7/15/2019		X	Part of Hyper Care Plan for R2; N/A for R1		
Specifics of the changes to check and EFT payments, remittances, 835, 820, edit 901, PI Hold and EIS blocking functions have been communicated to all MMIS providers			H	5/15/2019		X	A component of Stakeholder Outreach; 6/1/2019		
Provider PTIN updates are received, and applied in MMIS production; updates are verified and follow-up is conducted, tracked, completed			H	5/19/2019	X		Duplicates; Establish work arounds to dedupe being implemented; Date changed from 8/1/2016 to 5/1/2017		
Category 9: State Readiness	8								
Communication of project changes and timeline has been provided; plans in place									
Other state systems are modified as needed and proven able to support project changes or have agreed to plans in place			M	5/30/2019	X	X	Vendor has plan in place; no other systems identified		
Pharmacy and Dental Vendors are aware of and prepared for these changes			M	5/15/2019		X	No system impact; awareness achieved; formal notice needed		
Integrator is aware of and prepared for project implementation			H	6/25/2019		X	Integral part of project		
Comptroller General is aware of and prepared for project implementation			H	6/25/2019		X	In progress; is kept informed		
Integrator/New Medicaid bank is aware of and prepared for project implementation			H	6/25/2019		X	Integral part of project		
Integrator/Check printing bank is aware of and prepared for project implementation			H	6/25/2019		X	Project in progress (print test with Bank has begun); in deployment plan; independent of the project but timed to go with the project		
State existing Medicaid bank is aware of and prepared for project implementation			H	6/25/2019		X	In deployment plan; formal notification		
Current check printing vendor is aware of an prepared for project implementation			H	6/25/2019		X	Formal notification		
Category 10: External Communications	3								
Communication of project changes and timeline has been provided; plans in place									
Executive communication to key legislators and the governor's office is on track for timely completion and delivery			H	7/2/2019		X	Communication process and materials needed		
Media Contact Plan is developed and rolled out			H	7/1/2019		X			
Public communications / news release is prepared			H	7/1/2019		X			

Phase / Test Cases	% Executed	% Passed	% Complete	Due Date	Status	Status Notes	Rating
							Green Red
R1 MMIS QA Test	100	100	100				
R1 MMIS QA E2E Regression Test	100	100	100				
R1 MMIS UA Test	100	100	100				
R1 TCOE Integration Test	100	100	100				
R2 Parallel Test	100	100	100			Test Closure Report approved on 3/13/2019	
R2 MMIS QA Test	100	100	100	3/13/2019		Testing complete; Test Closure Report in Progress	
R2 MMIS UA Test	100	100	100	3/15/2019		Testing complete; Test Closure Report in Progress	
R2 MMIS QA E2E Regression Test				5/23/2019		Late start; completion overlaps with Release 1 implementation; accepted risk	
R2 TCOE Integration Test	100	100	100	4/2/2019		Test execution completed on schedule; Test Closure Report approved by State on 4/19/2019; all documents that were part of the Test Closure Report package were baselined on 4/23/2019	
R1 & R2 Consolidated UAT	100	100	100	5/10/2019		Phase test execution started on 4/8/2019; test execution completed on 5/8/2019 (two days ahead of schedule). The Test Closure Report was released for stakeholder review/acceptance on 5/12/2019 with responses requested by EOD on 5/15/2019	

Key	
	On track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	Complete
	NS - Activity Not Scheduled to Start Yet

Count of Open Defects by Test Phase							
Test Phase	Very High	High	Medium	Low	Total	Status	Status Comments
R1 MMIS QA Test	0	0	0	0	**0**		
R1 MMIS UA Test	0	0	0	0	**0**		
R1 MMIS QA End to End Regression Test	0	0	0	0	**0**		
R1 TCOE Integration Test	0	0	0	0	**0**		
R2 MMIS QA Test	0	0	0	3	**3**		In progress; all related to MMIS generated reports not going to QA
R2 MMIS UA Test	0	0	0	0	**0**		Resolution Plan: Utilize QA E2E Test results to correction; due NLT 4/2/2019; Resolved/complete; Defect verified in E2E Regression test
R2 MMIS QA End to End Regression Test	0	2	0	1	**3**		Testing complete 6/4/2019
R2 TCOE Integration Test	0	0	0	0	**0**		Testing complete 4/2/2019
R1 & R2 Consolidated UAT	0	0	0	3	**3**		Test execution complete as of 5/8/2019; three open (1 SCEIS; 2 MMIS) defects require work arounds to resolve. MMIS work arounds will be implemented after the 7/2/2019 go-live. The EIS work around is expected to be addressed prior to the 7/2/2019 go-live
Total	**0**	**2**	**0**	**7**	**9**		

Measures	Rating
0 Very High and High severity defects; remaining defects have a Resolution Plan in place	
> 0 Very High or High severity defects; remaining defects do not have a Resolution Plan in place	

System Documentation	Project	MMIS	Comments
Functional Documentation			
Configuration Design Documentation	Y	N/A	New/changed EIS configuration for the Project Stage 2 documented
Configuration Unit Test Cases	Y	N/A	Unit test cases for new/changed EIS configuration for the Project Stage 2 project executed and documented
Functional Specifications	Y	N/A	New/changed EIS development objects for the Project Stage 2 project documented
Functional Object Test Cases	Y	N/A	Unit test cases for new/changed development objects for the Project Stage 2 project executed and documented
Security Role Design	Y	N/A	New security roles for the Project Stage 2 project documented
Security Role Unit Test Cases	Y	N/A	Unit test cases for new security roles for the Project Stage 2 project executed and documented
Technical Specifications	Y	N/A	New/changed EIS development objects for the Project Stage 2 project documented
Technical Unit Test Cases	Y	N/A	Unit test cases for new/changed development objects for the Project Stage 2 project
Batch Job Schedule	Y	5/2/2019	Schedule of MMIS <> EIS file exchanges, EIS jobs, EIS reports documented for the Project Stage 2 project (both Release 1 and Release 2)
Disaster Recovery Plan	Y	5/15/2019	EIS has an existing Disaster Recovery Plan. As the Project design is based on existing EIS functionality, the plan is not impacted by the Project. EIS reviewed the EIS Disaster Recovery Plan won 4/26/2019 and also discussed existing EIS contingency approaches/plans. DR Plan needs to be reviewed for MMIS.
Production Support	Y	5/31/2019	EIS has an existing Production Support Plan. As the Project design is based on a combination of new (for the State but is similar to functionality implemented for other agencies) and existing EIS functionality, the plan is not impacted by the Project. The agreed upon EIS/State Maintenance Responsibilities document developed for the Project Stage 1 have been reviewed for the Project Stage 2
System Support/ User Documentation			
Edit Resolution Pages	N/A	6/30/2019	Due 6/30/2019
EDI Companion Guides	N/A		No Changes
Provider Enrollment Procedures R1	N/A		In Progress; Due 5/10/2019
Help Desk Procedures R1	N/A		In Progress; Due 5/10/2019
Help Desk Procedures R2		5/1/2019	In Progress; Due 6/10/2019
Operational Processes and Procedures	N/A	6/1/2019	Due 6/30/2019
User Manuals	N/A		Desk Reference, etc. In Progress; Due 5/20/2019

System Objects Decommission	EIS	MMIS	Comments
Technical Components			
Decommission System Objects	N/A		None for EIS Detailed MMIS Release Plan for Release 2 is due 6/15/2019
Discontinue process to send ACH file to vendor	N/A		Critical for Release 2; seeking confirmation of preventative measures so that duplicate ACH files are not sent to current Medicaid bank and new Medicaid bank
Discontinue process to send check print file to vendor	N/A		Critical for Release 2; seeking confirmation of preventative measures so that duplicate check print files are not sent to current check printing vendor and new check pringing vendor

Key	
	On track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	Complete
	NS - Activity Not Scheduled to Start Yet

Criteria	%

#	Category	Description	Approach	Measure	Action Needed	Status	Owner	Date	Reference
1	Suspended Claims		No Additional action; system will address and process claims according to logic as/when implemented		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
2	Approved to Pay Claims		No additional action		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
3	Provider Enrollments		Cutover plan under discussion in weekly Provider Meeting; addressed		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
4	1099s		MMIS will produce for 2019; no impact		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
5	Mailroom scanning, sorting, mailing		No impact		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
6	Accounts Receivable / TPL Recoveries		No impact		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
7	Adjustments - Claim and Gross		Adjustments will be subject to edit 901 new criteria when implemented in R2, but no clearing out of anything suspended or in progress required		NA		D. Smith	4/9/2019	Completed 4/9/2019; Meeting Minutes on the Project SP-> Go Live Readiness -> System Readiness -> System Inventories Meeting Minutes
8	Check Pull - Program Integrity		Need to establish transition and adding providers to table via screen for initial check write'		Manual conversion task to add providers on the manual check pull list to the new Hold Table in MMIS added to Deployment Plan for Release 2		D. Smith	6/10/2019	Completed 6/14/2019

Key	
	On track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	Complete
	NS - Activity Not Scheduled to Start Yet

#	Task	Description	Measure	Status	Owner	Date	Measure	Week Ending	Target	Actual
1	Stakeholder Plan Developed	Comprehensive Plan for outreach to Stakeholders	Stakeholder Outreach Plan presented to Department Management				Plan Developed and presented			
2	Emails sent	2,071 emails to be sent to group providers by 3/5/2017	90% of scheduled Emails sent				100% of returned emails have been sent.			
3	Reminder Emails Sent	1626 reminder emails sent to providers	90% of scheduled Emails sent				100% of all reminder emails have been sent.			
4	Info Packets Mailed	1850 Information Packets, that include the Portal Registration code, need to be sent by 3/7/2019	90% of scheduled Packets sent				100% of all Packages have been sent			
5	Phone Calls to Providers						100% off all scheduled phone calls have been completed.			
6	Identify High Priority Providers	Define and Identify those providers who are considered High Profile providers	175 Providers identified				100% of high profile providers have been identified.			
7	Reach out to High Priority Providers	Phone calls to high priority providers, ensuring that these providers have designated their Primary TINs.	100% of high priority providers have designated their primary TIN.				100% of high priority providers have designated their primary TIN.			
8	Information sent to providers, clearing houses and vendors	Communication with providers, Clearing Houses, and Vendors regarding specific Provider artifact changes (remit, 820, 835, CLM4AGM22) is planned and on track	100% of providers, clearing houses and vendors who need information about 820s, 835s have received information defining changes.				100% of providers, clearing houses and vendors who need information about 820s, 835s have received information defining changes.			
9	Consistent progress in Primary Providers leading to 100%	Increasing count of providers who have been identified as Primary TIN Provider.	500 Active Provider TINS have been captured by April 1. 800 Active Provider TINS have been captured by April 15. 1250 Active Provider TINS have been captured by May 1. 1650 (Stakeholder Outreach Selects NPI/Medicate Provider Number) by May 10. 1,700 (Executive Staff Identifies Process for Selecting NPI/Medicaid Provider Number) May 17.				500 Active Provider TINS have been captured by April 1. 800 Active Provider TINS have been captured by April 15. 1250 Active Provider TINS have been captured by May 1. 1650 (Stakeholder Outreach Selects NPI/Medicate Provider Number) by May 10. 1,700 (Executive Staff Identifies Process for Selecting NPI/Medicaid Provider Number) May 17.			

Key	
	On track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	Complete
	NS - Activity Not Scheduled to Start Yet

Key	
	Complete or on track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	NS - Activity Not Scheduled to Start Yet

Criteria	Due Date	Measure	Rating	Status Notes	Period Rating
Changes to business processes, forms, and procedures have been identified and plans are in place to address	4/30/2019	Plans to address all referenced change types are documented by 4/30		Forum is the Weekly Provider meeting; Procedure updates to manuals and Desk Reference in progress and due 5/10/2019 being completed by current check printing vendor and On track for R1.	
		Plans to address all referenced change types are not on track to be documented by 4/30			
Business cutover plan has been developed and is progressing as planned	5/10/2019	Plan completed by 4/30/2019		Discuss in weekly Provider Team meeting; need to define handoff of Portal and final approach to deployment of new Form for changing PTIN assigned. Rules for PTIN assignment for new enrollment is: First Provide in will be the PTIN assigned. Will review once more before closing this task on 5/1/2019	
		Plan not completed / off track 4/30/2019			
Release 1 Business Operational Readiness Reviews are defined, documented, planned, and on track	5/10/2019	Plan completed by 5/10/2019			
		Plan not completed by 5/10/2019			
Release 2 Business Operational Readiness Reviews are defined, documented, planned, and on track	5/10/2019	Plan completed by 5/10/2019			
		Plan not completed by 5/10/2019			
Results of Business Operational Readiness Reviews are acceptable or have acceptable operational risk	6/10/2019	Results or risks are acceptable			
		Results or risks are not acceptable			
Changes in roles/responsibilities are documented; staff is prepared to perform new/revised tasks	5/31/2019	Changes are documented and rolled out; training is complete; ORR is successfully completed according to schedule		Included in procedures manual and Desk Reference documentation being created. Confirmed for the State Fiscal R1 activities on 5/15/2019.	
		Changes are not documented and/or not rolled out; training is not complete; ORR is not successfully completed or off schedule by more than 5 days			
Business contingency plans are in place for high impact, high risk activities	5/15/2019	Contingency plans have been developed and approved by business for high impact, high risk areas		Need to discuss	
		Contingency plans have not been developed and/or are not approved by business for high impact, high risk areas			
Provider Support Center is appropriately staffed and prepared to handle call volume	6/15/2019	Appropriately staffed and trained as evidenced by completion of training, and successful ORR		No Change in staffing needed. New scripts are being developed and will be rolled out in early May 2019. On track for completion by 5/15/2019 for R1. Separate task will be documented for R2.	
		Under staffed and/or not trained or lack of evidence of training completion, and/or ORR not successful			
New reports are understood by those that will use them	5/20/2019	Users of specific new reports are aware of the data contained and what they are used for		New EIS reports were reviewed with users during EIS end user training and used during Consolidated R1+R2 UAT. Confirmed for the State Fiscal R1 reports on 5/15/2019.	
		Users of specific new reports are not aware of the data contained and/or are not clear on what they are used for			
Operational Readiness Gate Review is complete and approved	5/17/2019	Operational Readiness is approved		Due 5/13/2019	NA
		Operational Readiness is not approved			

Operational Readiness Task	Due Date
Enroll a new Provider	5/15/2019
Change PTIN designation for existing provider	5/15/2019
Update Provider Information: Name, EFT	5/15/2019
Interpret the IRS Mismatch Report (from EIS)	5/23/2019
Interpret the Provider Payment Method History Report (from EIS)	6/1/2019
Interpret NACH Exception Report (from EIS)	5/23/2019
Interpret the IRS Mismatch Report (from EIS)	5/23/2019
Interpret the Provider Payment Method History Report (from EIS)	6/1/2019
Interpret NACH Exception Report (from EIS)	5/23/2019
Place Providers in Hold Table	6/15/2019
Interpret the HOLD Table Report	6/15/2019
Remove Providers from HOLD table	6/15/2019
Access/Interpret Provider Vendor Record in EIS	5/15/2019
Attach Documents to EIS Provider Vendor Record	5/15/2019

#	Precondition	Description	Measure	Action Needed	Status	Date	Reference
1	Define Operational Readiness Business Areas	Define approach to operational readiness reviews for the State, EIS; determine business areas (units, teams, departments) for which reviews will be conducted based on high risk or high impact factors	Approach to ORR is documented and approved by the State, Fiscal leadership; ORR test tasks are defined and agreed to; Green is on track for timely completion Red is not on track for timely completion	Initial meeting to assess need based on areas with highest impact			Will be addressed in weekly meeting
2	Define Operational Readiness Review Tests	Define the operational review activity for each review; detail the activity steps and success criteria for each specific review	ORR test steps are identified and agreed to for each test task; **Green** is on track for timely completion **Red** is not on track for timely completion				
3	Plan Reviews	Identify resources and schedule reviews	Reviews are scheduled for each test task: **Green** is on track for timely completion **Red** is not on track for timely completion				
4	Conduct and measure reviews	Conduct reviews; measure progress, and identify areas for further training	Reviews are conducted: **Green** is on track for timely completion **Red** is not on track for timely completion				
5	Conduct Follow Up	Plan and conduct follow up training	Follow up is determined: **Green** is successful **Red** is not successful				
6	Achieve Approval	Business, leadership approval of ORR is accomplished	Approval is achieved: **Green** is successful **Red** is not successful				

Key		
	On track (meeting weekly targets)	
	Not on track (weekly targets not met)	
	Complete	
	NS - Activity Not Scheduled to Start Yet	

#	Precondition	Description	Action Needed	Business Processes and Procedures Notes	Status	Owner	Date	Reference
1	Integrated To-Be Business Process Design for Provider Vendor Management	Process decomposition, process flows, and narratives have been documented	N/A	Content may be used as an input to updating other State documentation Need to identify permanent location where the State wants this content stored		F. Smith, B. Smith	N/A	
2	Integrated To-Be Business Process Design for Medicaid Claims Payment Processing	Process decomposition, process flows, and narratives have been documented	N/A	Content may be used as an input to updating other State documentation Need to identify permanent location where the State wants this content stored		B. Smith	N/A	
3	Integrated To-Be Business Process Design for Bank Account Management	Process decomposition, process flows, and narratives have been documented	N/A	Content may be used as an input to updating other State documentation Need to identify permanent location where the State wants this content stored		B. Smith	N/A	
4	Provider Enrollment Business Process Revision	Provider Enrollment business processes have been reviewed and procedures requiring change have been identified	Business Readiness Meeting Series, Provider Enrollment	Meeting to define the approach and establish the timeframe for identifying all documentation ; then weekly updates in weekly Provider Enrollment meeting		F. Smith	5/20/2019	Provider Enrollment Procedure Manual Desk Reference
5	Provider Enrollment Procedures Update	Provider Enrollment procedures manuals have been documented, reviewed and approved for implementation	Business Readiness Meeting Series, Provider Enrollment	User manuals, procedure manuals, desk reference, etc.		F. Smith	7/2/2019	Interim: 5/1/2019 - 7/2/2019 once Portal is shut down, how will PTINs be captured? Long Term: 7/2/2019 and forward. New form? Change to App process? Establish incremental progressive targets once universe identified. Materials need to be completed for 7/2/2019
6	Non PE Business Process Revision	Identify non-Provider Enrollment business processes and documents that require change and the specific change needed	Business Readiness Meeting Series, Non Provider Enrollment	Meeting to define the approach and establish the timeframe for identifying all documentation; then, weekly updates in weekly Provider Enrollment meeting		E. Smith	TBD	Weekly Provider Meeting
7	Non PE Business Procedures Update	Non-Provider Enrollment procedures manuals have been documented, reviewed and approved for implementation	Business Readiness Meeting Series, Non Provider Enrollment	User manuals, procedure manuals, desk reference, etc.		E. Smith	TBD	TBD
8	Fiscal Documentation Changes	Identify Fiscal documents and materials that require change and the specific change needed		Meeting to define the approach and establish the timeframe; then weekly updates in weekly Provider Enrollment meeting		B. Smith, R. Smith	6/27/2019	There are tasks in the baselined consolidated R1+R2 work plan to identify, revise, and finalize/publish documentation impacted by the Project Stage 2 project. These activities are scheduled to begin on 5/16/2019 and end on 6/27/2019. Per a meeting with B. Smit on 5/15/2019, the scope of impact was discussed and Fiscal will build a plan to update, review, revise, and finalize impacted procedure documentation in the allotted time frame. Progress vs. plan will be reviewed on a weekly basis.
9	Program Integrity Process and Procedure Changes	Program Integrity processes, procedures and documentation impacted by the Project that require modification or new procedures defined and documented. Identify Program Integrity documents and materials that require change and the specific change needed		Meeting to discuss, define and document the Program Integrity business processes that will change and the specific changes to each work pattern. Achieve business, technical and leadership approval.		C. Smith	6/1/2019	
10	Edit 901 Claim Resolution Procedures	Determine and apply Claim Edit Resolution procedure updates		Define the approach, timeline, owner and reporting mechanism. Report out weekly updates weekly (TBD).		E. Smith	6/15/2019	Resolution Procedures Manual Component of Weekly Provider Meeting

Key	
	On track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	Complete
	NS - Activity Not Scheduled to Start Yet

#	Precondition	Description	Measure	Needed	Status	Owner	Date	Reference	Links
1	Initial Provider File Content and Exclusion criteria	Define the criteria to be used to extract PTIN Providers from MMIS for migration to EIS. Define the data elements that will be used to determine if a provider will be included in the initial file or not; document the criteria and achieve business, technical, and executive approval	Criteria is defined and approved by business; extract process is tested **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		D. Smith	4/1/2019	Defined in Weekly Provider Meeting series on 4/11/2019. Meeting minutes found here -->	Provider And Data Minutes
2	IRS Validation errors from test runs are resolved	IRS Validation errors discovered during the Project R2 testing have been documented, researched and resolved. Determine approach needed to achieve and maintain correct data to facilitate efficient IRS Validation at go-live	Approach is defined; resources are assigned; **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		D. Smith	5/1/2019	~1,400 from Parallel test are in progress; QA E2E test netted ~1,800. need to define process so that work is not duplicated, as well as mechanism to ensure accuracy is maintained. 10 Completed on 4/22/2019. At risk for 5/1/2019.	
3	Approach for Determining and Selecting Data Samples	Define the approach for determining the sample size and how the sample will be selected for pre- and post-initial conversion validations (in both EIS and MMIS) as well as validation of data updated via interfaces during the controlled ramp-up period	Approach is defined; resources are assigned; **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		R. Smith	4/29/2019	Data Validation and Reconciliation approach has been documented; but usage has not been discussed. Sample size: This is what is the volume of provider records that will be validated in Production deployment for R1. R. Smith sent DT sample size determination guidelines on 4/18/2019. Date updated to align with the Deployment Plan.	
4	Data Pre-Load validation	Define the process for validating MMIS data prior to the Release 1 Data Migration. Plan and document the approach, activities, resources and outcomes	Approach is defined; resources are assigned; **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		R. Smith	4/29/2019	Checklist of items that can be validated for presence/validity (like state or zip code); checklist has been developed but usage has not been discussed B. Smith to build process and feed outcomes to MMIS Production Date updated to align with the Deployment Plan	
5	Post Load data validation - Release 1	Define the process for validating that both the MMIS and EIS environments contain the data expected from Release 1 Data Migration. Determine how data will be validated and what data will be validated. Plan and document the approach, activities, resources and outcomes for achieving approval of Release 1 Data Migration in the critical path/short time frame needed to keep the deployment moving forward. Include communication procedures.	Approach is defined; specific validations for each of EIS and MMIS are identified and documented; activities and resources are assigned Green is on track for timely completion Red is not on track for timely completion	Data Migration Meeting series		R. Smith	5/3/2019	Outcome is documented instructions for validation activity. Data Validation and Reconciliation Approach has been documented but will be re-viewed internally and then with larger group	
6	IRS Validation of Initial Load of Provider Data in EIS	Define and document process for managing the IRS Validation activity of the Initial provider data migration. Includes how to split the initial file into optimized components, who does what when, what is sent to MMIS when, available reports, resolving IRS Validation issues, etc.	Approach is documented and approved; participants are ready and have the appropriate access; reports have been reviewed and are understood; **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		R. Smith	5/10/2019	Steps documented in Deployment Plan; send to B. Smith for review and update	
7	EFT Pre-Note for Initial Load of Provider Data in EIS	Define and document process for managing the EFT pre-note activity of the Initial provider data migration. Includes who does what when, what is sent to MMIS when, available reports, resolving EFT pre-note issues, etc.	Approach is documented and approved; participants are ready and have the appropriate access; reports have been reviewed and are understood; **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		R. Smith	5/10/2019	R. Smith to create initial list and discuss internally with EIS; ID what needs to be defined (i.e., process daily banking updates between R1 and R2 or hold?)	
8	Delivery of Primary Provider Data	Define and document process for managing the delivery and validation of primary provider data from the Stakeholder Outreach project to MMIS Production	Approach is defined; resources are assigned; **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		W. Smith	5/10/2019	W. Smith to create initial list for review and update	
9	Post Load data validation - Release 2	Define the process for validating that both the MMIS and EIS environments contain the data expected from Release 2 Data Migration. Determine how data will be validated and what data will be validated. Plan and document the approach, activities, resources and outcomes for achieving approval of Release 2 Data Migration in the critical path/short time frame needed to keep the deployment moving forward. Include communication procedures	Approach is defined; specific validations for each of EIS and MMIS are identified and documented; activities and resources are assigned Green is on track for timely completion Red is not on track for timely completion	Data Migration Meeting series		R. Smith	6/10/2019	Relates to payment methods sent from EIS to MMIS via IF442	
10	Update Deployment Plan - Release 1	Update the deployment plan with Release 1 details needed to ensure appropriate chronology, management, and communication	Deployment Plan is updated for Release 1 **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		R. Smith	5/15/2019	Date by which R1 Deployment Plan needs to be completed and agreed by participants	
11	Update Deployment Plan - Release 2	Update the deployment plan with Release 2 details needed to ensure appropriate chronology, management, and communication	Deployment Plan is updated for Release 2 **Green** is on track for timely completion **Red** is not on track for timely completion	Data Migration Meeting series		R. Smith	6/26/2019	Date by which R2 Deployment Plan needs to be completed and agreed by participants	

Key	
	On track (meeting weekly targets)
	No Go or not on track (weekly targets not met)
	Complete
	NS - Activity Not Scheduled to Start Yet

#	Training Topic	Description	Measure	Status	Owner	Date	Reference
	Release 1 Training						
		How to set up provider as a Primary TIN	Training delivery complete; 100% of expected participants attended			5/16/2019	
		How to set up provider as non-Primary TIN (Child)	Training delivery complete; 100% of expected participants attended			5/16/2019	
		How to change PTIN designation	Training delivery complete; 100% of expected participants attended			5/16/2019	
		How to change Banking Information	Training delivery complete; 100% of expected participants attended			5/16/2019	
		New data elements, new procedures for new enrollments/bank information updates.	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Flow of information between MMIS and EIS	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Error Conditions	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Escalation and Notifications	Training delivery complete; 100% of expected participants attended			5/16/2019	
	Release 2 Training						
		Define the changes to the 901 edit for claims	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Define the EIS Provider Hold file	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Define the Payment Hold table for hold checks	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Describe the concept of Payment Day 1 and Payment Day 2	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Define the data flow between MMIS and EIS	Training delivery complete; 100% of expected participants attended			5/16/2019	
		Review new and revised reports	Training delivery complete; 100% of expected participants attended			5/16/2019	
	EIS End-User Training						
	000: End-User Training Overview & Kick-Off	Provide an overview of the integrated Medicaid Provider Vendor Management, Medicaid Claims Payment Processing, and Bank Account Management business processes which will be covered in the Project Stage 2 project End-User Training	Training delivery complete; 100% of expected participants attended		R. Smith	3/27/2019	Training Delivery Assessment Results
	101: Provider Vendor Management End-User Training Orientation	Provide an overview of the integrated Medicaid Provider Vendor Management business process which will be deployed in Stage 2-Release 1 of the Project	Training delivery complete; 100% of expected participants attended		R. Smith	3/28/2019	Training Delivery Assessment Results
	102: View Provider Vendor Master Data Record in EIS	Describe the procedure to access a Medicaid provider's vendor record in EIS, the fields that comprise a vendor master record in EIS, and how those fields relate to corresponding fields in MMIS	Training delivery complete; 100% of expected participants attended		R. Smith	3/28/2019	Training Delivery Assessment Results
	103: Provider Vendor IRS Validation Processing	Describe the procedure to validate a Provider's Legal Name and TIN from their EIS vendor master record with the IRS	Training delivery complete; 100% of expected participants attended		R. Smith	4/3/2019	Training Delivery Assessment Results
	104: View Provider Vendor Management Reports	Describe the procedure to view the IRS Mismatch Report and Primary for 1099 Reports in EIS and how to interpret and act on the information presented in these reports	Training delivery complete; 100% of expected participants attended		R. Smith	4/9/2019	Training Delivery Assessment Results
	105: Manually Override Provider Vendor IRS Validation Processing	Describe the procedure to validate a Provider's Legal Name and TIN from their EIS vendor master record with the IRS	Training delivery complete; 100% of expected participants attended		R. Smith	4/9/2019	Training Delivery Assessment Results
	201: Medicaid Claims Payment Processing (MCPP) End-User Training Orientation	201: Provide an overview of the integrated Medicaid Claims Payment Processing (MCPP) business process which will be deployed in Stage 2-Release 2 of the Project	Training delivery complete; 100% of expected participants attended		R. Smith	4/1/2019	Training Delivery Assessment Results
	202: Access and View MMIS Claims Payment Request File	Describe the procedures to access and view the new MMIS Claims Payment Request File	Training delivery complete; 100% of expected participants attended		R. Smith	4/1/2019	Training Delivery Assessment Results
	203: Perform Medicaid Claims Payment Processing (MCPP) Procedures	Describe the procedures performed by an end-user to execute the activities associated with processing a MMIS Claims Payment Request File in the Medicaid Claims Payment Processing (MCPP) application in EIS	Training delivery complete; 100% of expected participants attended		R. Smith	4/4/2019	Training Delivery Assessment Results
	204: View/Edit Tax Levy Table	Describe the procedures to access, display, and maintain the Tax Levy Table in EIS via Medicaid Claims Payment Processing (MCPP) application	Training delivery complete; 100% of expected participants attended		R. Smith	4/4/2019	Training Delivery Assessment Results
	205: Re-Process MCPP Outbound Interface File Sequence(s)	Describe the procedures to re-process the Accounts Payable outbound interface file sequence(s) via the Medicaid Claims Payment Processing (MCPP) application, resolve any document processing errors encountered, and how to view payment information for claims payments to Medicaid Provider Vendors	Training delivery complete; 100% of expected participants attended		R. Smith	4/10/2019	Training Delivery Assessment Results
	206: View Status of Vendor Payments	Describe the procedures to view the Medicaid payment history and status of a Provider Vendor in EIS	Training delivery complete; 100% of expected participants attended		R. Smith	4/10/2019	Training Delivery Assessment Results

301: Bank Account Management (BAM) End-User Training Orientation	Provide an overview of the integrated Bank Account Management (BAM) business processes which will be deployed in Stage 2-Release 2 of the Project	Training delivery complete; 100% of expected participants attended		R. Smith	4/2/2019	Training Delivery Assessment Results
302: View Bank Account Management Reports	Describe the procedure to access the National Automated Clearing House (NACH) Exception Report to view failed ACH payment transactions (Pre-Note or EFT), the steps to resolve failed transactions. and steps to view the Bank Reconciliation Report for the Medicaid Bank Account in EIS	Training delivery complete; 100% of expected participants attended		R. Smith	4/2/2019	Training Delivery Assessment Results
303: Perform Check Void/Void & Replace	Describe the procedure to access the National Automated Clearing House (NACH) Exception Report to view failed ACH payment transactions (Pre-Note or EFT), the steps to resolve failed transactions. and steps to view the Bank Reconciliation Report for the Medicaid Bank Account in EIS	Training delivery complete; 100% of expected participants attended		R. Smith	4/3/2019	Training Delivery Assessment Results
304: Generate an Off-Cycle Payment	Describe the procedures to manually enter an invoice in EIS to disburse an advance payment to a Medicaid Provider Vendor and recoup an advance payment	Training delivery complete; 100% of expected participants attended		R. Smith	4/3/2019	Training Delivery Assessment Results

Key		
	On track (meeting weekly targets)	
	No Go or not on track (weekly targets not met)	
	Complete	
	NS - Activity Not Scheduled to Start Yet	

#	Precondition	Description	Measure	Needed	Status	Owner	Date	Reference
1	Develop Deployment Strategy	Define/document the strategy for deployment	Deployment Strategy documented				4/10/2019	Strategy is meeting series
2	Develop Approach for Building the Deployment Plan	Define/document the approach for the development of the Deployment Plan, including identification of tasks, resources, dependencies, planned start/end dates, stakeholder (i.e., persons/groups that will have a role in deployment) involvement, review/approval process	Deployment Plan Approach documented				4/10/2019	Review and update process established
3	Develop Deployment Plan Draft	Build Deployment Plan draft as stating point for stakeholder input and refinement	Draft Deployment Plan created				3/27/2019	Draft developed
4	Identify Deployment Planning Core Team	Identify representatives from stakeholder groups to participate in reviewing/refining the draft Deployment Plan	Core team identified				3/25/2019	Documented via e-mail chain (should a decision be recorded?)
5	Define Meeting Schedule	Determine the frequency and number of meetings needed to review/refine the draft Deployment Plan	Meeting schedule set; invitations sent				3/26/2019	Documented via e-mail chain (should a decision be recorded?)
6	Review/Refine Deployment Plan	Conduct meetings with the Deployment Planning Core Team to review/refine the draft Deployment Plan	Final Deployment Plan; ready for approval				5/8/2019	In process; will continue until 5/8/2019 for R1
7	Identify Deployment Plan Approvers	Identify specific people who are required to approve the Deployment Plan	Approvers identified				5/1/2019	Approvers not yet defined.
8	Determine Approval Mechanism	Determine the approach that will be used to gain approval of the Deployment Plan	Approval approach defined				5/1/2019	Review of Project Schedule
9	Execute Deployment Plan Approval Process	Obtain approval for the Deployment Plan	Deployment Plan approved				5/1/2019	Conduct meeting; email confirmation of approval
10	Determine Need for Deployment Plan Dress Rehearsal(s): Release 1	Assess the need for and number of dress rehearsals of the Deployment Plan for Release 1	Dress rehearsal requirements identified				5/2/2019	Moved date to 5/2
11	Schedule Deployment Plan Dress Rehearsal(s): Release 1	Send invitations for dress rehearsal(s) for Release 1	Invitations for dress rehearsal(s) sent				5/2/2019	Moved date to 5/2
12	Hold Deployment Plan Dress Rehearsal(s): Release 1	Hold dress rehearsal(s) for Release 1	Dress rehearsal(s) conducted; issues documented				5/2/2019	
13	Resolve issues from Deployment Plan Dress Rehearsal(s): Release 1	Revolve issues identified during dress rehearsal(s); update the Deployment Plan	Deployment Plan updated				5/9/2019	
14	Freeze Deployment Plan: Release 1	Freeze the Deployment Plan; prepare for Release 1 execution and controlled ramp-up	Deployment Plan frozen; distributed for execution				5/10/2019	
15	Determine Need for Deployment Plan Dress Rehearsal(s): Release 2	Assess the need for and number of dress rehearsals of the Deployment Plan for Release 2	Dress rehearsal requirements identified				6/3/2019	
16	Schedule Deployment Plan Dress Rehearsal(s): Release 2	Send invitations for dress rehearsal(s) for Release 2	Invitations for dress rehearsal(s) sent				6/4/2019	
17	Hold Deployment Plan Dress Rehearsal(s): Release 2	Hold dress rehearsal(s) for Release 2	Dress rehearsal(s) conducted; issues documented				6/13/2019	
18	Resolve issues from Deployment Plan Dress Rehearsal(s): Release 2	Revolve issues identified during dress rehearsal(s); update the Deployment Plan	Deployment Plan updated				6/20/2018	
19	Freeze Deployment Plan: Release 2	Freeze the Deployment Plan; prepare for Release 2 execution	Deployment Plan frozen; distributed for execution				6/21/2019	

20	Execute Deployment: Release 1	Execute Deployment plan Release 1: start 5/20/2019		5/16/2019
21	Execute Deployment: Release 2	Execute Deployment plan Release 2: start 6/25/2019		7/1/2019

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	Complete	
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#	Precondition	Description	Measure	Action Needed	Status	Owner	Date	Reference
1	Provider Process Changes	Provider based processes impacted by Project that have process modifications or new procedures need to be identified, defined and documented		Meeting to discuss, define and document the Provider Enrollment business processes that will change and the specific changes to each work pattern. Achieve business, technical, and leadership approval				
2	Provider Manual Changes	Evaluate provider manuals for change; identify the specific change needed		Define approach, time line, owner, and weekly update process				
3	EDI Companion Guides	Evaluate provider manuals for change; identify the specific change needed		Define approach, time line, owner, and weekly update process				
4	Provider Bulletins	Evaluate provider bulletins for change; identify the specific change needed		Define approach, time line, owner, and weekly update process				
5	Other provider based materials and communications	Identify any applicable; evaluate for change; identify the specific change needed		Define approach, time line, owner, and weekly update process				
6	Claim Edit Documentation - Provider	Evaluate need for change and specific change needed						

Key	
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#	Category	Precondition	Description	Measure	Action Needed	Status	Owner	Date	Reference
1	Systems						W. Smith	5/31/2019	Extracts changes
2	Pharmacy	NA					W. Smith	5/31/2019	
3	Dental	NA					W. Smith	5/31/2019	
4	Comptroller General	Invoice/Voucher Approval	The Office of the Comptroller General understands is ready for the change in the process for approving The State Medicaid invoices/vouchers	Comptroller General confirms understanding of the following: - Batch approval of invoices/vouchers - Change in supporting documentation - How to reconcile documentation to batch total			B. Smith, R. Smith, J. Smith	6/5/2019	Change Impact Document
4	Comptroller General	Journal Entry Approval	The Office of the Comptroller General understands is ready for the change in the process for approving the State Medicaid IDT journal entries	Comptroller General confirms understanding of the following: - Batch approval of journal entries (one journal entry per payment reference number) - Change in supporting documentation - How to reconcile documentation to batch total			B. Smith, R. Smith, J. Smith	6/5/2019	Change Impact Document
5	Comptroller General	"Week in the Life Schedule"	The Office of the Comptroller General understands the MCPP schedule	The Office of the Comptroller General confirms understanding of the following: - The State has provided the weekly schedule to the CG and the CG understands their role in the process			B. Smith, R. Smith, J. Smith	6/5/2019	Change Impact Document
6	Integrator	"Week in the Life Schedule"	The Integrator understands the MCPP schedule	Integrator confirms understanding of the following: - The State has provided the weekly schedule to the Integrator and the Integrator understands their role in the process			B. Smith and M. Smith	6/14/2019	Change Impact Document
7	Integrator	Operational Readiness for New Medicaid Bank Account	The Integrator confirms operational readiness for new Medicaid Bank Account	- The Integrator confirms operational readiness the new Medicaid bank account - Integrator confirms understanding of shared bank account management responsibilities with the State			B. Smith and M. Smith	6/14/2019	Change Impact Document Shared Responsibilities Document
8	Medicaid Bank Vendor (via Integrator)	ACH/Positive Pay Readiness	File exchanges successfully tested and deemed production ready for 7/2/2019	- 100% of test cases are executed in R2 TCOE Integration Test and Consolidated R1+R2 UAT, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives - No very high or high severity defects are open - A Defect Resolution Plan has been developed for all open defects			B. Smith, M. Smith, T. Smith, and C. Smith	6/14/2019	
9	Check Printing Bank Vendor (via Integrator)	Check Print Readiness	New outsourced check print function successfully tested and deemed production ready for 7/2/2019	- 100% of check print test cases are executed, 100% are passed or differences are documented and accepted/agreed to by business, technical, and executives - No very high or high severity defects are open - A Defect Resolution Plan has been developed for all open defects			B. Smith, C. Smith	6/14/2019	
10	Existing Medicaid Bank Vendor (via State)	Existing Medicaid Bank Vendor relationship manager notified	State notifies the relationship manager of the upcoming changes in account activity	Communication/notification complete			B. Smith	5/31/2019	
11	Existing Check Printing Vendor (via State)	Existing Check Printing Vendor notified	State notifies Existing Check Printing Vendor of the discontinuation of check print function after 6/26/2019	Communication/notification complete			B. Smith	5/31/2019	

Key	
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#	Precondition	Description	Measure	Action Needed	Status	Owner	Date	Reference
1	Other MMIS Vendors	Basic communication on the Project		Determine what is needed uniquely for R1 vs. R2				
2	Interagency			Determine what is needed uniquely for R1 vs. R2				
3	Legislators			Determine what is needed uniquely for R1 vs. R2				

Key	
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