From:	KWONG Ying K * CIO
To:	Cummings Bob
Sent:	4/22/2013 9:44:54 PM
Subject:	RE: Significant Changes in the HIX Project

For your eyes only

It's not necessary (or even good at this point) to contemplate replacing Aaron with somebody more experienced, or have Aaron reports to somebody more experienced. What is very, very useful -- i think -- is to have Aaron hire a Deputy CIO who can sweat the details of major implementations based on Oracle product platforms and Enterprise IT, in general.

John C is a trusted advisor of Aaron and Rocky, and I'm not suggesting that Aaron is threatened by John C of his suggestion to hire a Deputy CIO... Even if Aaron is reluctant to share authority with Carolyn & Steve Powell, John C was talking about getting a Deputy CIO to report to Aaron. There should be no threat in that, I would think.

From my perspective, no one (including Rocky) has communicated any sense of urgency for Aaron to staff up at a higher level -- somebody who is empowered to act on behalf of CO when dealing with Oracle and OHA. Perhaps Carolyn transferring assests to CO may finally create that sense of urgency to significantly increase IT management and related IT resources, to test, and to get a shop ready for operations and maintenance.

Then, we need to beef up resources for IV&V by Maximus so that Rocky (as well as you and I) can have an independent source of awareness as to how his team is really do in IT, in setting up business operations, and the value-add (and lack thereof) of firms like PointB.

Ying

From: Cummings Bob [bob.cummings@state.or.us]
Sent: Monday, April 22, 2013 2:22 PM
To: KWONG Ying K * CIO
Subject: RE: Significant Changes in the HIX Project

For your eyes only

At this point in this project, we shouldn't even have to be discussing Aaron's lack of experience on large implementations, or poor track record on MMIS and OR-Kids, or whether he feels threatened by John C. That's why I would have preferred to have kept Carolyn and team on board till the software was done, than turn it over. Aaron's trying to make this transition too quickly (ops environment a few months ago, IT development/testing now) because he doesn't like sharing the responsibility with Carolyn. That said, she brings a lot to the table (including Steven Powell), that Aaron simply doesn't have (and that includes even John C. who may not have the depth of experience that Carolyn brings to the table.

I hope Rocky doesn't let Aaron push him into doing things much too early, and then Aaron can't pull the final package together. Rocky's been wanting to get a senior IT CIO type to mentor Aaron for quite some time. A more experienced CIO would not have pushed to go it alone at this point in the project. Some risks aren't worth taking, even if you have to "share power for a while." Aaron's technical team isn't all that experienced or deep (at least the non-Oracle team members). Not a single one of the IT team that CO has hired (from Aaron on down) has every built anything of this size and magnitude.

They may get it done, but they could screw up everything that's been done too date by not waiting until the software was completely done and tested.

From: KWONG Ying K * CIO [mailto:ying.k.kwong@state.or.us]
Sent: Monday, April 22, 2013 2:13 PM
To: Cummings Bob

Subject: RE: Significant Changes in the HIX Project

in terms of leadership vaccum in IT after the transfer, I know John C referred an experienced Oracle program manager to Aaron as a candidate for Aaron's Deputy CIO at CO. I think it is very important for that to be taken to completion. If not that specific person, that somebody like him with long-term experience in implementing Oracle products in large enterprises.

John C thinks there may be some reluctance on the part of Aaron to have a deputy more experienced than he regarding Oracle development and implementation. From my perspective, I hope Aaron would get a Deputy CIO to sweat the details of the tech implementation and integration with business operations -- which (like you) I think is completely fuzzy under "guidance" by PointB -- thus Recommendations 3 and 4 in my email to Rocky this morning.

Ying

From: KWONG Ying K * CIO
Sent: Monday, April 22, 2013 1:33 PM
To: Cummings Bob
Subject: RE: Significant Changes in the HIX Project

Hi, Bob,

This may not be entirely surprising, given that the Level 2 Grant from the feds is going to CO and not OHA.

Regarding testing, I believe CO will be setting up its own testing resources, as well as IV&V with Maximus. This probably would mean testing resources in OHA would be difficult for CO to leverage.

In light of this development (of OHA transferring the IT project to CO), my 4 recommendations to Rocky (which you just commented on) are likely even more important... Perhaps we can view my 4 recommendations (plus more that you may have) as conditions of this transfer. thoughts?

Ying

From: Cummings Bob [bob.cummings@state.or.us]
Sent: Friday, April 19, 2013 10:29 AM
To: JonLemelin@maximus.com; KWONG Ying K * CIO
Subject: Significant Changes in the HIX Project

Your eyes only

I met for an hour yesterday with Carolyn Lawson. She informed me that Cover Oregon and DHS/OHA management had decided to transfer control of a vast majority of the IT development work to Cover Oregon, primarily leaving only the current testing responsibilities with Carolyn and her team. It wasn't clear how shared services and other elements would be handled. According to Carolyn, Aaron and Rocky went to Bruce Goldberg to discuss the change, and that everyone agreed to it. That's about all I know.

I definitely have some concerns about removing two of our very best IT resources from this project (or at least to a reduced role) at this critical juncture of the effort. I don't believe that most folks at Cover Oregon have experience on something this large (or at least successful experience), and questions the leadership vacuum that reducing Carolyn's and Steven's role might have.

While all grant funding now goes to Cover Oregon, and they can do as they please, I believe that we may have added even more risk to the project as a result of this move.

In addition to the info above, Carolyn told me that there were 200 total use cases, 154 make up the core, 120 will be ready for testing on May 1, and that 70 use cases are needed to be able to come up and do enrollment in October (assuming that the business side is ready). There are still lots of loose ends, interfaces that have to be redone, federal requirements changes, etc. We're a long ways from being fully ready, in my humble opinion.

What do you think about all this? The legislature is touting how well we are doing and hold HIX up as an example of doing IT projects right. I think we're setting ourselves up for problems if we have even the slightest bump. I still think

we are 50/50 for October (minimum requirement of a sound enrollment process with very minimal problems).

Your thoughts?

Bob C.

I'd like John C's input, but chose to keep him out of the middle of this email "conversation."