From:	CUMMINGS Bob
Sent:	Wednesday, August 31, 2011 4:33 PM
To:	LAWSON Carolyn; HARGRAVE Rusell
Cc:	'Ames, Linda L'
Subject:	RE: Representative Thompson and HIX
Attachments:	eCourt Foundational Strategies-Assumptions Validation Template.docx; eCourt Foundational Strategies-Assumptions Template.docx

There may be others, but given the sensitivity of this project, I think these will be the key
questions that they will ask, and the list of project management deliverables will be the
items that the LFO will be looking for to help it determine if we have this project under
control or not. I'd add risk/issues logs and key assumptions/strategies plan to the list
below. I believe I sent you my work on this latter item (I've re-attached them in case I
didn't). With a few mods (and some detail), you could use the two templates for HIX.

Bob C.

-----Original Message-----
From: Rusell HARGRAVE [mailto:rusell.hargrave@state.or.us]
Sent: Wednesday, August 31, 2011 3:48 PM
To: Bob Cummings; LAWSON Carolyn
Cc: Ames Linda L
Subject: Re: Representative Thompson and HIX

Bob thnx for the heads up, and especially thnx for the detailed list of questions we might
expect. These are the right questions, and we will keep you and Linda in the loop as we
answer them.

Rus Hargrave, 503 734-4184

    IT Director for the
    Oregon Health Authority

"Information for a Healthy Oregon"
>>> "Cummings Bob" <bob.cummings@state.or.us> 08/31/11 3:22 PM >>>
Representative Thompson's office called this morning wanting an update on where the HIX
Project is. Representative Thompson is very interested in monitoring the progress of HIX,
the LFO's oversight, and the addressing of project management and risk issues identified by
the legislature during the 2011 session. The budget note attached to DHS's 2011-13 budget
bill documents at a high-level the legislature's concerns. Rep. Thompsons's office will be
contacting you directly to get an update on HIX. They will probably not wait until the
September "legislative days" to find out how DHS has been doing. They will be asking
questions related to project management deliverables such as the following (the items in red
will be key expectations for the legislature to focus on and legislators will not be pleased
if some level of progress has not been made on each of these items by the September 2011
legislative days). John Koreski and Mandy indicated that many of these were in progress 2-3
months ago. The legislature will cut some slack for the September interim W&M meetings, but
my November, they will not accept "in progress" as an acceptable status on most of them. I
am working on a more detailed oversight plan that will contain the items below and more.
We're not looking for voluminous and perfect project management deliverables, just highly
accurate and useful ones. Time is too short to have everything perfect, but it must be solid
enough that the legislature and LFO feel that we have a fighting chance to pull this thing
off. My oversight plan will expect these types of items to be completed in some orderly

manner or the LFO will have little choice but to recommend shutting the project down. I know you have some of these items already started or done, but the sooner each gets done (even at a high-level) the better off the legislature and LFO will feel and be able to continue supporting the project. The "red" items are of the most initial concern. This project, its problem, its scope, its goals, its costs, its risks, its timings, its milestones, its deliverables, and its schedule is not clearly understood by anyone that I am aware of (including the LFO). We need to get this corrected ASAP (and I know you are working on it). Here's a list of major project management deliverables that your team needs to focus on (there may be some that I have missed):

1.   Project Charter and Scope/Goals/Success Measures Statement (including problem description)

2.   Program Business Case/Option Analysis (program and HIX IT infrastructure)

3.   Project Organizational Chart & Staffing/Hiring Plan

4.   High-level Project Workplan (i.e. schedule, WBS, resource plan, budget, etc.)

5.   High-level Schedule

6.   Expectations Management and Deliverables Phasing Plan

7.   Detailed MS Project Schedule

8.   Project Management Plan

9.   Project Risk Management Plan

10.   High-Level Risk Analysis/Mitigation Plan

11.   Quality Management Plan

12.   High-Level Project Requirements (including federal requirements & expectations)

13.   Project Status Report

14.   Project RFP's and Contracts

15.   Project Communication Plan

16.   Major Project Assumptions and Strategies

17.   QA Contract

18.   QA/QC Reports and Risks Assessments

19.   As-is business, data, and application models

20.   To-be business, data, and application models

21.   Off-ramp plan and triggers

22.   Federal checkpoint plan and expectations

23.   Fallback Plan

24.   High-Level Integration Plan (Program to HIX Software, HIE, Self-Sufficiency, IAM, etc.).

25.   Data Conversion Plan

26.   High-Level Implementation Plan

27.   General System Design

28.   High-level Architecture Design

Here are some of the possible questions, risks, challenges, issues, that Representative Thompson, the JCLAIMT, and the legislature will be asking fairly quickly:

1.   Have you got this project defined and under control? If so, why doesn't the legislature feel as comfortable as you do?

2.   What's the major problem we're trying to solve here? Is this project a solution looking for a problem?

3.   Why is there a difference in the amount of money you have been given by the feds versus what you asked for?

4.   What happens if you run out of money, will the feds provide more?

5.   Where's your high-level plan for this effort including major milestones and deliverables?

6.   How are you going to integrate the new HIX Program (Nora's work) and the HIX IT infrastructure?

7.   How can you build this exchange if the feds haven't even defined their requirements, policies, and business rules around it?

8.   The federal government has set some arbitrary gates with deliverables that don't match the typical systems development lifecycle (SDLC) or your current plan for going forward. How are you going to deal with their expectations, deliverables, and schedules, and yet stay on track with your own schedule?

9.   What happens if you fail? What's our fallback plan?

10.   What are the major outcomes, goals, and success measures for this project? How will we know we succeeded?

11.   How are you going to make sure that this project doesn't become another CNIC or DMV Project? What are you going to do differently?

12.   Why do you have to hire 48 more permanent staff when you already have 472 (one-fourth of all IT staff in the state)? Shouldn't most of these 48 new staff go away when the HIX project is completed (except for a small number to maintain the newly developed infrastructure). I thought that the next Oracle framework was supposed to make things easier to develop and maintain, yet, you seem to be simply adding even more staff to an already highly staffed IT organization.

13.   What's your high-level plan for getting this thing done? What happens if you fail a federal checkpoint?

14.   Don't you think you are trying to do too much too quickly?

15.   How are you going to make sure that this project stays on track and within budget?

16.   How are you going to manage expectations, which vary widely across the public, stakeholder groups, feds, and the legislature?

17.   What's your quality assurance vendor's plan to keep you on track?

18.   There's been little or no status reporting or visible oversight on this project to date. What are you going to do to fix this so that the stakeholders and oversight can clearly track how you're doing?

19.   What are the major assumptions and strategies for HIX that could cause you to miss on schedule, budget, or scope?

20.   What happens if the "program" side of HIX comes up and the IT infrastructure side is not done on time? What happens if the reverse is true? What's our fallback?

21.   How do you plan on integrating modernization, self-sufficiency, IAM security, a totally new development/maintenance infrastructure all at the same time (considering that some of these efforts have been ongoing for quite some time)? What's the impact to these ongoing efforts?

22.   You've lost several key highly knowledgeable individuals due to retirement and promotions. How are you going to make up for that loss.

23.   How are you going to deal with identity access and management security (IAM) in such a short time? This effort alone is extremely costly, complexity, and time-consuming. How can you possibly get this done on top of all the other things that the HIX IT infrastructure requires? Don't you think you are biting off more than is reasonable, given the timeframe available to complete all of this?

24.   How are you going to manage all the risks associated with this effort? What's your risk mitigation strategy and approach for controlling the significant risks that you are facing?

25.   What happens if ObamaCare is struck down partially, or fully by the federal courts? What's the impact to the State of Oregon? What's our fallback plan?

26.   What happens if the federal government makes major changes mid-stream to its requirements as the health bill is more fully understood.

27.   What's your plan for stopping this effort if either the HIX Program or the IT infrastructure cannot be developed in time or the costs become too great, or you run into problems that are overwhelming to project scope, cost, and schedule?

28.   How are you going to deal with all the "dirty data" that you may have to convert for use by this system?

29.   How are you going to integrate the HIE (health information exchange) with other elements of the program and infrastructure?

30.   How are you going to verify that participants in the exchange are who they say they are and if required, are legal residences of the U.S.?

31.   What are the proposed long-range maintenance and support costs of all elements of the exchange (I've seen no business case that clearly shows a clear total cost of ownership (TCO) and return on investment (ROI)?

32.   How are you going to interface with the federal government (IRS) for payment of insurance premiums?

33.   How are you going to verify that everyone is participating in the health exchange and that they haven't opted out to pay directly for their health insurance? Is this part of the scope of your project?

34.   DHS is out assuring the public that this program will be in place on time and budget. Isn't this dangerous given the many risks and unknowns that you are facing?

I could go on, but these are sufficient questions for you and your staff to ponder on. Within three weeks, you will begin to have to deal with all of this (and probably more). It will begin this week with Representative Thompson and expand in full force during the September "legislative days."

Hope this helps you and your team get prepared.

:)

Bob C.

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