

Report on the Status of Enterprise Projects



November 2018

Prepared for the Governor and the
Appropriations Committee of the Legislature

This report is submitted by the Chief Information
Officer pursuant to Neb. Rev. Stat. § 86-530.

NEBRASKA

OFFICE OF THE CIO

INTRODUCTION

The Nebraska Information Technology Commission is responsible for designating and monitoring the status of information technology projects that are considered “enterprise projects.”¹ The commission has adopted an enterprise project policy that sets forth the procedures for the designation and monitoring of such projects.²

The following projects are currently designated as enterprise projects by the commission:

Agency/Entity	Project	Designated
Department of Health and Human Services	New Medicaid Management Information System (MMIS)	07/08/2009
Department of Education	Nebraska State Accountability (NeSA)	07/08/2009
Nebraska Council of Regions	Nebraska Regional Interoperability Network (NRIN)	03/15/2010
Department of Health and Human Services	Medicaid Eligibility & Enrollment System	10/28/2014
Department of Administrative Services	Oracle Fusion	03/09/2017
Office of the CIO	Centrex Replacement	07/12/2018

Pursuant to the enterprise project policy, the agency or entity primarily responsible for the project must coordinate with the technical panel to provide periodic status reports. The technical panel reviews these reports at each of its bi-monthly meetings and provides regular updates to the commission.

¹ Neb. Rev. Stat. §§ 86-525 to 86-530.

² <http://nitc.ne.gov/standards/1-206.pdf>

STATUS REPORT

As of the date of this report, two of the enterprise projects currently reporting to the commission—(1) Medicaid Eligibility & Enrollment System; and (2) Oracle Fusion— are reporting significant project schedule risks.

- Medicaid Eligibility & Enrollment System – On September 7, 2018, DHHS Leadership made the decision to pause the efforts undertaken by EES Phase II System Integrator, WiPro. DHHS is now engaged in making an assessment of the quality, completeness, consumability, and level of effort remaining with the project deliverables. The steering committee will review the go-forward strategies at the end of the assessment.
- Oracle Fusion – The migration contractor has to pick up the responsibility of coding the interface changes due to the State of Nebraska's lack of documentation of the application architecture, engineering of interfaces and lack of knowledgeable resources to support the EnterpriseOne system. The value proposition of this effort is being re-evaluated. The target implementation dates will shift if the current course of action is determined to be the best option for the State of Nebraska.

The remaining enterprise projects are making satisfactory progress towards successful completion.

Attachment A provides the current Enterprise Project Status Dashboard Report with summary information on the current status of each of the enterprise projects. More detailed project status information is available by contacting the Office of the Chief Information Officer.

Project Storyboard: Centrex Replacement

Project Manager	Kortus, Julie	Status Report Date	10/24/18	Project Dates			Status Report Indicators		
Project Type	Major Project	Status	Approved		Start	Finish	Overall	◆	➔
Stage	Design	Progress	Started	Plan	10/10/17	2/14/20	Schedule	◆	➔
Total Estimated Cost	null	Estimate to Complete		Baseline			Scope	◆	➔
Actual Cost To Date				Days Late	0	0	Cost and Effort	◆	➔

Project Description
 To secure the most cost efficient Hosted Voice Over Internet Protocol Telephony (VOIP) Services. This solution will replace the State's Centrex service throughout the State of Nebraska. The purpose of the project is to provide phone service that includes the most up-to-date VOIP features and functionality as a hosted service with equipment ownership, maintenance and service remaining with the Contractor.

Key Accomplishments

Status Report Update
 First meeting with project manager was 10/02/2018. Began constructing list of items that we are able to work on while waiting for the contract to be signed. The contract is expected to be signed by Allo Communications early November. The OCIO will be hosting several open houses for the agencies to ask questions/concerns they may have.

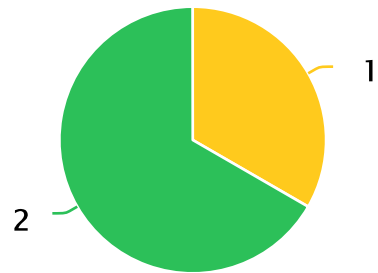
 Work continues with developers on an electronic billing format. Once electronic billing format is finalized, we will be able to work through terms and conditions.

 Met with Controller to continue discussions on establishing new billing rate.

Upcoming Activities
 The contract is expected to be signed by Allo Communications early November. New billing rate needs to be established prior to sending inventory list to agencies. Inventory lists will be generated and sent to agency contacts. OCIO will host several open house's for agency representatives to attend.

Issues by Priority Risks by Priority

Current Issues More Issues...



Issue	Priority	Status	Target Resolution	Owner
Overlap of service	⚠	Open	12/31/19	Kortus, Julie
Rates	◆	Open	11/30/18	Kortus, Julie
Removing needed billing numbers	◆	Open	12/31/19	Kortus, Julie

Project Storyboard: Medicaid Eligibility & Enrollment System

Project Manager	Spaulding, Don	Status Report Date	10/25/18
Project Type	Major Project	Status	Approved
Stage	Build	Progress	Started
Total Estimated Cost	\$81,200,000.00	Estimate to Complete	77.98%
Actual Cost To Date	\$63,318,485.00		

Project Dates		
	Start	Finish
Plan	6/1/18	4/30/22
Baseline	6/1/18	4/30/22
Days Late	0	0

Status Report Indicators		
Overall		
Schedule		
Scope		
Cost and Effort		

Project Description

The Affordable Care Act (ACA) included numerous provisions with significant information systems impacts. One of the requirements was to change how Medicaid Eligibility was determined and implement the changes effective 10/1/2014. As a result of the lack of time available to implement a long-term solution, the Department of Health and Human Services implemented a short-term solution in the current environment to meet initial due dates and requirements. This solution did not meet all Federal technical requirements for enhanced Federal funding but was approved on the assumption that a long-term solution would be procured. An RFP was developed and procurement has been completed with Wipro selected as the Systems Integrator for the IBM/Curam software.

- Key Accomplishments**
- Key resources changes have been made to leadership on the program.
 - Development is now aligned to a hybrid-agile approach.
 - Resources are acquired and assigned to analysis of progress thus far.

Status Report Update

DHHS Leadership made a decision to pause the efforts undertaken by the EES Phase II Systems Integrator (SI), Wipro, effective September 7, 2018.

DHHS is now engaged in making an assessment of the quality, completeness, consumability, and level of effort remaining with project deliverables. The assessment and Wipro's response will inform the State as it considers next steps for the project.

In the interim, work persists with State resources on use case definition to allow agile development to continue on the other side of the pause.

- Upcoming Activities**
- A post pause strategic direction will be defined by DHHS leadership.
 - Staff acquisition for any go forward strategy will be assessed.
 - A new project schedule will be developed for MAGI implementation.
 - Phase I (Medicaid Adjusted Gross Income (MAGI)) configuration of a requirements traceability tool will begin.

Issues by Priority Risks by Priority

Current Issues

No matching records were found

Project Storyboard: Medicaid Management Information System Replacement Project (MMIS)

Project Manager	Spaulding, Don	Status Report Date	10/22/18
Project Type	Major Project	Status	Approved
Stage	Build	Progress	Started
Total Estimated Cost	\$113,600,000.00	Estimate to Complete	8.41%
Actual Cost To Date	\$9,558,616.00		

Project Dates		
	Start	Finish
Plan	7/1/14	5/31/19
Baseline	7/1/14	5/31/19
Days Late	0	0

Status Report Indicators		
Overall		
Schedule		
Scope		
Cost and Effort		

Project Description

Nebraska's current Medicaid Management Information System (MMIS) has supported DHHS Medicaid operations since 1977. Medicaid is an ever-changing environment where program updates occur quickly. The need for access to data is increasing and technological enhancements are necessary to keep pace with program changes. Recognizing the need to implement new technology, and with the support of the Legislature, DHHS embarked on the planning phase for replacement of MMIS functionality.

- Key Accomplishments**
- Completed deliverable review, acceptance and approval activities for the Comprehensive Test Plan, CMS Certification Plan, Data Management Plan, Data Modeling Plan, Infrastructure Solution and Lifecycle Management Plan, Audit and Control Plan, Infrastructure and Architecture Plan, Data Conversion and Load Plan, Data Integration Plan, and Data Sharing Plan.
 - Completed deliverable expectation document (DED) reviews for multiple deliverables.
 - Concurrent deliverable reviews are ongoing for many items, including Comprehensive Quality Assurance Plan, Quality Assurance Procedures, Data Models, Disaster Recovery Plan, among others.
 - Completed quarterly and monthly updates to Project Management Plan, Change Management Plan, and Integrated Master Schedule.
 - Published monthly newsletters for the DMA Project and finalized the update for public MMIS Replacement Project webpage.
 - Commenced organizational change management (OCM) training activities and surveys with Deloitte.
 - Continued Medicaid Enterprise Certification Lifecycle (MECL) Review 2 (R2) certification efforts including Certification Plan deliverable acceptance, certification criteria mapping for each Pilot Release, establishing a Certification Tracker and Certification Evidence Document (CED) process.
 - Continued Managed Care Entity (MCE) outreach and planning efforts with other external projects where interface development and coordination are needed.
 - UAT planning is underway and the initial UAT Plan has been completed for review and coordination with Deloitte and IV&V teams.
 - Completed eight (8) DMA Agile development sprints out of 14 total planned.
 - Completed two (2) HIA Pilot Release deployments out of six (6) total planned. Pilot Release verifications are in progress.
 - System Integration Testing (SIT) is underway by the Deloitte testing team.
 - Completed the NE historical data turnover via the current DSS vendor, Truven Health Analytics, to Deloitte.

Status Report Update

The Data Management and Analytics (DMA) project formally kicked off 02/01/18 and has completed its initial discovery, requirements, and creation of user stories in concert with systems integration partner and vendor, Deloitte Consulting, LLP.

The project is underway. The scope of work being implemented in the original 16-month schedule has been re-assessed and deferred to align with State resource constraints. The Integrated Master Schedule (IMS) deliverable reflects these adjustments.

The development phase is underway, and agile sprint cycles are in progress; out of the 14 total planned sprint cycles, the first eight (8) are complete. Six (6) HealthInteractive (HIA) Pilot Releases are currently planned correlating to primary data domains and will be implemented throughout the 14 sprint cycles. Two (2) Pilot Releases have been successfully deployed in the HIA Pilot environment to date.

- Upcoming Activities**
- Complete deliverable review, acceptance and approval activities for the deliverables currently in-review and upcoming.
 - Complete review of upcoming Deliverable Expectation Documents.
 - Complete quarterly and monthly reviews of the updated deliverables.
 - Facilitate the integration of CMS feedback into the approved CMS Certification Plan deliverable in the next planned quarterly update cycle.
 - Finalize Quality Assurance, Data Conversion Mappings and Specifications deliverables with Deloitte.
 - Finalize the go-forward interface specifications with Deloitte and external projects.
 - Complete the Minimal Viable Product (MVP) analysis in coordination with Deloitte.
 - Continue organizational change management (OCM) planning and surveys.
 - Continue to work on upcoming sprint cycles and related ceremonies.
 - Continue SIT for upcoming sprints cycles.
 - Review and approve Pilot Releases 1 and 2 for HealthInteractive, and plan for upcoming Pilot Releases 3 to 6.
 - Conclude UAT planning and start developing test cases and scripts for the UAT Phase.
 - Continue MECL R2 certification planning and documentation efforts using CMS's Medicaid Enterprise Certification Toolkit (MECT) framework.
 - Complete the next stage of a rolling, monthly updated, 120-day forward-looking project plan window.

Issues by Priority

Risks by Priority

Current Issues

No matching records were found

Project Storyboard: Nebraska Regional Interoperability Network (NRIN)

Project Manager	Krogman, Sue	Status Report Date	10/25/18
Project Type	Major Project	Status	Approved
Stage	Build	Progress	Started
Total Estimated Cost	\$12,500,000.00	Estimate to Complete	83.24%
Actual Cost To Date	\$10,405,204.00		

Project Dates		
	Start	Finish
Plan	10/1/10	8/31/19
Baseline	10/1/10	8/31/19
Days Late	0	0

Status Report Indicators		
Overall		
Schedule		
Scope		
Cost and Effort		

Project Description

The Nebraska Regional Interoperability Network (NRIN) is a project that will connect a majority of the Public Safety Access Points (PSAP) across the State by means of a point to point microwave system. The network will be a true, secure means of transferring data, video and voice. Speed and stability are major expectations; therefore there is a required redundant technology base of no less than 100 mbps with 99.999% availability for each site. It is hoped that the network will be used as the main transfer mechanism for currently in-place items, thus imposing a cost-saving to local government. All equipment purchased for this project is compatible with the networking equipment of the OCIO.

Key Accomplishments

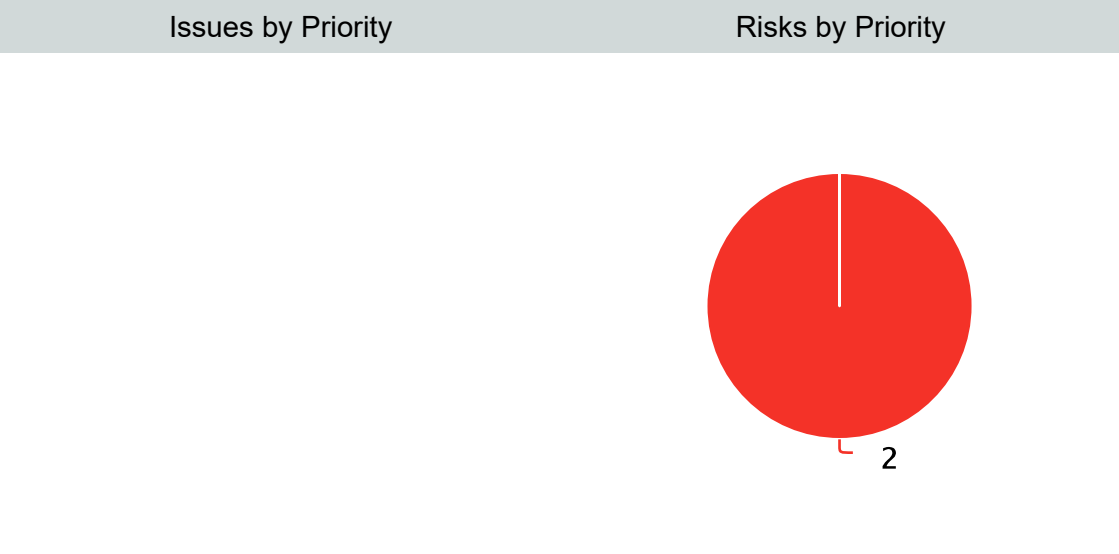
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Status Report Update

Line of Sites and Path Calculations have been done for about 10 sites in the NE Region. Two sites are waiting structural analysis. Agreements to attach to the Orion Network in the Tri-County area were accepted last March, so, work is being done from the Saunders Co. Tower to the Blair Water Works Tower. Priorities are still finishing up small connections in the South Central area as well as connecting to the NPPD fiber network at Axtell.

Upcoming Activities

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Current Risks **More Risks...**

Risk	Probability	Impact	Priority	Status	Target Resolution	Owner
Finding adequate towers to locate the NRIN system on				Open	5/6/16	Weekly, Andy
MOUs and Lease Agreements				Open	5/6/16	Weekly, Andy

Project Storyboard: Nebraska State Accountability (NeSA- Reading, Math, Science and Writing)

Project Manager	Heneger, Jeremy	Status Report Date	10/30/18	Project Dates			Status Report Indicators		
Project Type	Major Project	Status	Approved		Start	Finish	Overall		
Stage	Launch	Progress	Started	Plan	7/1/17	12/31/18	Schedule		
Total Estimated Cost	\$9,781,606.00	Estimate to Complete	19.84%	Baseline	7/1/17	11/30/18	Scope		
Actual Cost To Date	\$1,940,416.42			Days Late	31	31	Cost and Effort		

Project Description

Legislative Bill 1157 passed by the 2008 Nebraska Legislature required a single statewide assessment of the Nebraska academic content standards for reading, mathematics, science, and writing in Nebraska's K-12 public schools. The new assessment system was named Nebraska State Accountability (NeSA), with NeSA-R for reading assessments, NeSA-M for mathematics, NeSA-S for science, and NeSA-W for writing. The assessments in reading and mathematics were administered in grades 3-8 and 11; science was administered in grades 5, 8, and 11; and writing was administered in grades 4, 8, and 11.

Key Accomplishments

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Status Report Update

The first year of the NSCAS contract with NWEA and DRC is complete and results have been returned to districts. Currently, NDE is utilizing scores to prepare public reporting and AQuESTT Accountability classification. The final deliverable from year one is a technical report from NWEA and it should arrive soon.

There is less change in year two of the contracts. The software and platforms remain largely unchanged. NWEA has made user enhancements for both adult and students users. NWEA has also established a new advisory group that will consist of district users and advise on user experience upgrades moving forward. Deadline for testing in spring of 2019 are all currently met and no significant risks have been identified.

All assessment vendors continue to work with NDE about Ed-FI integration that may improve data quality and simplify processes.

Upcoming Activities

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Issues by Priority Risks by Priority

Current Issues

No matching records were found

Project Storyboard: Oracle Fusion (Enterprise Resource Management Consolidation)

Project Manager	Rasmussen, Michael	Status Report Date	10/23/18
Project Type	Major Project	Status	Approved
Stage	Test	Progress	Started
Total Estimated Cost	\$12,050,000.00	Estimate to Complete	38.00%
Actual Cost To Date	\$4,578,849.19		

Project Dates		
	Start	Finish
Plan	7/13/17	1/15/20
Baseline		
Days Late	0	0

Status Report Indicators		
Overall		
Schedule		
Scope		
Cost and Effort		

Project Description

Migrate five current disparate IT systems individually supporting human resource and benefit management, employee recruiting and development, payroll and financial functions, and budget planning to a cloud-based single enterprise platform. The migration will include implementation of two new modules: E-Procurement and Budget Planning. The end state would be the realization of operational, process, and expense synergies by moving to a single enterprise platform at the end of this migration.

Key Accomplishments

For Program:
 Foresee Consulting completed Phase 0 assessment in aligning fuzioN and Unifier
 Kronos iSeries Master Contract and SOW finalized and signed
 Kronos started work on the iSeries v7.0 standard and consolidation
 On-boarded Business Analysts for Unifier and Kronos administers
 KPMG on-boarded additional resources to support additional interface efforts
 August and September Steering Committee meetings held
 Held FCM and SCM reporting workshops the weeks of 9/3 and 9/10
 Establishing custom security role setups

For HCM:
 Completed CRP2 configuration & CRP2 test scripts
 Conducted the CRP2 Kick Off on 8/13
 Started CRP2 Event and began documenting and reporting testing results
 Began CRP2 issue and defect resolution
 Began to receive sign offs for Configuration Workbooks

For FCM:
 CRP1 completed with 77% pass rate & signed off on CRP1 exit criteria
 Prioritized issues & defects identified in CRP1
 Resolved or deferred all CRP1 Critical / Major issues
 Began concerted effort to develop data, customer and supplier conversion plans
 Establishing custom security role setups
 Defined the scope and entrance / exit criteria for CRP2
 Continued updating the Configuration Workbooks for CRP2
 Facilitated 3 presentations of Project and Grants design with agencies
 Completed updates of CRP2 Test Scripts

For SCM:
 Completed CRP1 with a 84% pass rate
 Executed 1,785 test scripts in CRP1 and documented & reported testing results
 Prioritized issues & defects identified in CRP1
 Began CRP1 issue resolution and test script updates
 Resolved all defects from CRP1
 Began defining the scope and entrance / exit criteria for CRP2
 Began configuration & updating the configuration workbooks for CRP2

Status Report Update

Project approved by NITC, Governor, and briefed to the Appropriations Committee. Migration funding and appropriations approved for the project with funds being transferred and appropriations made available starting on July 1, 2017.
 DAS selected KPMG & Civic Initiatives as migration contractors for this program. A kick-off was held on 10/25/17 which was live-streamed and recorded with an estimated attendance of almost 300 people across the State.

Schedule:
 HCM started CRP2 on 7/16/18
 FCM completed CRP1 on 8/24/18

Upcoming Activities

For Program:
 Continue to evaluate tasks, resources, dependencies, & milestones for all workstreams
 Complete CRPs, and anticipate corresponding KPMG and Civic deliverables
 Continue Kronos iSeries standardization and prepare for interface testing
 Foresee continues Unifier Phase 1 TSB implementation & prepare for follow-on SOWs

For HCM:
 Complete CRP2 testing
 Document and prioritize issues and defects from CRP2
 Complete CRP2 issue and defect resolution

Project Storyboard: Oracle Fusion (Enterprise Resource Management Consolidation)

SCM completed CRP1 on 8/24/18
 Resource constraints and interfaces concerns resulted in adjusting HCM CRP2 completion date

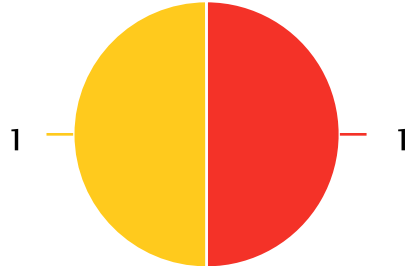
- Complete HCM Integration and Conversion testing
- Create the UAT Test Plan
- Begin configurations for UAT
- Begin updating Test Scripts for UAT
- Continue data mapping exercises with the Tech Team

- For FCM:
 - Start configuration for CRP2
 - Continue updating the Configuration Workbooks for CRP2
 - Finalize the CRP2 Test Plan
 - Identify any additional CRP2 Test Scripts required (i.e. Cash Management, Interfaces, etc.)
 - Continue data mapping exercises with the Tech Team

- For SCM:
 - Define the scope and entrance / exit criteria for CRP2
 - Continue configuration for CRP2
 - Continue updating the configuration workbooks for CRP2
 - Create the CRP2 Test Plan
 - Begin updating CRP2 Test Scripts
 - Continue data mapping exercises with the Tech Team

Issues by Priority

Risks by Priority



Current Risks

More Risks...

Risk	Probability	Impact	Priority	Status	Target Resolution	Owner
Qualified Time reporting	✖	✖	✖	Open	12/14/18	Rasmussen, Michael
Staffing concerns	!	◆	!	Open	6/25/18	Rasmussen, Michael