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.
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:

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

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.

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 competition.

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 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.

**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**

- Open
- High

**Current Issues**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Priority</th>
<th>Status</th>
<th>Target Resolution</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overlap of service</td>
<td></td>
<td>Open</td>
<td>12/31/19</td>
<td>Kortus, Julie</td>
</tr>
<tr>
<td>Rates</td>
<td></td>
<td>Open</td>
<td>11/30/18</td>
<td>Kortus, Julie</td>
</tr>
<tr>
<td>Removing needed billing numbers</td>
<td></td>
<td>Open</td>
<td>12/31/19</td>
<td>Kortus, Julie</td>
</tr>
</tbody>
</table>
Project Storyboard: Medicaid Eligibility & Enrollment System

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.

Current Issues
No matching records were found.
### 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 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 incoming 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.
<table>
<thead>
<tr>
<th>Issues by Priority</th>
<th>Risks by Priority</th>
<th>Current Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No matching records were found</td>
</tr>
</tbody>
</table>
Project Storyboard: Nebraska Regional Interoperability Network (NRIN)

Project Manager: Krogman, Sue
Project Type: Major Project
Stage: Build
Status Report Date: 10/25/18
Status: Approved
Progress: Started

Total Estimated Cost: $12,500,000.00
Actual Cost To Date: $10,405,204.00
Estimate to Complete: 83.24%

Project Dates
Plan: 10/1/10 to 8/31/19
Baseline: 10/1/10 to 8/31/19

Days Late: 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

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

Current Risks
<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Impact</th>
<th>Priority</th>
<th>Status</th>
<th>Target Resolution</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finding adequate towers to locate the NRIN system on</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>Open</td>
<td>5/6/16</td>
<td>Weekly, Andy</td>
</tr>
<tr>
<td>MOUs and Lease Agreements</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>Open</td>
<td>5/6/16</td>
<td>Weekly, Andy</td>
</tr>
</tbody>
</table>

Date: 10/31/18 7:45:10 AM
### 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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### Status Report Indicators

- Overall: 🟢
- Schedule: 🟢
- Scope: 🟢
- Cost and Effort: 🟢

### Project Dates

- **Plan**
  - Start: 7/1/17
  - Finish: 12/31/18
- **Baseline**
  - Start: 7/1/17
  - Finish: 11/30/18
- **Days Late**
  - Start: 31
  - Finish: 31
### Project Storyboard: Oracle Fusion (Enterprise Resource Management Consolidation)

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

#### Project Dates
- **Plan**
  - Start: 7/13/17
  - Finish: 1/15/20
- **Baseline**
  - Days Late: 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
- On-boarded Business Analysts for Unifier and Kronos administrators
- 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 delivers
- 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
SCM completed CRP1 on 8/24/18
Resource constraints and interfaces concerns resulted in adjusting HCM CRP2 completion date

<table>
<thead>
<tr>
<th>Current Risks</th>
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</thead>
<tbody>
<tr>
<td><strong>Risk</strong></td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Qualified Time reporting</td>
</tr>
<tr>
<td>Staffing concerns</td>
</tr>
</tbody>
</table>

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