Information Technology Expansion
Report 2

(FY2019 Appropriation Act - Public Act 207 of 2018)

September 1, 2019

Sec. 1901. (1) The department shall provide a report on a semiannual basis to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office all of the following information:

(a) The process used to define requests for proposals for each expansion of information technology projects, including timelines, project milestones, and intended outcomes.

(b) If the department decides not to contract the services out to design and implement each element of the information technology expansion, the department shall submit its own project plan that includes, at a minimum, the requirements in subdivision (a).

(c) A recommended project management plan with milestones and time frames.

(d) The proposed benefits from implementing the information technology expansion, including customer service improvement, form reductions, potential time savings, caseload reduction, and return on investment.

(e) Details on the implementation of the integrated service delivery project, and the progress toward meeting the outcomes and performance measures listed in section 1507(2) of this part.

(2) Once an award for an expansion of information technology is made, the department shall report to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office a projected cost of the expansion broken down by use and type of expense.

MDHHS

Michigan Department of Health & Human Services

1901-2-Rpt boilerplate language: Sec. 1901. (1) The department shall provide a report on a semi-annual bases, and the department shall report to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office all of the following information:

(a) The process used to define requests for proposals for each expansion of information technology projects, including timelines, project milestones, and intended outcomes.

Update FY19:

The Integrated Service Delivery Portal has been updated to include functionality from other MDHHS Programs including Child Protective Services Mandated Reporters as well as the Women, Infants & Children (WIC) program. This functionality was included within the program and project charter documents. The scope, schedule and cost for the additional functionality was approved by project governance which included business and technology representatives.

The ongoing implementation of Universal Case Load is a modernization of the existing Bridges functionality used to assign work to Bridges Field Operations staff.

The Integrated Contact Center utilizes common functionality available through the Michigan Enterprise Contact Center (MIECC). The MIECC provides call center functionality across multiple State of Michigan agencies as part of a DTMB shared service.

Update FY19 V2 (8/23/19):

The Integrated Service Delivery Portal is being updated to support the Healthy Michigan Plan. The third phase of the Healthy Michigan plan is the implementation of Time Limits and Work Requirements. The self-service reporting and self-service status information for Work Requirements is utilizing most of the capacity of the Integrated Service Delivery Portal development team. This team, both State and vendor, remains largely unchanged since the previous release. Work requirement functionality expected to go live 1/24/2020.

The ongoing implementation of Universal Case Load is a modernization of the existing Bridges functionality used to assign work to Bridges Field Operations staff. Current efforts being applied to UCL are intended to better align the functionality to user needs. Additional counties have not been added. The original State and Vendor team have remained intact but have been supplemented by a new role of Product Owner. The Product Owner is setting the overall direction and release schedule for UCL.

The Integrated Contact Center continues to be updated with sustaining activity. No additional counties have been added to the Integrated Contact Center and limited work is done within the 40 hour per month allotment of sustaining support. It is assumed the Integrated Contact Center will be rolled out to additional counties when UCL is rolled out to additional counties.

MDHHS will be implementing the third phase of the Healthy Michigan Plan for Time Limits and Work Requirements. This will utilize the available development capacity for Bridges, CHAMPS, Maximus, the ISD (MiBridges) Portal and internal supporting technology infrastructure. This is an extension of the existing systems and will utilize the existing vendor and DTMB Agency Services staffing model.

(b) If the department decides not to contract the services out to design and implement each element of the information technology expansion, the department shall submit its own project plan that includes, at a minimum, the requirements in subdivision (a).

Update FY19:

The MDHHS Strategic Integration Administration (SIA), formerly the Business Integration Center, developed a program charter for the Integrated Service Delivery (ISD) Program. The scope, schedule and cost for the projects within the ISD Program are detailed in the project level charters for each area.

- Integrated Service Delivery ISD Portal - Year 3 Charter
  - The charter has been updated to include the continuation of UCL and Contact Center rollouts to additional counties beginning in June 2020.
  - The charter is currently under review for finalization.

- ISD Contact Center Year Two Project Charter
  - The statewide rollout was halted as part of year two, however the entire project did not stop. Functional and technical enhancements were still released throughout the remainder of fiscal year 2019.
  - October 5, 2019 was the last release of Year Two project activities.

- ISD UCL Year Two Project Charter
  - The statewide rollout was halted as part of year two, however the entire project did not stop. Functional and technical enhancements were still released throughout the remainder of fiscal year 2019.
  - October 5, 2019 was the last release of Year Two project activities.

Update FY19 V2 (8/23/19)

- Integrated Service Delivery ISD Portal – 1st and 2nd Quarter FY20 committed to HMP3 support and possibly SIM Grant Enhancement.

- ISD Contact Center Year Three Project Charter – UCL_CC_Year_3_Project_V1.docx

- ISD UCL Year Two Project Charter – UCL_CC_Year_3_Project_V1.docx

(c) A recommended project management plan with milestones and time frames.

Update FY19:
The Integrated Service Delivery Portal has been moved to the Enterprise Integrated Service Area (ISA), Program Management Office as a MDHHS Strategic Service according to the approved MDHHS IT Roadmap strategy. The Program Management Plan for the Enterprise ISA is attached as SIA Enterprise ISA Program Management Plan.

Universal Case Load and Contact Center have been moved to the Eligibility Integrated Service Area (ISA). The Program Management Plan for the Eligibility ISA is attached as Eligibility ISA Program Management Plan.

Update FY19 V2 (8/23/19):
Planning work for the Integrated Service Delivery Portal, Universal Case Load and Contact Center for the remaining portion FY19 and FY20 is in currently in process. At a high level, the upcoming project schedules/milestones are as follows:

Integrated Service Delivery Portal Key Dates:

Milestone	**Date**
Release 5.5 Salesforce	10/7/2019
Release 5.7 MiSACWIS / MORS support	11/18/2019
Release 6.0 HMP3 / SIM Grant Enhancements	1/24/2020
Release 20-1 Future Release Sprint (Salesforce)	2/1/2020
Release 20-2 Future Release Sprint	3/23/2020
Release 20-3 Future Release Sprint	5/4/2020
Release 20-4 Future Release Sprint (Salesforce)	6/8/2020
Release 20-5 Future Release Sprint	6/22/2020
Release 20-6 Future Release Sprint	8/3/2020
Release 20-7 Future Release Sprint	9/14/2020
Release 21-1 Future Release Sprint (Salesforce)	10/12/2020
Release 21-2 Future Release Sprint	10/26/2020

Universal Case Load and Contact Center Key Dates:

Milestone	Date
UCL/CC Minor Release	10/26/2019
UCL/CC Geo-Group Split (MITop10 / FAB4)	10/26/2019
UCL/CC Major Release (First Major in Year Three)	11/23/2019
UCL/CC Pilot Strategy Defined	12/2/2019-12/20/2019
UCL/CC Minor Release	12/14/2019
UCL/CC Major Release (Alignment with HMP3)	1/24/2020
UCL/CC Minor Release	2/22/2020
UCL/CC Minor Release	3/21/2020
UCL/CC Major Release (Alignment with BRIDGES Release)	4/25/2020
UCL/CC Minor Release	5/23/2020
Start of Pilot Rollout	6/8/2020
Pilot Group Support/Assessment	6/8/2020-9/7/2020
UCL/CC Major Release	6/20/2020
UCL/CC Minor Release	7/25/2020
UCL/CC Minor Release	8/22/2020
UCL/CC Major Release	9/19/2020

(d) The proposed benefits from implementing the information technology expansion, including customer service improvement, form reductions, potential time savings, caseload reduction, and return on investment.

Update FY19:

The original proposed benefits are still waiting to be realized at the conclusion of this fiscal year's activities.

Update FY19 V2 (8/23/19)

Universal Caseload and Integrated Contact Center are still being optimized and rolled out statewide. Benefits for these two systems have not yet been realized.

Integrated Service Delivery (ISD) Portal also known as MiBridges is fully functional and supporting Michigan residents. Millions of existing Bridges customers including (TANF, SNAP, LIHEAP, MEDICAID, CHIP, STATE EMERGENCY PGMS, SUPPORTIVE SERVICES, CHILD DEVELOPMENT & CARE) programs can apply for, receive benefits from and interact electronically with Bridges through this portal. This portal is also engaging program recipients with community partners and referring Michigan Residents to other programs such as WIC as appropriate.

(e) Details on the implementation of the integrated service delivery project, and the progress toward meeting the outcomes and performance measures listed in section 1507(2) of this part.

Update FY19:
ISD Portal

R3.0 (9/22/18) –

- View missed appointments
- View scheduled appointments
- WIC referrals based on customer qualifications
- Dynamic application for benefits based on VLP steps 1a and 1b
- Upload cell phone contact to Bridges
- Integrated Great Start to Quality resources
- Expanded 211 data (confidential address disclaimers, expanded search features)
- Expanded MILogin user account recovery features
- Additional reporting tools for MDHHS Admin users
- SQL server for data archiving, report generation and OIG data reporting
- Enhanced report changes and renew my benefits
- Expanded Trouble Ticket support through CRM/Remedy integration
- Improved MILogin Account Recovery Options (change password and secret questions)

R4.0 (1/26/19) –

- MORS (Michigan Online Reporting System [Formerly CI-MR]) Statewide rollout
- Self Sufficiency Planning (SSP) tools [was success planning]
- Dynamic application based on SSN and FTI real time FDSH validation data
- Expanded WIC integration to include restricting referrals for active WIC clients and authorized persons
- Targeted improvements in Bridges integration to expand user self-service options (primarily users who can't currently renew benefits)
- Expanded business and integration status reporting
- Continuing application enhancements based on user inputs and policy changes
- Enhanced eligibility renewals
- Enhanced login for state workers using MILogin for workers
- Revised navigation (top menu)
- CP enhancements (managing orgs, client directory)

Universal Caseload (UCL)

FY18 Releases/Accomplishments:

UCL Release 1.0 – 2/17/18

Initial pilot launch of the UCL application to the pilot counties: Shiawassee and Gratiot

UCL Wave Rollout 1 – 5/19/18

Rollout of the UCL application to the following counties/districts: Alpena, Montmorency, Iosco, Alcona, Ogemaw, Roscommon, Wexford, Missaukee, Mecosta, Osceola

Minor release to address defects, performance improvements, and minor system enhancements:

General task management enhancements (e.g., allow unlimited date to defer tasks, complete all tasks, task progress bar, task prioritization)

Prioritization of SER documents

Search enhancements (e.g., search by case number, application, SSN, First and Last Name)

Case Conversion Enhancements

Contact Center (CC)

FY18 Releases/Accomplishments:

Contact Center Pilot on 2/20/18

Shiawassee and Gratiot Counties

Pilot and subsequent rollouts consist of a single point of contact toll free number that prompts beneficiaries for specific information and then routes the call to individuals depending on the expertise needed

Automated self-service to answer common beneficiary questions to assist with worker productivity by freeing up the worker for other task-based work

Contact Center Wave Rollout on 5/19/2018

Alpena, Montmorency, Iosco, Alcona, Ogemaw, Roscommon, Wexford, Missaukee, Mecosta, Osceola

New Prompts added

Contact Center Wave Rollout on 8/20/2018

Keweenaw, Houghton, Baraga, Marquette, Alger, Schoolcraft, Dickinson, Delta, Menominee, Luce, Chippewa, Mackinac, Gogebic, Ontonagon, Iron, Benzie, Manistee, Emmet, Charlevoix, Antrim, Leelanau, Grand Traverse, Kalkaska, Cheboygan, Presque Isle, Crawford, Otsego, Oscoda, Jackson

New Prompts added

Zip codes were added to assist with county code authentication and routing to the appropriate county office

Contact Center Wave Rollout on 10/29/2018

Arenac, Bay, Clinton, Eaton, Genesee, Gladwin, Midland, Isabella, Clare, Sanilac/St. Clair, Lake/Newaygo, Montcalm, Ionia, Mason, Oceana

GEO Group Specific Manager Security Profiles

New Prompts added

The Contact Center has monthly **minor** releases that are less than 40 hours of work and contain minor enhancements to the IVR flow based on business feedback (usually changing verbiage and prompts) and to address telecom/phone configuration related issues.

Update FY19 V2 (8/23/19) –

Integrated Service Delivery (ISD) Portal

FY19 Releases/Accomplishments

3/23/3019 – Release 5.0

- Verify Lawful Presence upgrade V33-V37

3/31/2019

- Completed MICWRAP / ISIP Security activities

5/11/2019 – Release 5.1

- I-94 Changes

6/15/2019 – Release 5.2

- 2-1-1- Upgrade

9/21/2019 – Release 5.4

- Hub Critical End of Live Refresh
- MiLogin Enhancements

Universal Caseload (UCL)

FY19 Releases/Accomplishments:

4/19/2019 – Release

- BRG-BICWR-824 - UCL SOP Extract performance issue
- BRG-BICWR-825 - Performance improvement for UCL Scheduling sql

6/21/2019 - Release

- BRG-BICWR-846 - UCL Exception 100 and 500 error
- BRG-BICWR-518 - Zoom Issue - Complete all associated tasks
- BRG-BICWR-519 - Worker status showing as away
- BRG-BICWR-780 - Process Intake Enhancement
- BRG-BICWR-856 - Task priority indicator
- BRG-BICWR-857 - Duplicate Review to Extend SOP Tasks Created
- BRG-BICWR-858 - End Date Personal Recurring Personal Appointments
- BRG-BICWR-859 - Overbooking Calculation

6/25/2019 Release

- BRG-BICWR-959 - Post June UCL Fixes

6/28/2019 Release

- BRG-BICWR-967 - Worker category changes
- BRG-BICWR-968 - Task Mapping
- BRG-BICWR-969 - Auto Assign Off

7/3/2019 Release

- BRG-BICWR-964 - Appointment list from queue count widget
- BRG-BICWR-966 - Task comments
- BRG-BICWR-977-ORA Exception-Task Comments and Individual Caseload

7/19/2019 Release

BRG-BICWR-975 - UCL And Bridges Realtime SOP screens IN or OUT error
BRG-BICWR-965 - Future appts for companion case getting assigned
BRG-BICWR-984 - Ora exception for hearing appointment, defer task assignable and performance dashboard
BRG-BICWR-985 - UCL Performance fix for Queue Count and Unit Information widget

8/24/2019 Release

- BRG-BICWR-923 - RP010 report missing totals
- BRG-BICWR-1044 - 500 HTTP Error handing exceptions in App Dynamics
- BRG-BICWR-942 - Auto Log Redetermination packets
- BRG-BICWR-953 - Update the task start date logic and add Redet date, form type to prioritization.
    - BRG-BICWR-954 - Add additional fields to the "Currently Assigned Task" screen
    - BRG-BICWR-956 - Redet MA EDG Closure task
    - BRG-BICWR-957 - Bridges Alert 108 in UCL
    - BRG-BICWR-958 - Do not create redundant Run EDBC task

Universal Caseload (UCL)

FY19 Releases/Accomplishments:

The Contact Center has monthly **minor** releases that are less than 40 hours of work and contain minor enhancements to the IVR flow based on business feedback (usually changing verbiage and prompts) and to address telecom/phone configuration related issues.

Eligibility ISA
Program Management Plan

Table of Contents

Revision History

Version	Date	Author	Change Description
1.6	09/13/2017	Brian Anderson	Updated to correct sections out of date and update links that were no longer accurate. Listed and added links for Processes.
1.7	10/3/2017	Brian Anderson	Updates based on 10/3/17 review
1.8	10/30/17	Brian Anderson	Added reference to CMS' MEELC and MEET in Section 1.5 (Program Governance Framework.
1.9	10/10/2018	Gail Jacqmain	Updated to reflect the new Delivery Model
2.0	11/29/18	Janice Redpath	Changed BIC references to SIA and PMO references to ISA

1 SIA Eligibility ISA Program Management Plan

1.1 Introduction

The Michigan Department of Health and Human Services (MDHHS) has implemented a Strategic Integration Administration (SIA) to serve the entire MDHHS agency. The purpose of SIA is to improve MDHHS project delivery using common project management processes and disciplines. SIA will strive to standardize and introduce economies of repetition in the delivery of projects and serve as the source of documentation, guidance, reporting and metrics on the practice of project management and project delivery. Effectively, SIA will plan and manage the MDHHS portfolio of projects using common processes, structure, and governance, enabling MDHHS to deliver projects on time, on budget, and within scope.

Project Planning occurs in advance of a project and subsequently at the beginning of a project to understand exactly how the project will function. This is the “Project Plan” document for the Eligibility Program Office, and serves as the process disciplines that will be adhered to by the all Eligibility ISA teams and projects. This is not process for process sake – this is tailoring processes to support the successful implementation of ISA Projects within budget and schedule.

1.2 Program Office Purpose

The purpose of the ISA Program Office is to improve integrated business and technology project delivery using common project management processes and disciplines, concentrating in the areas of Program / Project Monitoring, Business Integration, Quality Assurance, and Strategic Alignment. The ISA Program Office will strive to standardize and introduce economies of repetition in the execution of projects and will serve as the source of documentation, guidance and metrics on the practice of project management and project execution.

The goal of the ISA is to effectively plan and manage the MDHHS portfolio of projects using common processes, structure, and governance, enabling MDHHS to deliver both business and technology projects on time, on budget and within scope.

The following are the MDHHS business areas the Eligibility ISA supports:

1. Field Policy
2. Medicaid Policy
3. Child Development and Care (CDC) Policy
4. Refugee Cash Policy
5. State Disability Assistance (SDA) Policy
6. Family Independence Program (FIP) Cash Policy
7. Food Assistance Program (FAP) and Employment and Training (E&T)
8. State Emergency Relief (SER)
9. Children Services
10. Office of Inspector General (OIG)
11. Child Support
12. Medicaid Services
13. OQA
14. Accounting
15. Health Customer Service
16. Managed Care/MI Health Account Interface
17. Provider Management
18. Medicaid Payments

1.3 SIA Program Charter

For a complete review of the MDHHS SIA Program Charter, including details of the SIA Purpose, Objectives, High Level Scope statement, etc., please refer to the SIA Program Charter.

1.4 Eligibility Program Charter

For a complete review of the Eligibility Program Charter, including details of the Eligibility Program Purpose, Objectives, High Level Scope statement, etc., please refer to the Eligibility Development Program Charter (Eligibility Development Program Charter).

1.5 Program Governance Framework

The purpose of Program Governance is to serve as a mechanism for ensuring that all audiences and stakeholders are aware of their responsibilities for managing SIA Eligibility ISA Project information in order to:

- Program & Project Management (Including all Business and Technical projects)
- Vendor management and monitoring
- Project Control and monitoring
- Project status and issue and risk reporting to executive management
- System integration for all participating vendors
- Technical requirements and system level design development that advance MDHHS towards future systems goals and objectives
- Technical testing of Michigan systems and interactions with outside systems

ISA Program will follow the PMBOK standards of the nine disciplines of program and project management. These nine areas are incorporated in all the process definitions contained in this Project Plan document.

1. Project Integration management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Communication Management
6. Project Human Resource Management
7. Project Quality Management
8. Project Risk Management
9. Project Procurement Management

The ISA Program will also follow DTMB State Unified Information Technology Environment (SUITE) and utilize industry Best Practices.

The ISA Program will also follow CMS' Medicaid Eligibility and Enrollment Life Cycle (MEELC) found in CMS' Medicaid Eligibility and Enrollment Toolkit (MEET).

1.5.1 Program Governance Organizational Chart

The ISA Program Governance Organization has been designed around Strategic, Tactical, and Operational responsibilities.

Strategic:

- Define vision and strategy
- Approve priorities and policy
- Provide escalated issue resolution
- Facilitate partner coordination
- Provide budget to perform work

Tactical:

- Implement vision and strategy
- Monitor cross system/agency projects
- Facilitate cross team coordination
- Manage schedule(s) based on budget, resources, and priorities
- Provide Program Leadership support

Operational:

- Manage and implement projects
- Resolve project level issues

The following governance has been approved at the executive level.

Eligibility ISA Program Governance Structure

1.5.2 Program Governance Committees

MDHHS SIA Governance Committees are forums with standing agendas and decision-making authority. They bring together the authoritative leaders within the appropriate State Agencies to make decisions and recommendations. Additional committees may be organized at a later date if the need arises.

See section 1.6 for Communication Management details for the frequency of when each group meets.

SIA Executive Committee

SIA Executive Committee is the highest decision-making body for the SIA. This group operates at the strategic level and will make decisions on items surrounding portfolio, business vision, and program budgets. The SIA Executive Committee consists of MDHHS deputy directors including the SIA director, and DTMB General Manager. This committee is also an escalation point for critical issues or risks.

Program Leadership Team

The ISA Program Leadership team consists of Business Program Owners (bureau directors), Business Delivery Liaisons (SIA Business Delivery Leaders), Business Program Office Manager, Technical Delivery Owner (DTMB Business Relationship Manager), Technical Vendor Partner, and Financial Management Specialist. The Program Leadership team is responsible for decision-making at the tactical level of the organization, including approval of all projects, schedules and major milestone changes, budget and costs changes, and approval of all scope change requests.

Program / Project Teams

Project and Operational Leadership teams are responsible to deliver goals and objectives related to specific projects. These teams normally consist of a Project Manager leading various resources in the State Agencies and/or the vendor community. These teams consist of State Agency and/or vendor staff responsible for implementation of the scope of their given project. The Project Teams meet at defined frequencies as described in the "Communication Management" section.

1.6 Roles and Responsibilities

Each ISA Program and Project role is defined along with the responsibilities for that role in order for the MDHHS, SIA, and other State Agencies teams to have clear expectations. This document is aligned with the MDHHS SIA Governance Structure.

Eligibility ISA Roles and Responsibilities

1.7 Communication Management

Communication Management sets the communications framework for the SIA Eligibility ISA. It will serve as a guide for communications throughout the life of the SIA Eligibility ISA and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in this program and projects. It also includes a communications matrix, which provides a summarized view of the multiple communication items such as the type of communication, the frequency of the communication, who is responsible for making sure the communication takes place, the audience for a particular communication item, and whether or not approval is required.

Eligibility ISA Communication Management Plan

1.8 SIA Request Intake Process

The purpose of the Project Request process is to describe the procedure required to translate an idea, regulation, or policy into an approved project.

The volume of regulations, policies, and changes that impact SIA continue to grow. The resulting impact to SIA is a large amount of work that must be spread across a limited number of human, capital, and operational resources.

To address this growing demand for limited resources, SIA has developed this process for each new SIA project request. This process will allow the SIA Project Portfolio Planning group the opportunity to review each request as it occurs for strategic business alignment, funding source, and high level scope, duration, and rough estimated costs. The outcome of the process is a prioritized list of MDHHS strategic aligned business and technology projects and the recommendation for which ISA(s) will own for the delivery of work. All maintenance work will follow the ISA maintenance work request process. Otherwise, all non-maintenance type project requests will follow the standard project request process. If urgent, there is also an urgency indicator on the Project Request Form that will be used to expedite the assessment / ISA assignment process.

SIA Intake Process
SIA Work Request Template

1.9 Eligibility Release Planning Process

The purpose of the Eligibility Release Planning Process is to show the life-cycle of a new work request up until the work is approved for a Release and how it flows through the process. It shows how work is assigned to the Eligibility ISA, estimated, and approved for the appropriate Program Area by the Business.

1.10 Program Document Collaboration

Microsoft SharePoint will be used for Program and Project collaboration. Program documents will be stored in Sharepoint (plans, processes, and templates). Administrative information for the SIA Eligibility ISA team will be stored on the site. Each of the areas (i.e. Administrative, Program Status, Program Processes, Projects, etc.) will have their own libraries/folders to store collaborative information. Each project will also have a standard work break down sub folder structure so information can be consistently stored and found across each project. SharePoint provides a secured location for all State and Vendor Partner resources to access program and project deliverables, version control, tracks who stored the document and the storage date.

1.11 Program Budget and Financial Tracking Processes

The SIA ISA has a dedicated Financial Analyst that will work at the Leadership level to assist in planning and forecasting annual budgets, as well as assist in the approval of project work. The Financial Analyst will also work at the operational level to organize and track budgets and financials associated with all SIA ISA projects. The budget office sends out monthly consolidated cost sheets, detailing resource hardware, software and vender service costs. The ISA Financial Analyst maintains origin of these costs. The associated processes are described in this section.

2 Project Management

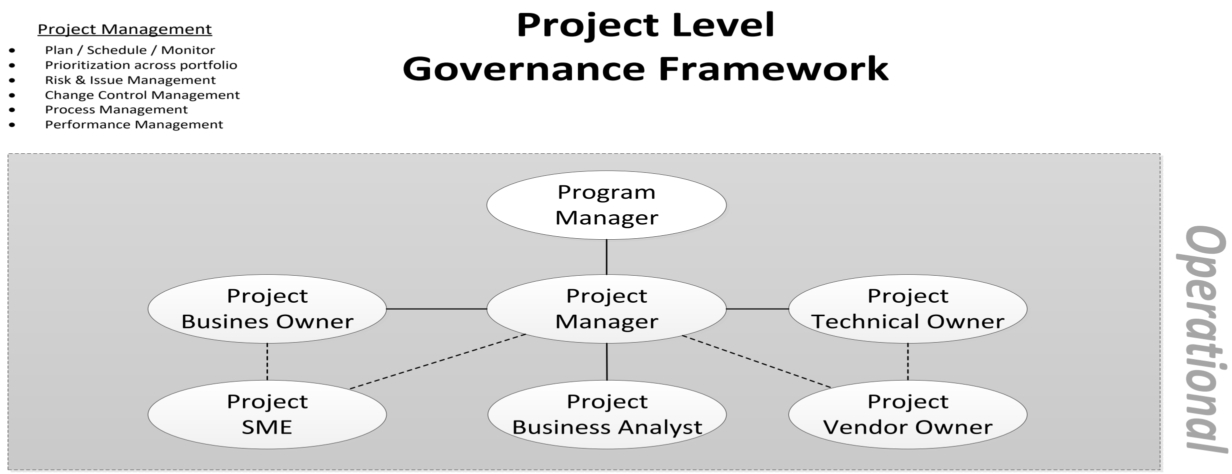
Project Management will focus on project-level activities that have a defined start and finish. Project Management applies the skills, tools, and techniques to meet project needs or expectations. By design, the processes used at the project level are aligned with the processes used at the program level to build conduits of information flow. Projects follow project management processes together with life-cycle methodologies to manage and execute the work necessary to meet project requirements.

The ISA will utilize the project portfolio management tool, Changepoint, to maintain schedules with at least all major milestones for each project. The ISA will also utilize Microsoft Project to maintain detailed project schedules and for quality assurance analysis when deemed necessary. The latest status information is maintained on the ISA

SharePoint site. This SharePoint site provides key schedule management, financial management, program and project status reporting, risk and issue management, and change management functions.

2.1 Project Governance Framework

As part of establishing consistent project governance for all projects, a common leadership framework is required. For each project, the ISA Program Manager will work with the project stakeholders to establish the project governance, normally consisting of an assigned Project Manager (PM), Project Business Owner (BO), Project Systems Technical Owner (TO), and potentially a Project Vendor Owner. The following diagram depicts the common leadership roles necessary to govern the projects.



Program Manager
The Program Manager has overarching responsibility and accountability for the activities of the Program Area. All resources in the functional area of Program/Project Monitoring report up through the Program Manager for the project work. The Program Manager works directly with the Project Managers, Release Planning Manager, Business Operations Integrator, Testing Project Manager, Program Project Manager, ISA Manager, and other Management Teams to adjust workloads of the projects. The Program Manager also communicates project status to clients and management, working closely in alignment with the Program Project Manager and ISA Manager. There are multiple Program Managers for the Eligibility ISA since there are multiple Program Areas.

Project Manager
The Project Managers have overarching responsibility for their assigned projects. All Project Managers work with the Program Manager for the majority of work. The Project Managers define schedule, control, and adjust all tasks and workloads of projects. They are responsible for guiding their teams and ensuring adherence to of SIA ISA processes. The Project Managers must also manage and track project issues and risks, ensuring that all project commitments are met. They communicate project status to clients and leadership.

Project Business Owner (BO)
The Project Business Owner works directly with Agency Business Owners to provide the business knowledge to support the project teams in planning and execution. The Project Business Owner plans and works according to the project schedule, taking direction from the Project Manager and the Program Management Teams. The Project Business Owner works directly with the customer.

Project Technical Owner (TO)
The Project Technical Owner works directly with the vendors to provide the technical knowledge to support the project teams in planning and execution. The Project Technical Owner plans and works according to the project schedule, taking direction from the Project Manager and the Program Management Team.

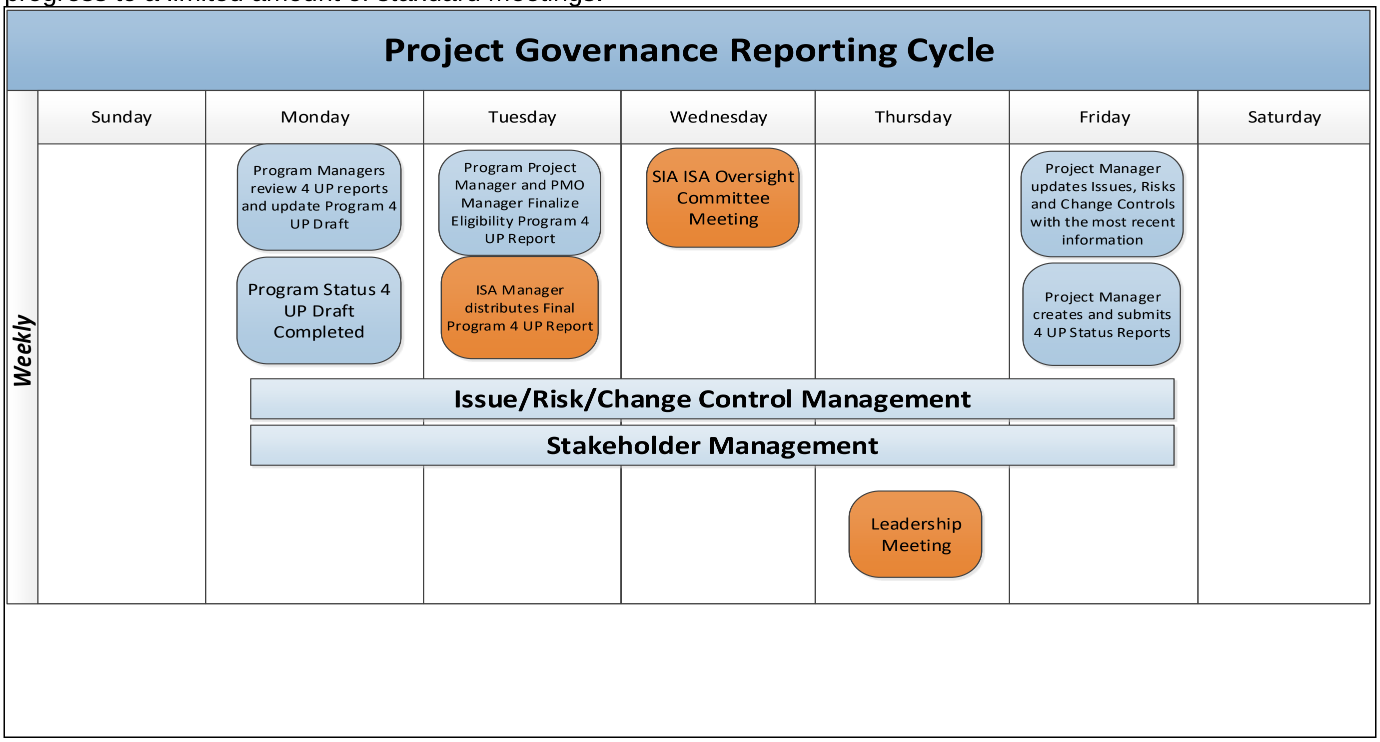
Project Vendor Owner
The Project Vendor Owner works directly with the project teams to provide the institutional knowledge of the vendor-maintained systems and products to support the project teams in planning and execution. The Project

Vendor Owner plans and works according to the project schedule, taking direction from the Project Manager and the Program Release Management Team.

Please refer to the Eligibility ISA Roles and Responsibilities document for detailed roles and responsibilities of the common project leadership framework.

2.2 Governance Reporting Cycle

The following diagram identifies the information flow and defined meetings that will be used to enable governance at the Program and Project level. SIA ISA Projects will not be saturated with meetings, keeping key overall status progress to a limited amount of standard meetings.



2.2.1 Status Reporting

Program Status Reporting

The Eligibility Program uses a web based tool titled "HealthBeat" for Program 4-Up Status reporting to communicate progress to Executive Level Management. The tool allows to extract the information and format into a PDF file so that the information is printable and presentable. This report is created weekly, and stored on the ISA SharePoint site.

Project Status Reporting

Each Project Manager will report status to the respective Program Manager on a weekly basis. The format of the status report will use a standard 4up status report from Changepoint or use the SIA provided 4-Up status report MS Excel template.

2.3 Total Cost of Ownership Process

The Total Cost of Ownership (TCO) is the mechanism for a Project Manager to understand, document, and manage the entire cost of a project. The TCO serves as the main document for funding information, including resources, software, hardware and other costs.

The TCO Process and TCO Template reside on the SharePoint site. The template has certain terms and costs built in. All items on the staffing sheet and the change control sheet should copy to the summary page and are part of the budget calculation.

The TCO should be sent to the Program Project Manager and the Financial Specialist, then loaded to the SharePoint site under Budget Library, under the appropriate project folder.

2.4 Issue, Risk, and Change Control Management

The Issue, Risk and Change Control Management and Escalation Procedure provides a means to spotlight, track, and resolve issues, risks or changes before they affect deliverables and/or client commitments. This procedure promotes visibility of long-standing, unresolved project level items, while maintaining a historical record of what occurred, the associated escalation levels and the associated resolution.

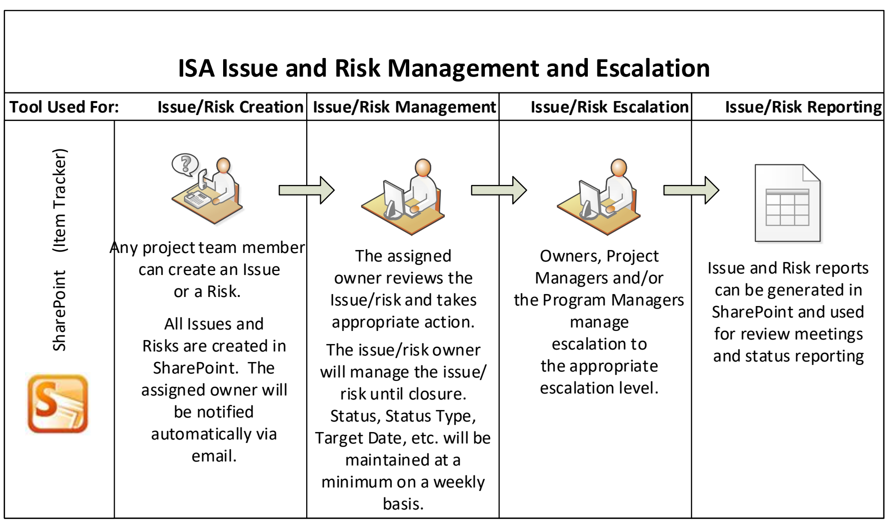
Eligibility Issues, Risks, and Change Controls will be tracked in the ISA's Item Tracker tool on the Eligibility ISA Sharepoint website.

2.4.1 Risk and Issue Management

Definition of "Risk Management" – Risk management is the systematic and explicit approach used for identifying, analyzing, and controlling project risk. Risks will remain open as long as they exhibit probability of occurrence and potential impact to the project. A risk may be closed when the project stakeholders jointly agree that (1) the risk will never be realized, (2) the risk will not actually deter the project in any way or (3) the risk was reduced and is no longer a risk.

Definition of "Issue Management" – An issue is any point of controversy, debate, or concern that will adversely affect the success of the project. Issues can be identified at any level of the project and should be resolved at the lowest possible project level. An issue that cannot be resolved at a particular level of the project must be escalated to ensure the issue is brought to the attention of appropriate parties and resolved.

The ISA Leadership and Management Teams review escalated items (Issues and Risks) weekly to determine status of existing items and a resolution approach for newly escalated items. The ISA SharePoint site is the mechanism used to manage an item from initiation to closure.



2.4.1.1 Creating Issues and Risks

Any person working on a ISA Project can create an issue or risk. However, the appropriate Project Manager (or Program Manager if it is a Program issue or risk) should be contacted to validate the issue or risk **prior** to the item being entered. The issue or risk should be created on the SharePoint site using ISA Item Tracker tool using the following link:

Item Tracker

- Navigate to the ISA Item Tracker list via the left side menu pane
- Click the “New Item” top menu option or “Add a New Item” bottom icon
- Complete all mandatory fields
- Choose the **Item Type** (Issue or Risk)
- Set **Escalation** (default to Project Manager)
- Set **Assigned To**
- Click [Save] to save the issue or risk

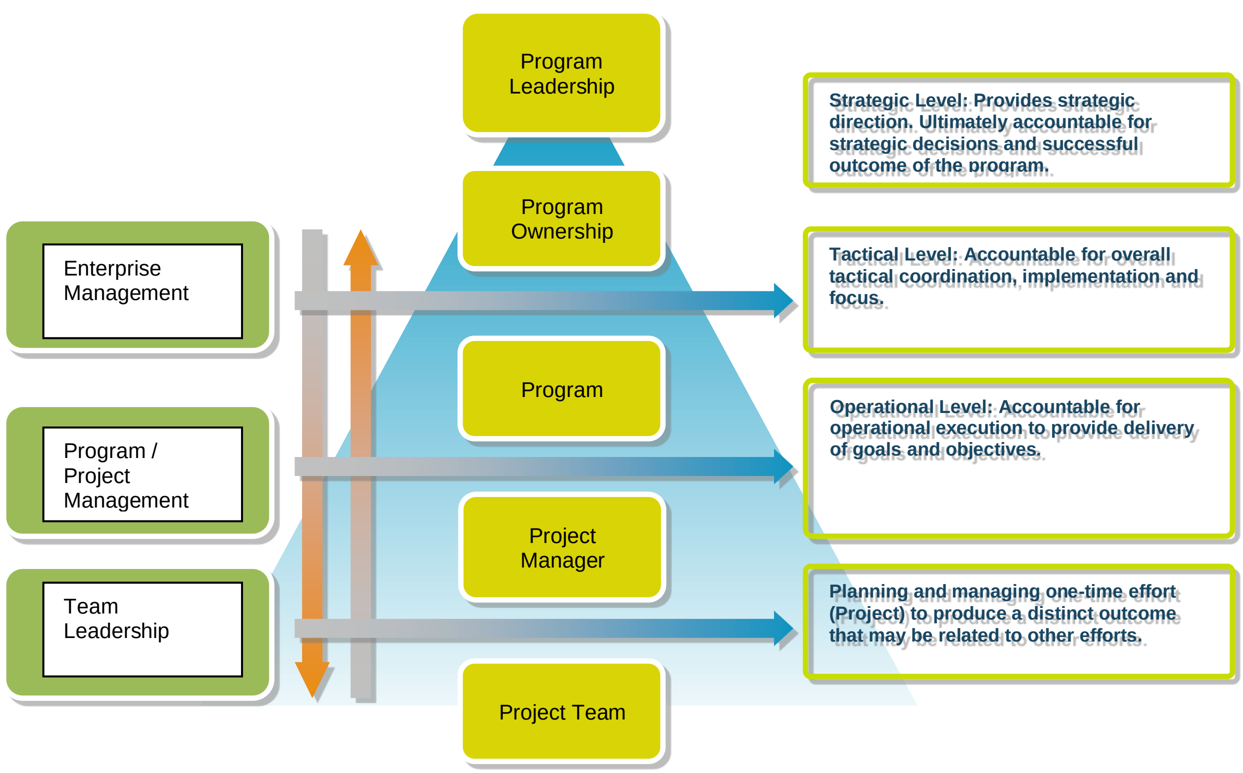
Note: If the Project overall status is Yellow or Red, there must be a corresponding Issue or Risk. In addition, a Corrective Action Plan (CAP) needs to be created in Changepoint.

2.4.1.2 Managing Issues and Risks

Issues and risks created in the Item Tracker tool will be evaluated by the person to whom the issue or risk is assigned. The person will also be responsible for maintaining the Target Date. Even though issues and risks can be assigned to any team member, the Project Manager (or Program Manager if issue or risk is at the Program level) for the issue or risk are equally responsible for the issue or risk and should monitor the issues and risks at a minimum on a weekly basis and more often if they have been escalated past the Project/Program manager.

2.4.1.3 Escalating Eligibility Issues and Risks

The diagram below depicts the progressive nature of risk and issue management starting with “work”, up to a “Project”, all the way through and up to “Executive Leadership”. The ISA and all projects will follow strict escalation procedures for issue and risk management.



Escalation Path

Escalation Level	Description	Escalation Threshold
Project Manager	Project Managers must seek to resolve the initial issue or risk. • In Item Tracker, the PM will assign the owner of the issue or risk to him or herself or somebody on their project team. • The Project Governance team (usually Project Business Owner, Project Technical Owner, Project Vendor Owner, etc.) must seek to resolve the issue or risk in coordination with the Project Manager. • In Item Tracker, the PM will set the owner of the issue or risk to the appropriate ISA Project Governance resource. • Place a comment in the detailed description field stating that the issue has been escalated.	**High** - Escalate immediately **Medium** - 3 business days **Low** - 5 business days
Program	The associated Program Manager must seek to resolve the issue or risk in coordination with the Project Manager. • In Item Tracker, the PM will assign the owner of the issue or risk to the appropriate Program Manager for the area. • In Item Tracker, the PM will set the escalation path of the issue or risk to “Program”. Place a comment in the detailed description field stating that the issue has been escalated.	**High** - Escalate immediately **Medium** - 3 business days **Low** - 5 business days
Program Ownership Team	The Program Ownership team must seek to resolve the issue or risk in coordination with the Program Manager and Project Manager. • In Item Tracker, the PM will assign the owner of the issue or risk to the appropriate Program Manager for the area. • In Item Tracker, the PM will set the escalation path of the issue or risk to “Ownership”. • Place a comment in the detailed description field stating that the issue has been escalated.	**High** - Escalate immediately **Medium** - 3 business days **Low** - 5 business days
Program Leadership Team	If the Program Ownership team cannot resolve the issue or risk, the issue or risk will be escalated to the Program Leadership Team. The Leadership team must seek to resolve the issue or risk in coordination with the Program Project Manager, Program Manager, and Project Manager. • In Item Tracker, the Program Manager will assign the Owner of the issue or risk to the Program Project Manager. In Item Tracker, the Program Manager will set the escalation path of the issue or risk to “Leadership”. • Place a comment in the detailed description field stating that the issue has been escalated.	**High** - Escalate immediately **Medium** - 3 business days **Low** - 5 business days
SIA ISA Oversight	If the Program Leadership team cannot resolve the issue or risk, the issue or risk will be escalated to the SIA ISA Oversight Team. The SIA ISA Oversight team will resolve the issue or risk in coordination with the ISA Manager, Program Project Manager, and Program Manager. • In Item Tracker, the Program Manager will be responsible for creating the issue or risk in the SIA ISA Item Tracker. The Program Manager will set the escalation path of the issue or risk to “Executive”. • Place a comment in the detailed description field stating that the issue has been escalated.	**High** - Escalate immediately **Medium** - 3 business days **Low** - 5 business days

2.4.1.4 Reporting for Issues and Risks

Standard views have been created for issue and risk reporting in Item Tracker. Once a view is displayed, the list can be printed to a printer or as a .pdf.

2.4.2 Change Control Management

Definition of "Change Control Management" – Change control management is the systematic and explicit approach used to manage approved scope and requirements. Change controls are documented and acted upon similar to Issues and Risks. Once the Change Control is approved by the appropriate project stakeholders, the change will be implemented. If the Change Control has a change to cost, the TCO will be updated accordingly. Change Controls are managed in the Eligibility ISA Item Tracker.

- Program Ownership is responsible to approve all scope and schedule changes
- Program Leadership will approve all major milestone, cost, and scope changes

2.4.2.1 ISA Change Control Process

- The Eligibility Change Control Process is used for managing Change Controls for the Eligibility ISA.

2.5 Corrective Action Plan (CAP)

If the status of a project is yellow or red, the Project Manager is responsible for creating and maintaining a Corrective Action Plan (CAP) in Changepoint to document what steps the Project Manager is taking to resolve the issue or risk and get the project back on track. This CAP must be maintained as part of the weekly project status reporting cycle until the project is back to a green status.

2.6 Time Management

All Project team members on projects for which cost should be tracked versus budget (to support APDs, Grants, etc.) must officially report effort on the standard Monday through Friday work week.

2.6.1 Collecting Project Time

Weekly Time Tracking Process – State DTMB and Non-State of Michigan resource

State DTMB and Non-State of Michigan resources will track their project time weekly in Changepoint.

Weekly Time Tracking Process – State of Michigan (Non-DTMB) resource

Non-DTMB State of Michigan Resources will track their project time weekly in the DCDS Time Tracking tool.

2.7 Quality Management Plan

2.7.1 Purpose

The purpose of the Quality Management Plan is to describe how quality of the project will be managed throughout the lifecycle of the project. It also includes the processes and procedures for ensuring quality planning, assurance and control processes are all conducted. All stakeholders should be familiar with how project quality will be planned, assured, and controlled.

The Quality Management Plan will establish the activities, processes and procedures for ensuring a quality product is delivered upon the conclusion of the project.

The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards

2.7.2 Acceptance Criteria

The SUITE Systems Engineering Methodology (SEM) provides “stage exits” or points in time during the project when the customer and stakeholders will review the deliverables in detail and accept or reject the work (or accept with noted revisions). Every effort will be made to identify all stakeholders and plan for their participation in the acceptance process. Each stage of the SEM is planned, documented and reviewed by all applicable stakeholders. Each deliverable will be reviewed and approved, if required, before proceeding to the next stage.

2.7.3 Quality Assurance Activities

SEM processes will be used to monitor and control quality on this project. The SEM provides for seven stages, each with required documentation, reviews and approvals. The stages will be executed and monitored during the project.

The quality of the project outcome depends upon the quality of these plans, documents and knowledge transfer phases. Their quality is ensured by walkthrough reviews done by knowledgeable and invested stakeholders. A formal change control process will be followed for modifications required to documents that have been reviewed and approved. PMM and applicable SEM documents will be stored in the Enterprise Solution Tool (i.e., SharePoint) on the Eligibility ISA site.

The project will use verification, validation and structured walkthrough techniques to promote quality in deliverables.

Verification

The objective of verification is to make sure that a deliverable is correctly derived from the inputs to the stage that creates it, is internally consistent, and conforms to standards. The verification of a specification deliverable identifies errors in that deliverable before they are passed on to the next stage of development. The resulting benefit is that errors are caught early in the development process where they can be addressed with a minimum of effort, rather than during testing where correcting errors becomes more costly. Verification is the process of checking that a deliverable is correctly derived from the inputs and is in the correct format, while testing makes sure that the specification was properly implemented.

The purpose of these activities is to:

- Evaluate a deliverable against appropriate project standards
- Identify and correct defects as early in the process as possible
- Reduce the number of Remedy Tickets and Change Controls (CCs) as the work effort progresses
- Reduce time and costs that result from rework

Validation

Validation uses techniques similar to verification (e.g., testing, analysis, simulation) and covers hardware and software. Validation can be done by analyzing a model of the implementation, by creating and testing a prototype (performing a usability test to validate if user interface requirements are met) or by conducting a peer or expert review (as in validating the design for maintainability).

Structured Walkthroughs

Deliverables are also monitored and controlled for quality through a process known as a Structured Walkthrough. The Structured Walkthrough process is used to identify and correct errors early in the development process by evaluating a deliverable according to SUITE guidelines and project standards. A Structured Walkthrough can be formal (meeting with a facilitator to guide the process) or informal (document reviewers email their comments to a scribe who will compile the results). This process is intended to reduce the number of problems and warranty issues, as well as reduce the time and costs resulting from rework. The purpose of the Structured Walkthrough feedback form is to document peer review findings which include the following:

- Action Items
- Errors
- Issues/Risks
- Suggestions/Omissions

Deliverables are reviewed for quality in terms of the following criteria (as applicable):

- Clarity
- Contractual concerns
- Functional content and accuracy
- Performance impact
- Project standards/format
- Scope
- Technical content
- Value/benefit to the client

The following table illustrates the criteria used in determining the type of Structured Walkthrough and the intended audience:

Structured Walkthrough Guidelines

Work Product	Review Type	Suggested Reviewers	Relevant Documents
Business Requirements	Formal/Informal as determined by project	Assigned Developer Business Lead Lead Developer Project Manager	Business Requirement Document Relevant Supporting Documentation
Technical Requirements	Formal/Informal as determined by project	Assigned Developer Business Lead Lead Developer Project Manager	Business Requirement Document Relevant Supporting Documentation
Functional Design (FDSN)	Formal/Informal as determined by project	Assigned Developer Business Lead Lead Developer Project Manager	FDSN Relevant Supporting Documentation
Technical Design (TDSN)	Formal/Informal as determined by project	Architect Assigned Developer DBA Lead Developer Project Manager	TDSN Relevant Supporting Documentation
Source Code, Unit Test Plan, Unit Test Scenarios and Test Results	Formal/Informal as determined by project	Architect Assigned Developer DBA Lead Developer Project Manager	Source Code and Unit Test Plan, Unit Test Scenarios and Unit Test Results
System Test Plan and Test Results	Formal/Informal as determined by project	Architect Assigned Developer DBA Lead Developer Project Manager	System Test Plan, System Test Scenarios and System Test Results

If a document or deliverable is not listed here, then the project manager will make a determination on how to conduct the review. All listed work products must be reviewed.

2.7.4 Project Monitoring and Control

Monitoring and controlling project quality will be done via:

- The structured walkthrough review and approval process performed for every deliverable of the project as documented in the project schedule
- Weekly review of tasks, risks, schedule and issues with the project team
- Escalation process will be followed when project milestones will be missed
- Escalation of risks where needed using the project governance model

2.7.5 Project Team Quality Responsibilities

Quality is a shared responsibility of all project stakeholders. Quality is not just a review at the completion of a deliverable. Quality is built into the project from the beginning by support from stakeholders as each phase of the project is executed. Appropriate stakeholders will participate in the creation and/or review of all deliverables.

2.7.6 SUITE Processes and Product Quality Assurance (PPQA) Reviews

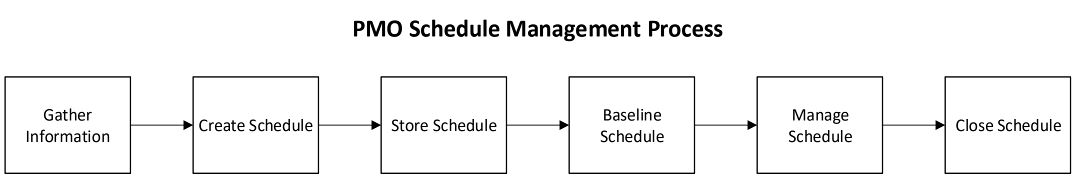
The DTMB PPQA team provides objective project quality reviews to ensure compliance with SUITE processes, methodologies, and CMMI best practices. The PPQA teams attempts to review at least one project per customer agency per year.

2.8 Schedule Management

OVERVIEW

Schedule management provides the guiding principles for creating, managing, and executing the project schedules. Schedule management ensures the project team achieves the project's objectives within the time and cost constraints allocated. This enables the Project Managers to make the best informed decision regarding the project's state of progress.

PROCESS ILLUSTRATION



2.8.1 Scheduling Objectives and Directives

The following describes how the ISA will manage project schedules. The Program Manager uses the information in the schedule to make informed decisions surrounding each project in the ISA. The following applies to all projects under the ISA.

- Gather key information needed to start the project schedule.
  - Scope
  - Tasks and milestones
  - Mandatory dates
  - Task durations and milestone dates
  - Available resources
  - Estimated effort
  - State Holiday schedule
  - Resource time off

        - Constraints
- Create the project schedule in Changepoint and/or MS Project
    - Use a project schedule template as a base
    - Tailor the template to fit the specific needs of the project
    - SOM holidays are flagged as non-working on the calendar
    - Resource vacation days are indicated on the calendar
- Store the project schedule in the appropriate project folder on the ISA SharePoint site
    - Under the project folder, use WBS folders 00 Execution and Control
- Baseline the project schedule when all milestone dates are approved
- Manage the project schedule during project execution
    - At least weekly
        - Update task % Complete for tasks in progress
        - Update task Status for key tasks and milestones
    - Weekly, provide status of milestone tasks and overall schedule to the ISA Program Manager
    - Approved Change Controls could modify task dates (baseline and actual)
- Close the project schedule once all tasks are completed

2.8.2 Project Schedule Template

Multiple project schedule templates will be available for projects to use as a starting baseline for the different types of ISA business projects as well as technical projects in Changepoint. Please see the ISA Schedule Management Specialist for addition details on project schedule templates.

2.8.3 Weekly Schedule Management Activities

The following is a representation of weekly activities related to Schedule Management within the ISA. It is important these procedures be followed in order to control the Projects within the ISA so that leaders can easily determine status and be proactive about items/areas that need attention.

Schedule Management Critical Weekly Activities				
Monday	Tuesday	Wednesday	Thursday	Friday
• Program Manager Updates Program Milestone Dashboard based on Project Milestones • The Program Dashboard is finalized and stored on SharePoint.	• Program Manager creates new Program Dashboard representing activities completed this week (new tab within Dashboard spreadsheet)	• N/A	• N/A	• PMs Update Issues, Risks, Change Controls • PMs Update Project Schedules • PMs Create Project 4up reports

Program Manager Updates Program Milestone Dashboard – Every Monday (COB) the Program Manager is responsible for using the milestone information from Project 4 UP reports to update the Program Milestone Dashboard. The Program Manager will update the milestone dashboard items that have changed from the previous week based on the information available. *Note: There are multiple Programs for Eligibility, therefore there are multiple Program Managers and Program Milestone Dashboards.*

Program Milestone Dashboard Finalized – When all reviews are complete, the Program Milestone Dashboard is finalized and stored on the ISA SharePoint site under the Program Status library.

New Program Milestone Dashboard Started – Every Tuesday, the Program Manager is responsible to begin creation of the current week's Program Milestone Dashboard. This is stored on the ISA SharePoint site. Each tab of the dashboard represents a week, therefore each tab name is the Friday date a week ends. For example, for the week ending 09/08/17, the tab name is "09-08-2017". However, when the tab is first created, the tab name contains the word "DRAFT" preceding the date. Once the changes are finalized for a given week, the word "DRAFT" is removed to indicate the tab is finalized for the week. A tab (sheet) is also password protected once it is finalized so that no changes can be made to it and preserve the integrity of the information. The most recent reporting period tab is listed as the first tab, followed in descending week order, the subsequent weeks.

PMs Updates Issues, Risks, Change Controls – Every Friday (COB), PMs will be responsible for updating Issues, Risks, and Change Requests in SharePoint Item Tracker for their projects.

PMs Updates Project Schedules – Every Friday (COB), PMs will be responsible for updating their project schedules for their projects, paying special attention to ensuring milestone information is accurate. Any milestones that are yellow or red will require further explanation in their 4 Up project status report – either via logged issue or risk, and comment on one of the other sections in the report. Completion percentage must be updated as accurately as possible as well for the milestones.

PMs Create Project 4-Up Report – Every Friday (COB), PMs will be responsible for creating 4 UP Reports for each of their projects. The 4 UP reports will be stored in their project folder in SharePoint (10 Status Reports). Based on milestones statuses and the impact of issues, risks and changes to the project, the overall status (Green, Yellow, and Red) will be assigned. See *Performance Measurement Plan* section below on criteria for determining overall project status.

2.9 Performance Measurement Plan

The ISA will institute performance measurements for each project. Measures are collected, analyzed or statistically controlled. Within this plan, metrics/data elements are identified that will be collected or both collected and analyzed. Items "collected" include metrics data gathered for an organization, placed in a repository for historical purposes and used at a later date. An example of an item to be "collected and analyzed" is estimated vs. actual start and end dates used to track, analyze and report conformance to schedule. All items that should be "statistically controlled" are listed here.

The project will use the following SOM required measurements as Analysis Triggers.

Criteria	Green	Yellow	Red	Notes
Schedule Variance	All key milestones are on schedule.	One or more of the key milestones are projected to be missed, or one or more of the key milestones have been missed however the project implementation date will not be impacted.	One or more of the key milestones have been missed, **and** it is projected that the project implementation date will be missed.	Key milestones include the PMM phases and SEM stages. For agile projects, key milestones include release milestones. Other metrics may be used as appropriate for predicting milestone completion, such as earned value, percent hours/user stories complete, percent test cases complete, and open defects.
Cost Variance	The variance between the project budget and the forecasted actual cost is <= 10%.	The variance between the project budget and the forecasted actual cost is > 10% and <= 20%.	The variance between the project budget and the forecasted actual cost is > 20%.	The project budget includes the allocated contingency for the project.
Issues	Issues are effectively being addressed, with limited risk to the project.	One or more escalated issues designated as critical or high priority remain unresolved for more than one week after the target date, resulting in a high level of risk to the project.	One or more escalated issues designated as critical or high priority remain unresolved for more than two weeks after the target date, resulting in a high level of risk to the project.	A project may need to be coded as yellow/red based on a significant project issue, even when the schedule and/or cost are not impacted. Examples include resource availability, scope issues, and concerns with realizing the anticipated benefits.

Note: A Corrective Action Plan (CAP) must be completed for items causing the project to be yellow or red.
Note: If a major milestone is yellow/red then the overall project status must be coded as yellow/red.

3 ISA Processes

The following is a directory of processes and associated flows currently documented and being followed for the Eligibility ISA that may not have been mentioned/referenced previously in this document.

Directory of Eligibility Processes

Operational Readiness Management Process

Operational Readiness is an integrated subset of all business and technology projects, and is designed to ensure that stakeholders are ready, willing and able to participate in each release of functionality. The purpose of the Operational Readiness meetings is to gather the project, technical and business stakeholders to assess organizational communication, outreach, business processes, training, and systems. The Operational Readiness meeting /reviews will determine if various initiatives and tasks are at appropriate stages of development and implementation to ensure a successful execution for end users and stakeholders.

Operational Readiness includes:

- Aligning key business processes to program or project requirements and technology
- Communicating with and engaging stakeholders so they are informed and knowledgeable
- Assessing the impact of the technology, policy and process changes on those who work with consumers, beneficiaries, providers and vendors across the agencies
- Preparing and training staff members to successfully carry out their jobs with updated systems and processes

- Workforce transition planning and potential transition workshops that includes identifying changes to roles and responsibilities as needed
- Aligning on Business Owner responsibilities and assigning tasks to drive to our deadlines