

Report on the Status of Enterprise Projects



December 2019

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 determining which proposed information technology projects in state government are “enterprise projects,” and in coordination with the Chief Information Officer, monitoring the status of such projects.¹ The commission has adopted an enterprise project policy addressing these requirements.² Pursuant to that policy, the agency primarily responsible for a project must provide periodic progress reports. Reports are submitted to the Project Management Office of the Office of the Chief Information Officer, and, beginning in October 2019, agencies are required to participate in project status meetings called by the office. The technical panel also reviews the status of these projects during their meetings and provides regular updates to the commission. Finally, this annual status report is submitted by the Chief Information Officer pursuant to Neb. Rev. Stat. § 86-530.

STATUS REPORT

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

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

One enterprise project—the Medicaid Eligibility & Enrollment System project—is reporting significant project risks. The Department of Health and Human Services is reviewing the Gartner alternative analysis recommendations and determining the next steps.

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

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

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

Attachment A is a 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.

Projects Status Dashboard

December 2019

Enterprise Projects - Current

| Agency/Entity | Project | NITC 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 | 03/15/2010 |
| Department of Health and Human Services | Medicaid Eligibility & Enrollment System | 10/28/2014 |
| Office of the CIO | Centrex Replacement | 07/12/2018 |

Note: Status is self-reported by the agency

Project Storyboard: 01 Centrex Conversion (65060012)

| | | | | | | | | | |
|----------------------|----------------|----------------------|----------|---------------|----------|---------|--------------------------|--|--|
| Project Manager | Kortus, Julie | Status Report Date | 12/5/19 | Project Dates | | | Status Report Indicators | | |
| Project Type | Major Project | Status | Approved | | Start | Finish | Overall | | |
| Stage | Build | Progress | Started | Plan | 10/10/17 | 6/30/20 | Schedule | | |
| Total Estimated Cost | \$2,800,000.00 | Estimate to Complete | | Baseline | 10/10/17 | 6/30/20 | 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
 14.1% complete. Ports are scheduled in December for: Natural Resources, Veterans Affairs, a couple NSP sites, DMV, Department of Education, Department of Insurance, and Public Service Commission.

Issues
 * State of Nebraska is forced to convert to a VoIP product due to the non-renewal of the Centrex contract with the current carrier.
 * Time needed to reconcile final inventories with the agencies to ensure a seamless conversion
 * Limited project resources
 * Agencies needing additional cable/wiring prior to install/port
 * Agencies requiring circuit upgrades, and time this takes for carrier to complete
 * Teammates at some agencies frequently moving their physical location

Benefits
 * Latest technology
 * Service is not being compromised during the conversion, as the service will not be removed.
 * Agencies will have a correct inventory of their telephones.
 * Reduction of at least 166 phone lines to date. (12%)

Upcoming Activities



| Current Issues | | | | | | More Issues... |
|----------------|----------|------------------|-------------------|---------------|--|----------------|
| Issue | Priority | Status | Target Resolution | Owner | | |
| Rates | | Work in Progress | 6/30/20 | Kortus, Julie | | |

| Current Risks | | | | | | | More Risks... |
|--------------------|-------------|--------|----------|------------------|-------------------|---------------|---------------|
| Risk | Probability | Impact | Priority | Status | Target Resolution | Owner | |
| Bandwidth at Sites | | | | Work in Progress | 6/30/20 | Kortus, Julie | |

Project Storyboard: Medicaid Eligibility & Enrollment System

| Project Manager | | Status Report Date | | Project Dates | | | Status Report Indicators | | |
|--|--|----------------------|--|--|--|--|--------------------------|--|--|
| Gartin, Dan | | 11/6/19 | | | | | | | |
| Project Type | | Status | | Start | | | Overall | | |
| Build | | Approved | | Finish | | | Schedule | | |
| Stage | | Progress | | Plan | | | Scope | | |
| Build | | Started | | 6/1/18 4/30/22 | | | Cost and Effort | | |
| Total Estimated Cost | | Estimate to Complete | | Baseline | | | | | |
| \$81,200,000.00 | | 77.98% | | 6/1/18 4/30/22 | | | | | |
| Actual Cost To Date | | | | Days Late | | | | | |
| \$63,318,485.00 | | | | 0 0 | | | | | |
| Project Description | | | | Key Accomplishments | | | | | |
| <p>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.</p> | | | | <p>Gartner completed these deliverables:</p> <ul style="list-style-type: none"> A set of Imperatives and Drivers that established the purposes and intent for EES. An Assessment of the EES Project governance, execution and outcomes. An Alternatives Analysis of options to move forward. A recommendation on how to move forward, with a roadmap of actionable steps. <p>Executive review of these outputs with DHHS, OCIO and IS&T leaders occurred in September, 2019.</p> | | | | | |
| Status Report Update | | | | Upcoming Activities | | | | | |
| <p>In 2014, the contract for an Eligibility and Enrollment System (EES) was awarded to the SI, Wipro Inc., using the IBM Cúram software product. The EES project's budget was approximately \$80 million leveraging enhanced FFP of 90% Federal and 10% State dollars. The SI began in the summer of 2014.</p> <p>The anticipated Return on Investment was not achieved, including:</p> <ul style="list-style-type: none"> More complete and timely analytics Client benefits, such as real time eligibility determinations Bringing MLTC into Federal compliance with updated technologies <p>Throughout the SI development efforts, concerns were raised about the quality of deliverables, significant lack documentation, slippage in schedule and major concerns of budget expended without tangible results.</p> <p>Following a review of the EES project conducted between October and December 2018, State executive leadership agreed to terminate the SI contract and seek a new partner.</p> <p>Before procuring a new partner, however, the State asked Gartner, Inc. to review the then current state of EES, conduct an alternatives analysis, and identify strategies for moving forward with the DHHS integrated eligibility initiative.</p> <p>Gartner spent four months analyzing the project, reviewing processes, governance, software, and documentation while conducting interviews with more than 100 DHHS staff and contractors, including leaders in DHHS, the OCIO and IS&T.</p> <p>Gartner's recommendation was to go to market with a new procurement for an Integrated Eligibility and Enrollment Benefits Management (IE&E BM) system built from a framework of shared components that include:</p> <ul style="list-style-type: none"> Modern development tools and frameworks, business rules and process management systems, integration middleware, user experience/engagement and data mgmt. software. | | | | <p>The newly branded Integrated Eligibility and Enrollment / Benefits Management project (IE&E / BM) is anticipated to begin procurement in Q3 of SFY20.</p> <p>Significant investment in DHHS Enterprise Project Management Office (EPMO) processes, Architectural standards and procedures, data governance and management and Organizational Change Management processes will happen in parallel to this activity, setting foundations that will improve the potential for success in a new project.</p> | | | | | |

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

| | | | | | | | | | |
|--|------------------|----------------------|----------|---|--------|---------|--------------------------|---|---|
| Project Manager | Gartin, Dan | Status Report Date | 12/5/19 | Project Dates | | | Status Report Indicators | | |
| Project Type | Major Project | Status | Approved | | Start | Finish | Overall |  |  |
| Stage | Test | Progress | Started | Plan | 7/1/14 | 4/30/20 | Schedule |  |  |
| Total Estimated Cost | \$113,600,000.00 | Estimate to Complete | 15.29% | Baseline | 7/1/14 | 4/30/20 | Scope |  |  |
| Actual Cost To Date | \$17,363,786.07 | | | Days Late | 0 | 0 | Cost and Effort |  |  |
| Project Description | | | | Key Accomplishments | | | | | |
| <p>Medicaid and Long-Term Care (MLTC) has undertaken a strategic transformation toward a vision for a Medicaid enterprise that is fundamentally data-driven. This project supports the programmatic shift by giving the stakeholders access to claims and clinical data and appropriate analytic tools. This project of building a comprehensive data management and analytics (DMA) platform is aligned with the CMS modular approach to building system and operational capabilities. The current system consisting of legacy MMIS and Truven DW/DSS has several limitations that warrant the need to re-engineer the data management and analytical operations. The DMA system is envisioned to be the core repository for the State to address all its information and data needs.</p> | | | | <p>Significant progress in UAT that includes: Passing 2098 of 2106 test cases, with only 3 defects (classified as very high or critical) and 8 test cases related to those 3 defects remaining.</p> | | | | | |
| Status Report Update | | | | Upcoming Activities | | | | | |
| <p>The project is working diligently to complete the User Acceptance Test phase, a key milestone slated to close 12/06/19. At that time, code will be frozen with exceptions for any changes related to key functions for certification or areas still under approval consideration with Federal partners.</p> <p>Work continues on Certification Evidence Documents (CEDs), Organizational Change Management Activities (OCM) such as training and super user development, data conversion and operational readiness functions.</p> | | | | <p>Completion of an Implementation Advance Planning Document Update (I-APDU) with CMS for continued funding.</p> <p>Certification evidence gathering and submission of CEDs to IVV and CMS.</p> <p>Operational Readiness Planning for post go-live support and readiness.</p> <p>Development of a Truven sun setting plan.</p> <p>Training and Organization Change Management Activities to prepare users for the new system.</p> | | | | | |
| 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 | 12/6/19 | Project Dates | | | Status Report Indicators | | |
| Project Type | Major Project | Status | Approved | | Start | Finish | Overall | | |
| Stage | Build | Progress | Started | Plan | 10/1/10 | 8/31/21 | Schedule | | |
| Total Estimated Cost | \$12,500,000.00 | Estimate to Complete | 83.24% | Baseline | 10/1/10 | 8/31/21 | Scope | | |
| Actual Cost To Date | \$10,405,204.00 | | | Days Late | 0 | 0 | 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

Several meetings have been held with the Northeast Region to discuss timing, memorandums of understanding as well as installation and insurance. Individual meetings were done with Cuming County and Burt County to discuss connection options. Fiber is being considered from the Madison Water Tower to the Madison Dispatch. Lexington Water Tower to the dispatch is being analyzed and we have the go ahead to build from the Alda tower down to Nelson.

Upcoming Activities

Issues by Priority **Risks by Priority**

Current Issues

No matching records were found

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

| | | | | | | | | | |
|----------------------|-----------------|----------------------|-----------|---------------|--------|----------|--------------------------|--|--|
| Project Manager | Heneger, Jeremy | Status Report Date | 6/11/19 | Project Dates | | | Status Report Indicators | | |
| Project Type | | Status | Approved | | Start | Finish | Overall | | |
| Stage | Launch | Progress | Completed | Plan | 7/1/17 | 11/30/18 | Schedule | | |
| Total Estimated Cost | \$9,781,606.00 | Estimate to Complete | 100.00% | Baseline | 7/1/17 | 11/30/18 | Scope | | |
| Actual Cost To Date | \$9,781,606.00 | | | Days Late | 0 | 0 | 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

Status Report Update

Recommend for closure

Upcoming Activities

Issues by Priority Risks by Priority

Current Issues

No matching records were found