Medicaid Enterprise System (MES) Procurement Project

Strategic Enterprise Advisory Services (SEAS)

S-4: Strategic Project Portfolio Management Plan

Version: 100

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Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
03/14/18	001	S-4: Strategic Project Portfolio Management Plan - Draft Version	Jonathan Sheridan, Scott Mildenberger
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Modifications to the approved baseline version (100) of this artifact must be made in accordance with the Change Control process that is part of the Scope Management Plan.

Quality Review History

DATE	REVIEWER	COMMENTS
03/14/18	Sean Gibbs, Tara Kyvik	Quality Control Review
06/11/18	Sean Gibbs	Quality Submission Review
07/24/18	Scott Rainey, SEAS Director	Quality Review and Resolution Review

Table of Contents

Table of Exhibits

SECTION 1 INTRODUCTION

For the purpose of the Strategic Project Portfolio Management Plan document, the Agency for Health Care Administration shall be referred to as "AHCA" or "the Agency;" the Medicaid Enterprise System Program shall be referred to as "MES Program;" the Medicaid Enterprise System Program Management Office shall be referred to as "MES PgMO;" vendors awarded contracts to perform MES projects will be referred to as "MES Vendor(s)" and the associated projects shall be referred to as "MES Projects."

1.1 BACKGROUND

The Florida Agency for Health Care Administration (Agency) is preparing for the changing landscape of health care administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise includes services, business processes, data management and processes, technical processes within the Agency, and those interconnections with systems that reside outside the Agency necessary for administration of the Florida Medicaid program. The current Florida Medicaid Enterprise System (MES) includes the Florida Medicaid Management Information System (FMMIS), Decision Support System (DSS) and other systems operated by different vendors. These systems interface primarily through the exchange of data files and through Secured File Transfer Protocol. These point-to-point interfaces become more complex and costlier as the number of systems and applications increase. The future of the Florida Medicaid Enterprise integration is to allow Florida Medicaid to secure services that can interoperate and communicate by removing the current reliance on a common platform or technology. Connecting services and infrastructures and developing integration standards are the next steps for advancing the MES level of MITA maturity and system modularity modernization.

The CMS released the Medicaid Program Final Rule: Mechanized Claims Processing and Information Retrieval Systems in December 2015. This final rule modifies regulations pertaining to 42 Code of Federal Regulations (CFR) 433 and 45 CFR 95.6111, effective January 1, 2016. Among other changes, this final rule supports increased use of the MITA Framework. MITA is a CMS initiative that fosters an integrated business and information technology (IT) transformation across the Medicaid enterprise to improve the administration and operation of the Medicaid program. The Agency documents its high-level plans to increase service interoperability and advance the maturity of the MES in accordance with the MITA Framework in the Florida MES Procurement Strategy document.

The MES Procurement Strategy describes the Agency's approach to transform AHCA's Medicaid Enterprise. The Enterprise Systems Strategic Plan furthers the transformation approach defining the MES Vision, guiding principles, strategic priorities, and the high-level tactics to transform the MES. The Strategic Project Portfolio Management Plan provides

structure and organization to identify, select, prioritize, procure, track and report projects aligned to the strategic priorities in the Enterprise Systems Strategic Plan.

1. "Procure Strategic Enterprise Advisory Services (SEAS) vendor to operate an enterprise Project Management Office and provide strategic, programmatic and technical advisory services to the state regarding system integration." The Agency contracted with North Highland to be the SEAS Vendor in September 2017 and Cognosante in November 2017 for Independent Verification and Validation services. The Agency and SEAS Vendor next developed enterprise governance, a strategic plan and project management standards to be used by future projects. Details for these are documented in the deliverables below and support the Strategic Project Portfolio Management Plan:
   a. Enterprise Systems Governance Plan (SEAS Deliverable S-1)
   b. Enterprise Systems Strategic Plan, including the MITA Concept of Operations (SEAS Deliverable S-3)
   c. MES Project Management Standards (SEAS Deliverable P-2)
   d. MES Project Management Toolkit (SEAS Deliverable P-3)

2. "Develop MES Infrastructure with the procurement of an Integration Services Integrations Platform (ISIP) vendor and an Enterprise Data Warehouse (EDW) vendor."

3. Enterprise Services Integration – This involves integrating business and technical services and data from various functions in the Medicaid Enterprise.

4. Module Acquisition - This includes the acquisition of the modular components needed to support the MES.

1.2 BUSINESS NEED

The Agency's business need for Strategic Project Portfolio Management services is to optimize outcomes and returns on investments from MES Projects. The Strategic Project Portfolio Management Plan provides structure to portfolio decision making to help achieve the Agency's mission and goals defined in the Enterprise Systems Strategic Plan. Portfolio management provides the Agency with a structured approach to look at large, cross-functional projects as "MES Projects," allowing leadership to economize and streamline its procurements and implementation of IT systems. Strategic Project Portfolio Management will also enable the MES Program to balance the many demands on the MES Program's resources.

1.3 PURPOSE

The purpose of this Strategic Project Portfolio Management Plan is to define processes for the identification, categorization, evaluation, selection, and prioritization of projects to accomplish AHCA's MES Program strategies. The processes defined in the plan consider the need to balance conflicting demands on human and fiscal resources, assets, and priorities. This plan

describes the management support tools necessary to achieve the strategic objectives of the MES Program, managing and optimizing the portfolio of projects and programs, and to perform portfolio management processes, including measuring and reporting portfolio performance to the MES Governance. The MES Portfolio includes projects, programs, and operations authorized and approved by the MES Governance.

The Strategic Project Portfolio Management Plan aligns with the guidance of the Project Management Institute (PMI). PMI defines a portfolio as "a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives." PMI defines portfolio management as "the centralized management of one or more portfolios to achieve strategic objectives, as defined in the organization's strategic plan." The MES Portfolio management strategies, processes and tools will leverage PMI guidance and insights.

PMI defines the continuous portfolio life cycle in four stages: initiation, planning, execution, and optimization. The interactions between these stages is not always linear and instead iterate between stages during the execution of the portfolio. Some of the activities within these stages have occurred through the development of the Enterprise Systems Strategic Plan and the Enterprise Systems Governance Plan. The table below shows activities by portfolio life cycle stages specific to the MES Portfolio.

PORTFOLIO LIFE CYCLE STAGES	
INITIATION	▪ MES Portfolio charter (Strategic Project Portfolio Management Plan) ▪ Strategy and management plan created (Enterprise Systems Strategic Plan) ▪ MES Governance defined (Enterprise Systems Governance Plan) ▪ MES Portfolio Roadmap (future activity) ▪ Value metrics (future activity) ▪ MES Portfolio selection and prioritization criteria defined (Strategic Project Portfolio Management Plan)
PLANNING	▪ Yearly goals/objectives set (Strategic Project Portfolio Management Plan; future activity) ▪ Capacity and capability planning (future activity) ▪ Optimization of MES Portfolio (future activity) ▪ MES Portfolio Roadmap refined (future activity)
EXECUTION	▪ Optimization of MES Portfolio (future activity) ▪ Portfolio health reporting (future activity) ▪ Demand and resource planning adjustments (future activity) ▪ MES Governance decisions (future activity)
OPTIMIZATION	▪ Preoptimization of MES Portfolio (future activity) ▪ Demand and resource planning adjustments (future activity) ▪ Portfolio closed (future activity)

Exhibit 1–1: Portfolio Life Cycle Stages and Activities

The portfolio life cycle, shown in the exhibit below, illustrates the iteration between stages. Through the execution of the Strategic Project Portfolio Management Plan, using the standards from PMI, aligning Agency efforts with the Enterprise Systems Strategic Plan, and using MES Governance through the Enterprise Systems Enterprise Governance Plan, a framework for implementing and executing the MES Portfolio is formed.

Exhibit 1–2: Portfolio Life Cycle

This plan provides the framework for initializing the MES Portfolio by addressing the functions listed below. The next steps following the acceptance of the Strategic Project Portfolio Management Plan implementation, with an estimated timeline for the MES Portfolio, are listed in Section 6:

- Methodology for portfolio management
- Processes and tools for portfolio planning, portfolio monitoring, and control
- Portfolio strategic management to document how MES projects should be prioritized, managed, executed, and measured to achieve strategic goals
- Portfolio governance management
- Portfolio communication management
- Portfolio risk management
- Portfolio performance management

1.4 SCOPE STATEMENT

The scope of this Strategic Project Portfolio Management Plan is to define MES portfolio management processes in the MES System Strategy and Execution lifecycle. The processes described in this plan are applicable to portfolio management of projects for portfolio(s) defined by the MES Governance establishing a structured, repeatable process to receive, track, prioritize and plan MES projects that advance the FL Medicaid systems. This iteration of the MES Strategic Project Portfolio Management Plan emphasizes discussion of processes and the baseline tools to increase Agency maturity of Project Portfolio Management (PPM). Foundational PPM components include the following: 1) establishing an inventory of projects for the portfolio, 2) defining portfolio management processes and responsibilities, 3) describing a comparative evaluation process for potential projects,4) defining an outcome or value model for evaluation decisions, 5) establishing tools and processes to consider projects and 6) identifying resource dependencies.

The PPM processes support decision making and optimization of investments for projects aligned to the MES Program, organizational units, and the entire Agency. The plan assumes use of the described approach and processes are applicable for portfolios within the Agency. The MES Governance structure defines the specific scope of projects and the human and financial resources and assets required to achieve the portfolio's strategic objectives.

This Strategic Project Portfolio Management Plan uses standards from the Agency, Project Management Institute (PMI), and the SEAS Vendor for optimizing MES Program investments.

1.5 GOALS AND OBJECTIVES

The goals of this Strategic Project Portfolio Management Plan include:

- Goal 1- Governance – framework to enable effective decision making within the Agency and set executive direction of the MES Program
    - › Objective 1 - Direct the Agency to focus on those projects (modules) that support the execution of strategic initiatives.
    - › Objective 2 - Enable informed decisions and governance by bringing together project stakeholders, data, and processes into a single, integrated governance model.
- Goal 2 - Strategic Alignment – enable continuous alignment with program strategy
    - › Objective 1 - Guide Agency decision-makers to prioritize, plan, and control enterprise portfolios based on the MES strategy.
- Goal 3 - Risk Management – maximize portfolio value by managing risks.
    - › Objective 1 – Evaluate risks (both positive and negative) across the portfolio. Develop and execute risk mitigation plans that achieve the portfolio's strategic goals and mange or eliminate the portfolio risks.

- Goal 4 - Capability and Capacity Management – optimize use of infrastructure, resources, and assets

  › Objective 1 - Monitor resource capacity and capability across the portfolio to manage current resources and forecast future resource needs. Align the right resources to the right projects at the right time. This includes funding requirements for resources and projects.

- Goal 5 - Performance Management - track and monitor portfolio performance

  › Objective 1 - Monitor and report the performance of projects, programs, and other portfolio components (items that can be measured, ranked, and prioritized) to confirm all are working to achieve the strategic objectives of the portfolio.

  › Objective 2 - Initiate corrective action when there are deviations.

- Goal 6 - Benefit Realization Management - achieve desired Agency outcomes

  › Objective 1 - Enable the investments in a portfolio to yield the expected value as defined by the Enterprise Systems Strategic Plan.

  › Objective 2 – Monitor benefit realization and sustainment throughout the execution of projects and post implementation.

1.6 REFERENCED DOCUMENTS

Documents referenced to support the development of this plan include the following:

- *PMI's The Standard for Portfolio Management, 3rd Edition*
- *PMI's The Standard for Portfolio Management, 4th Edition*
- [Florida MES Procurement Strategy](#), available for review on the AHCA website
- Enterprise Systems Governance Plan: SEAS Contract Deliverable No. S-1, available for review on the MES Projects Repository
- Enterprise Systems Strategic Plan: SEAS Contract Deliverable No. S-3, available for review on the MES Projects Repository
- MES Project Management Standards: SEAS Contract Deliverable No. P-2, available for review on the MES Projects Repository
- SEAS Management Plan: SEAS Contract Deliverable No. O-1, available for review on the MES Projects Repository

SECTION 2   PROJECT PORTFOLIO MANAGEMENT (PPM) GOVERNANCE

2.1   GOVERNANCE

The Strategic Project Portfolio Management Plan relies on the execution of the Enterprise Systems Governance Plan for Agency functional and technical portfolio and program decisions. The SEAS Vendor interviewed Agency stakeholders to understand how to best customize an enterprise governance model for the Agency. That input shaped the Enterprise Systems Governance Plan and the Enterprise Systems Strategic Plan.

With a defined governance process over the portfolio of programs and projects, the following benefits are expected:

- Improved visibility and understanding of projects and their interdependencies
- Spending on projects or activities consider anticipated returns on investments
- Spending on projects or activities is aligned with organizational goals
- Improved capacity and capability management
- Reduced risk of failing to meet project budget and milestones
- Managed change when projects do not meet expectations

The escalation of decisions related to the Strategic Project Portfolio Management Plan are made by the MES Governance Committees defined in the Enterprise Systems Governance Plan. MES Governance establishes decision-making authority for the MES Portfolio with the responsibility for portfolio day-to-day management services to be performed by the SEAS Vendor and the SEAS Portfolio Manager. The Enterprise Systems Governance Plan directs the Agency to focus on those projects that support the execution of the Agency's strategic initiatives. The governance structure and details of MES Governance are found in the S-1: Enterprise Systems Governance Plan.

Exhibit 2–1: System Strategy and Portfolio Management Execution Process shows the phases of MES System Strategy and Execution activities. The Enterprise Systems Strategic Plan focuses on the first four phases, while phases 5 and 6 of execution are the primary focus of this Strategic Project Portfolio Management Plan. This Strategic Project Portfolio Management Plan provides inputs and monitoring for the remaining three phases 7, 8, and 9. The decision-making authority throughout the strategy and portfolio management is defined in the S-1: Enterprise Systems Governance Plan. The Portfolio Management Process enables the system strategy, defines activities in execution phases activities, and provides guidance on key decisions for each phase.

SYSTEM STRATEGY

1 Market Overview 2 Visioning 3 Strategic Priorities 4 Drive Strategy into Tactics

Enterprise Systems Strategic Visioning Session

Healthcare Trends
IT Trends
Leadership Priorities
Operations

Integration Components
Inter-Agency
Financials
Provider
Recipient
Program Integrity
Value Based Care

T1 T2 T3 T4 T5 T6 T7

EXECUTION

5 Project Identification 6 Project Sequencing & Portfolio Management 7 Procurement 8 System Delivery Management

SEAS Vendor AHCA

Refinement and validation of outcomes - benefits, costs, business impact, technology and risks

Project Definition
Project Roadmap

Business Case Update
Procurement Generation
State & Federal Approval
Procurement

Contract / Onboarding
Vendor Selection

Project Plan

9 Benefits Realization Management and Ongoing Improvement

Exhibit 2–1: System Strategy and Portfolio Management Execution Process

PHASE	DEFINITION	KEY DECISIONS
1. Market Overview	The System Strategy process begins with the collection of up-to-date information on the state of the Medicaid Management Information Systems (MMIS) vendor market, trends in the private health care and technology spaces, AHCA executive leadership priorities, and AHCA's internal operations strengths and challenges. The Enterprise Systems Strategic Plan bases its recommendations on these four factors. Document: Enterprise Systems Strategic Plan	▪ No decisions needed
2. Visioning	AHCA plans to take advantage of health care and technology innovation. The SEAS Vendor collaborates with the MES Governance to set the MES Vision, creating consistent focus throughout the transformation. Supporting Document: Enterprise Systems Strategic Plan	▪ Approval of vision
3. Strategic Priorities	Careful consideration by the MES Governance of challenges, opportunities, industry disruptors, and the trends occurring in the market result in documented selection of the top strategic priorities for the organization focus and investment. Supporting Document: Enterprise Systems Strategic Plan	▪ Approval of strategic priorities

PHASE	DEFINITION	KEY DECISIONS
4. Drive Strategy into Tactics	Subject Matter Experts (SMEs) in the business areas identify relevant tactics and business needs that address strategic priorities. A tactic is an approach focused on outcome improvement in a strategic priority. The input from the SMEs shapes the tactical approach to meet the business needs. Tangible implementation projects are specific scopes of work that align with the tactics. Supporting Document: Enterprise Systems Strategic Plan	▪ Approval of tactics
5. Project Identification	Ideas for solutions for identified business needs and potential projects that align with the strategic priorities and tactics identified in the strategic planning phases are brought to MES Governance for review and approval. Projects are defined as a scope of work or service with a clear objective and defined start and finish dates. Supporting Document: Strategic Project Portfolio Management Plan	▪ Approval of projects
6. Project Sequencing and Portfolio Management	A project evaluation process analyzes the identified ideas, potential modular solutions, and potential projects on an ongoing basis. The MES Governance is used to initiate and obtain decisions for proposed MES Projects. The project evaluation validates if the idea warrants investment through consideration of multiple criteria (e.g., outcomes, demand, alignment, cost). The output of the project evaluation process for approved ideas, modular solutions and potential projects is a project definition that is the basis for business case updates and procurement activities. The SEAS Portfolio Manager recommends a projected release (implementation or "Go Live") date to approved projects based on business priorities, regulatory requirements, dependencies, available resources and funding, and other factors. The Portfolio Management Process manages the project release schedule as new projects or changes in project prioritization occur. Supporting Document: Strategic Project Portfolio Management Plan	▪ Approval of project sequence

PHASE	DEFINITION	KEY DECISIONS
7. Procurement	Approved project definitions resulting from the Portfolio Management Process go through the processes to justify, select, and procure resources needed to implement the defined project. Previously approved projects may need to have a refresh of the business case, market scan, or review by approval organizations. For projects that need additional resources (people, professional services, software, or hardware), those resources are procured and contracted for during this phase. Supporting Document: Medicaid Enterprise Certification Management Plan and existing AHCA Procurement Policies and Processes	▪ Approval of business case and funding requirements ▪ Funding approval from State / Feds ▪ Approval of scope, business, and technology needs ▪ Approval of Vendor Solicitation Package ▪ Approval of Vendor award
8. System Delivery Management	This phase is the implementation of a modular solution or project using resources to implement a defined project. Project implementation is to focus on achieving the defined benefits at the specified cost and schedule. Projects in the System Delivery Management phase represent Agency investment and are subject to ongoing review and confirmation that continued investment is justified. Supporting Document: MES Project Management Standards and Medicaid Enterprise Certification Management Plan	▪ Resolution of issues related to scope, schedule, cost, and quality ▪ Approval for Contract Amendments
9. Benefit Realization Management and Ongoing Improvement	This phase monitors the overall investments from the implementation of projects. Ongoing review of outcomes from the system strategy and execution processes identify and implement recommendations for changes to the processes or updates to strategic tactics or even priorities. Supporting Document: Strategic Project Portfolio Management Plan	▪ Adjust portfolio as decided through MES Governance

Exhibit 2–2: System Strategy and Portfolio Management Phases

2.1.1 GOVERNANCE DIRECTED PROJECTS

While the Enterprise Systems Governance Plan follows the path of "top down direction" / "bottom up solutioning", there are times when MES Governance may be more prescriptive. In such situations, MES Governance may direct specific projects and their timing and the SEAS Portfolio Manager will determine impacts to the portfolio and provide recommendations to the governance committee(s).

2.2 ROLES AND RESPONSIBILITIES

The roles and responsibilities will be revised through the confirmation, adoption, and future changes of the Enterprise Systems Governance Plan. **Exhibit 2–3: Roles and Responsibilities** provides the recommended roles and responsibilities of the Portfolio Management entities not included in the Enterprise Systems Governance Plan. The governance roles, responsibilities and members are maintained in the Enterprise Systems Governance Plan.

ROLE	RESPONSIBILITIES
MES Executive Governance	▪ See Enterprise Systems Governance Plan
MES Strategic Governance	▪ See Enterprise Systems Governance Plan ▪ Approves MES portfolio roadmap
MES Program Governance	▪ See Enterprise Systems Governance Plan ▪ Confirm and set recommendation to MES Strategic Governance level for the MES portfolio roadmap ▪ Confirm and recommend the inclusion or exclusion of projects in the MES Portfolio ▪ Members serve as the Portfolio Sponsors and approve Agency funding, staffing assignments, and scope for projects in the MES Portfolio ▪ Identify the Project Sponsor for approved projects ▪ Identify the Project lead and Contract Manager for approved projects
MES Projects Governance	▪ See Enterprise Systems Governance Plan ▪ Make recommendations to MES Program Governance level for the inclusion or exclusion of projects in the MES Portfolio ▪ Confirm and make recommendations to MES Program Governance level for the MES portfolio roadmap
MES Technology Governance	▪ See Enterprise Systems Governance Plan
Project Sponsor	▪ Define initial scoping for a project before the project is approved or authorized ▪ Identify business and value case for MES projects ▪ Identify Agency staffing resource availability for the project ▪ Confirm project alignment with strategic priorities
Subject Matter Experts (SMEs)	▪ See Enterprise Systems Governance Plan ▪ Develop initial cost estimates during project preliminary screening

ROLE	RESPONSIBILITIES
MES Project Vendor(s)	- Implement projects - Communicate with other vendors to develop and support solutions - Manage MES Project Vendor resources & budget (in accordance with contractual obligations)
SEAS Portfolio Manager	- Manage and coordinate the Portfolio Management processes and tools - Perform the day-to-day management of the portfolio as authorized by MES Governance - Deliver proper communication and coordination in performing portfolio management processes - Collect, review, evaluate, and package information from components, programs, projects, and operations. Portfolio contents that can be measured, ranked, and prioritized are considered components. - Prepare and review performance, management, and information on resources, risks, performance, contracts, and financial information - Report to governance on how portfolio components are aligned to and performing toward strategic goals - Provide recommendations for optimizing the portfolio to the governance committee - Update performance metrics as required - Lead and facilitate specific portfolio review meetings, such as finance, contract, performance, or resource bench needs with program and project managers to confirm program and project status and requirements - Review portfolio information for quality and compliance to the portfolio standards - Apply the planned scoring or weighting criteria for prioritizing portfolio projects - Monitor resource capability and capacity and recommend the reallocation of resources - Monitor expected value and benefits (financial and non-financial) of current and proposed projects or work efforts - Identify portfolio projects to be approved, suspended, re-prioritized, or terminated via the portfolio authorization

ROLE	RESPONSIBILITIES
SEAS Vendor	▪ Support the SEAS Portfolio Manager in the execution of the Strategic Project Portfolio Management Plan ▪ Schedule and facilitate governance meetings, ensuring all materials and reports are prepared appropriately for discussion and decision making ▪ Work with project teams, including sponsors, to validate the scope of benefits realization activities and the approach to measure benefits ▪ Work with Risk Managers to raise portfolio level risks to the appropriate governance level ▪ Facilitate the portfolio planning and coordination with MES project teams and applicable SMEs within AHCA and other agencies ▪ Coordinates with program and project managers on implementations

Exhibit 2–3: Roles and Responsibilities

2.3 PORTFOLIO GOVERNANCE AUTHORITY

The Enterprise Systems Governance Plan establishes decision-making authority for the MES Portfolio. This Strategic Project Portfolio Management Plan aligns portfolio components to the strategic vision by:

▪ Providing a structure to select the right MES projects and prioritize them in alignment with business goals

▪ Coordinating multiple MES projects across the Agency by providing tools and techniques for coordinating and reporting the progress of multiple projects

▪ Completing projects consistently by using project and change management standards

▪ Measuring portfolio value by using standards and methodologies for establishing and tracking project value

2.4 PORTFOLIO, PROGRAM, AND PROJECT INTEGRATION

Portfolios, programs, and projects need different management focus ranging from strategic to tactical. A project is body of work or activities with a specific beginning and end date and a defined scope and budget, undertaken to create a unique product, service, or result. A program is a group of related projects with a common goal that are managed in a coordinated manner to obtain benefits not available from managing them separately. A portfolio is a collection of projects and programs that are managed as a group to achieve an organization's strategic goals. **Exhibit 2–4: Portfolio, Program, Project Integration** depicts a portfolio structure, including program and project integration. The exhibit also identifies the respective focus of a portfolio and the focus of a program or project. Details about MES program and project integration can be found in the MES Project Management Standards.
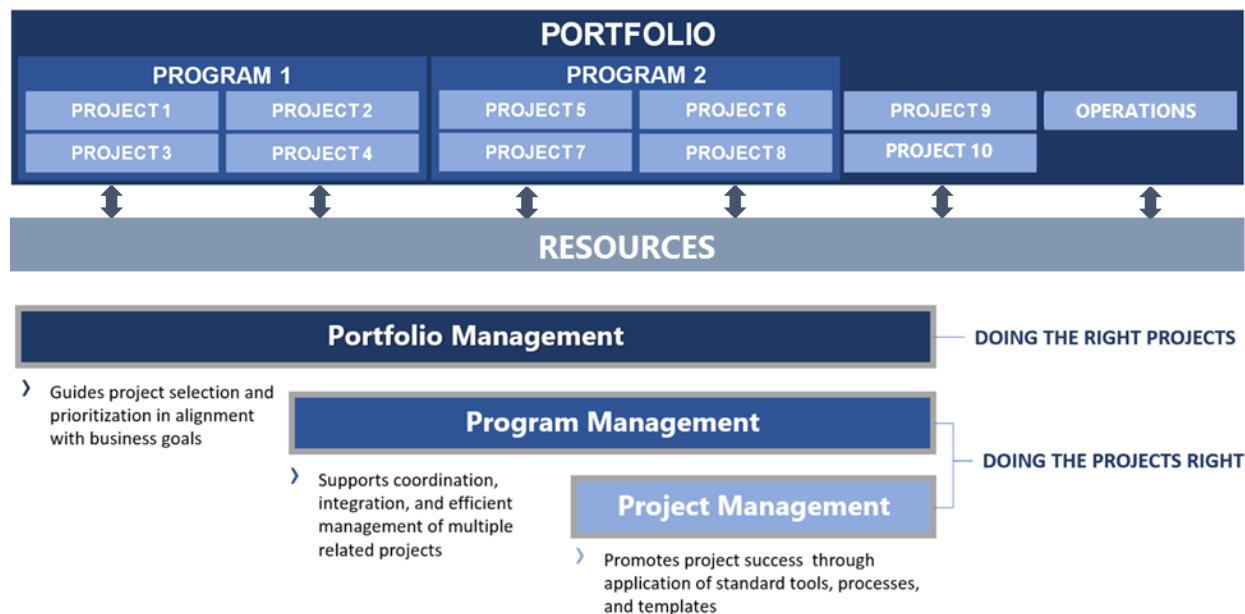
Exhibit 2–4: Portfolio, Program, Project Integration

The projects and programs will interact with each other through MES Governance. The MES Executive Governance Committee provides strategic and policy guidance for the Agency. Those strategies are aligned with business and IT priorities through MES Governance. The SEAS Vendor will establish a Project Management Office (PMO) and SEAS Portfolio Manager for future MES projects. The SEAS Portfolio Manager manages the portfolio in coordination with governance. The SEAS Vendor will serve as a Project Portfolio Management Office (PPMO) managing the MES Portfolio of programs and projects.

SECTION 3   PORTFOLIO MANAGEMENT METHODOLOGY

Effective Portfolio Management will help the Agency answer the following questions:

- What are the right projects/programs the organization should focus on?
- Is the organization working on projects it should not be working on?
- How can the organization improve decision making as it relates to project prioritization?
- How can leadership make sure the organization is doing the right things?
- How can the organization improve its project portfolio management?

The last question suggests change will be part of the portfolio management life cycle. As the Agency implements and executes the Strategic Project Portfolio Management Plan, it will find areas needing changes to improve decision making and portfolio performance. The portfolio life cycle consists of the following stages: initiation (for each portfolio), planning, execution, and optimization.

The Enterprise Systems Governance Plan guides the execution of the **Exhibit 3–1: Portfolio Management Process Functions** using the **Exhibit 2–1: System Strategy and Portfolio Management** life cycle.
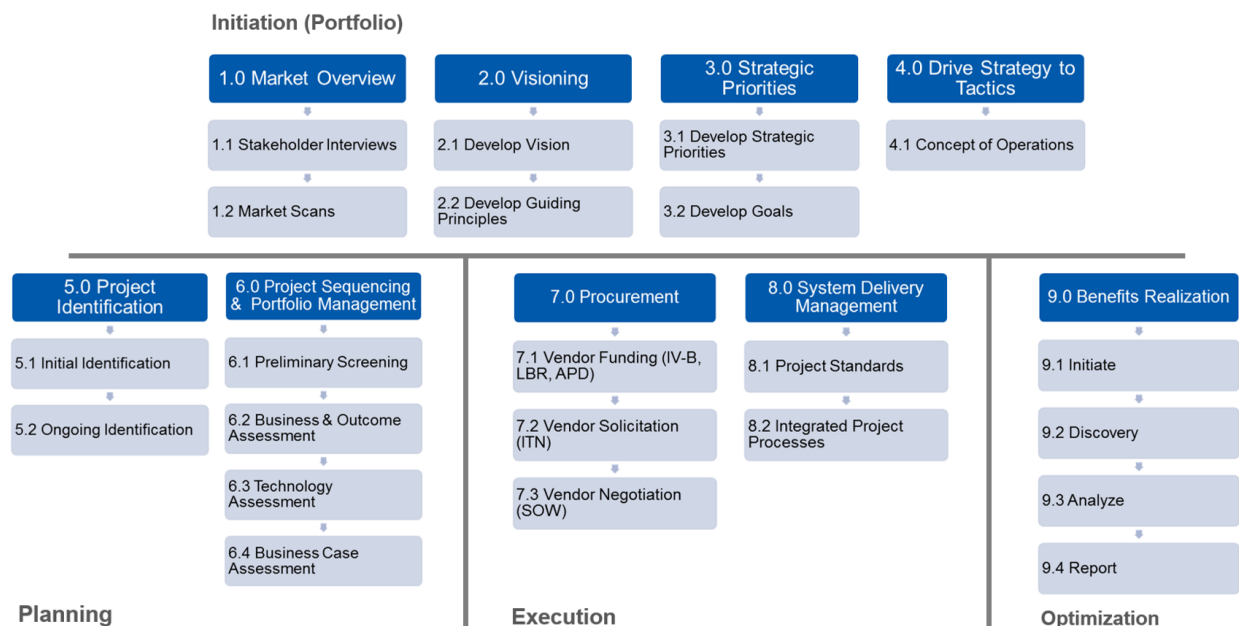
Exhibit 3–1: Portfolio Management Process Functions

The Portfolio Management Process has strategic decision points (phase gates) managed through MES Governance. At each gate in the planning, execution, and optimization phases, project continuation is decided by the achievement of the entry and exit criteria defined for each gate. MES Governance decides the direction and content of the MES Portfolio. The SEAS Portfolio Manager manages the MES Portfolio management process functions.

The System Strategy and Portfolio Management Execution Process shown previously in **Exhibit 2–1: System Strategy and Portfolio Management Execution Process** reflects the four stages of the portfolio management process life cycle (Initiation, Planning, Execution, and Optimization) as nine distinct phases, each phase having individual gates. **Exhibit 3–2: Portfolio Stages, Phases, and Gates** below shows the stage, phase, and gate relationship.
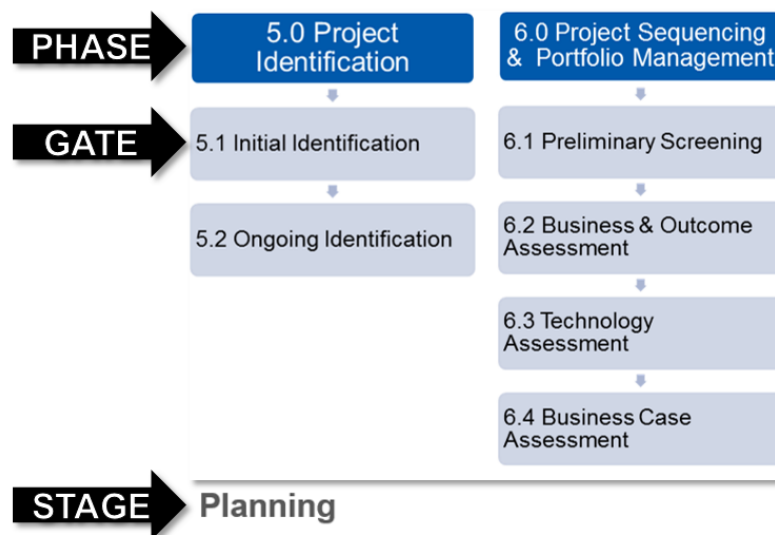
Exhibit 3–2: Portfolio Stages, Phases, and Gates

Exhibit 3–3: Phase Frequency below presents the suggested frequency of activity for each phase of the portfolio lifecycle. The Portfolio Management Process includes activities that are ongoing and not limited to a defined frequency.

PHASE	WEEK	MONTH	QTR	SEMI-ANNUAL	ANNUAL	PHASE GATE
1.0 Market Overview and 2.0 Visioning					X	
3.0 Strategic Priorities					X	
4.0 Drive Strategy into Tactics					X	

PHASE	WEEK	MONTH	QTR	SEMI-ANNUAL	ANNUAL	PHASE GATE
5.0 Project Identification			X	X	X	
6.0 Project Sequencing & Portfolio Management			X	X	X	
7.0 Procurement					X	
8.0 System Delivery Management	X	X				X
9.0 Benefits Realization					X	

Exhibit 3–3: Phase Frequency

This Strategic Project Portfolio Management Plan is used for identifying, categorizing, evaluating, and selecting outcome-driven MES projects. This is a phase-gate project selection and approval process meaning the entry and exit criteria are considered in each phase with approval through MES Governance. A project must meet the criteria of a given phase to advance to the next phase. This process integrates with the Enterprise Systems Governance Plan and the MITA business areas.

For the MES maturity efforts, outcomes are essential. The outcome model in this plan defines programmatic and operational outcome categories to evaluate projects.

- Programmatic outcomes focus on the strategic mission which are "big picture" items such as improve health care outcomes, reduce complexity, and improve provider and recipient experience.
- Operational outcomes are those that focus on achieving desired operational objectives such as the costs of administering a program, technology costs, staff costs, compliance with regulations and law, reduction of data silos, improved data quality and analytics for operational efficiencies.

A way to improve outcomes is by implementing projects that improve program operations. Therefore, the portfolio management approach will show and select projects that align with desired outcomes aligned to the Enterprise Systems Strategic Plan. To maximize outcome improvements, the approach is to pursue projects in the right sequence using an evaluation and phase-gate process to categorize, evaluate, and select projects that improve outcomes.

This Strategic Project Portfolio Management Plan specifies the processes and tools for managing the portfolio. For PPM, the SEAS vendor is recommending the Portfolio Management Tracker (PMT) tool which employs a Microsoft Excel workbook for managing and reporting on the MES Portfolio contents.

As the Agency continues to execute its Enterprise Systems Strategic Plan, the process will evaluate potential projects against the strategic guiding principles and desired outcomes. This evaluation against the desired outcomes model scores potential projects in the portfolio. Section 3.3 describes the scoring and approval process.

The outcome model, based on the strategic guiding principles, gives a common vocabulary to evaluate projects from a programmatic and operational perspective:

PERSPECTIVE	DESCRIPTION
Programmatic Outcomes	Overall program goals incorporating the Enterprise Systems Strategic Plan guiding principles: ▪ Enable high-quality and accessible data ▪ Improve health care outcomes ▪ Reduce complexity ▪ Use evidenced-based decision making ▪ Improve integration with partners ▪ Improve provider and recipient experience ▪ Enable good stewardship of Medicaid funds ▪ Enable holistic decision making rather than short-term focus
Operational Outcomes	Operational Goals: ▪ Personnel Costs – Agency Managed Staff ▪ Application Maintenance Costs ▪ Data Center Provider Costs ▪ Plant and Facility Costs ▪ Optimize Program Payments ▪ Increase Quality and Speed of Information ▪ Compliance with regulations and law

Exhibit 3–4: Outcome Model Perspectives

3.1   PORTFOLIO INITIATION

Portfolio initiation is the stage that starts the portfolio and establishes vision and strategic priorities. **Exhibit 3–5: Portfolio Initiation Summary** below summarizes the phases and activities performed in this stage of the portfolio life cycle.

PORTFOLIO INITIATION SUMMARY	
WHO	▪ AHCA (all levels of enterprise governance) ▪ SEAS Vendor

PORTFOLIO INITIATION SUMMARY

WHAT	1.0 Market Overview 2.0 Visioning 3.0 Strategic Priorities 4.0 Drive Strategy to Tactics
WHEN	Annually (note: optimally the timing of confirming strategic priorities will coincide with the Agency Legislative Budget Request and Long-Range Program Plan processes. MES Governance shall determine the specific timing based on recommendations and decisions presented through the governance process)
HOW	- Conduct interviews with Agency stakeholders - Develop and confirm Enterprise Systems Strategic Plan - Develop and confirm Enterprise Systems Governance Plan - Develop and confirm Strategic Project Portfolio Management Plan
WHY	- To authorize the Strategic Project Portfolio Management Plan - To set up the MES Governance authority and communication - To identify the MES Vision and desired outcomes - To define the strategic priorities for the Agency - To establish tactics from priorities and identify projects to serve the MES vision

Exhibit 3–5: Portfolio Initiation Summary

3.1.1 PORTFOLIO CHARTER

The level of governance, defined in the Enterprise Systems Governance Plan, approves, and authorizes the Strategic Project Portfolio Management Plan. This plan will be the charter for the MES Portfolio. The charter serves the same vision and priorities defined in the Enterprise Systems Strategic Plan and is organized to improve returns on information technology investments for MES projects.

The Medicaid Enterprise System is defined as the collection of interdependent systems that are both within the Agency and exist in other state agencies that manage the provision of essential services to Medicaid recipients and collect data that are key to the management and operation of the Medicaid program in Florida. The MES Portfolio includes projects funded through Agency investments.

3.1.2 MARKET OVERVIEW (PHASE 1.0)

Market Overview includes internal and external reviews. The initial internal review involved the SEAS Vendor interviewing Agency stakeholders and examining data on hundreds of providers' and recipients' interactions with the Agency. These interviews yielded general themes on the

current state of AHCA's Medicaid operations and the related MITA business process. The resulting Enterprise Systems Strategic Plan is available on the MES Projects Repository. The external reviews are the ongoing market scans on the state of the vendor market, trends in the private health care, and technology spaces. Reference the S-3: Enterprise Systems Strategic Plan for the most recent results.

3.1.3 VISIONING (PHASE 2.0)

The vision for the MES Program has been articulated through the Enterprise Systems Strategic Plan as the need to transform the Medicaid Enterprise to provide the greatest quality, the best experience, and the highest value in health care. The SEAS Vendor collaborates with Agency Executives to set the MES vision, creating consistent focus throughout the transformation. The desired outcomes support the MES Vision as the guiding principles. **Exhibit 3–4: Outcome Model Perspectives** shows the relationship of the desired outcomes and MITA goals and objectives.

MES GUIDING PRINCIPLES	MITA GOALS	MITA OBJECTIVES
Enable high-quality and accessible data	- Seamless and integrated systems - Enterprise-level view to support enabling technologies - Data that is timely, accurate, usable, and accessible	- Adapt data and industry standards - Support interoperability and integration using open architecture standards - Promote good programmatic practices - Break down artificial boundaries between systems, geography, and funding
Improve health care outcomes	- Data that is timely, accurate, usable, and accessible - Performance measurement for accountability and planning - Integrate health outcomes within the Medicaid community	- Promote efficient and effective data sharing to meet stakeholders' needs - Provide a beneficiary-centric focus - Support interoperability and integration using open architecture standards - Support integration of clinical and administrative data for decision making

MES GUIDING PRINCIPLES	MITA GOALS	MITA OBJECTIVES
Reduce complexity	- Seamless and integrated systems - Enterprise-level view to support enabling technologies	- Adapt data and industry standards - Support interoperability and integration using open architecture standards - Promote good programmatic practices - Break down artificial boundaries between systems, geography, and funding
Use evidenced-based decision making	- Data that is timely, accurate, usable, and accessible - Performance measurement for accountability and planning	Support integration of clinical and administrative data for decision making
Improve integration with partners	- Seamless and integrated systems - Flexible, adaptable, and rapid environment - Enterprise-level view to support enabling technologies - Data that is timely, accurate, usable, and accessible - Integrate health outcomes within the Medicaid community	- Promote efficient and effective data sharing to meet stakeholders' needs - Support interoperability and integration using open architecture standards - Promote good programmatic practices - Break down artificial boundaries between systems, geography, and funding
Improve Provider and Recipient experience	- Data that is timely, accurate, usable, and accessible - Performance measurement for accountability and planning	- Promote efficient and effective data sharing to meet stakeholders' needs - Provide a beneficiary-centric focus - Support interoperability and integration using open architecture standards - Break down artificial boundaries between systems, geography, and funding

MES Guiding Principles	MITA Goals	MITA Objectives
Provide good stewardship of Medicaid funds	▪ Seamless and integrated systems ▪ Flexible, adaptable, and rapid environment ▪ Enterprise-level view to support enabling technologies ▪ Data that is timely, accurate, usable, and accessible ▪ Performance measurement for accountability and planning	▪ Promote secure data exchange ▪ Promote reusable components through modularity ▪ Promote efficient and effective data sharing to meet stakeholders' needs ▪ Support interoperability and integration using open architecture standards ▪ Break down artificial boundaries between systems, geography, and funding
Enable holistic decision making rather than short-term focus	▪ Data that is timely, accurate, usable, and accessible ▪ Performance measurement for accountability and planning ▪ Integrate health outcomes within the Medicaid community	▪ Provide a beneficiary-centric focus ▪ Support integration of clinical and administrative data for decision making

Exhibit 3–6: MES Guiding Principles, MITA Goals and MITA Objectives Integration

The annual strategy refresh includes the overall MES Vision and is found in the Enterprise Systems Strategic Plan.

3.1.4 Strategic Priorities (Phase 3.0)

The strategic priorities define the areas of practical importance to achieve the MES Vision. The initial strategic priorities for the Agency are:

- Integration Platform
- Provider
- Recipient
- Program Integrity
- Financials
- Value Based Care
- Inter-Agency Focus

3.1.5 DRIVE STRATEGY TO TACTICS (PHASE 4.0)

Subject Matter Experts (SMEs) in the relevant business areas identify relevant tactics and business needs that are actionable efforts to fulfill the strategic priorities. A tactic is an approach focused on outcome improvement in a strategic priority. For example, the "Provider" strategic priority could have a tactic for "Streamlined Provider Enrollment". This tactic may be a specific project or group of projects to deliver improvements toward the strategic priority. The input from SMEs shape the tactical approach to meet the business needs for specific scopes of work. These tactics are contained within the Enterprise Systems Strategic Plan. Tangible implementation projects are specific scopes of work that align with the tactics that align with the strategic priorities. The MITA Concept of Operations also includes the development of tactics defined by strategic priorities in the approach to transformation.

The annual strategy refresh includes the review and any potential update to the strategic priorities, tactics, MITA Concept of Operations and Enterprise Systems Strategic Plan.

3.2 PORTFOLIO PLANNING

Portfolio planning is the stage that develops the portfolio contents. **Exhibit 3–7: Portfolio Planning Summary** below summarizes the phases and activities performed in this stage of the portfolio life cycle.

PORTFOLIO PLANNING SUMMARY	
WHO	- SEAS Portfolio Manager - MES Governance - MES Governance appointed SMEs (3) (Technology (1), Program (1), Financial (1)) - Project Sponsors - SEAS Vendor - AHCA MES Strategic Domain Lead
WHAT	5.0 Project Identification 6.0 Project Sequencing and Portfolio Management
WHEN	- Quarterly and Semi-Annually › Portfolio content review and evaluations - Annually › Strategy and Vision evaluation and refresh - Ongoing › Internal and external changes based on portfolio performance › Identification and changes to portfolio content

HOW	• Collect inventory of projects through the MES Technology, Projects, Program, and Strategic Governance Committees • Develop Portfolio Roadmap (approved projects in the MES Portfolio) • Execution of MES Governance
WHY	• To identify the inventory of projects in the MES Portfolio • To define how the MES Portfolio adds new projects • To define how changes are made within the MES Portfolio

Exhibit 3–7: Portfolio Planning Summary

3.2.1   PROJECT IDENTIFICATION (PHASE 5.0)

MES Projects Governance will engage internal and external Subject Matter Experts (SMEs) to propose recommended projects that align with Enterprise Systems strategic priorities. As the strategic priorities change, the Agency will engage internal and external SMEs to refine projects in the MES Portfolio as needed. The SEAS Vendor will help identify solutions and proposed projects that meet current and future business needs.

3.2.1.1   INVENTORY OF PROJECTS

Upon approval of this Strategic Project Portfolio Management Plan, the Agency and the SEAS Portfolio Manager will populate an inventory of projects. The inventory of projects will include active and potential projects for review, approval, or modification from the MES Technology, Projects, Program, and Strategic Governance Committees. MES Governance will prioritize and approve the sequencing of approved projects. This activity will be coordinated and scheduled in the Master Project Schedule. New projects will be added through Project Intake described in a later section.

Projects come from various sources. Potential sources include:

- MES Governance

- Florida Legislature

- MES Program Management Office

- Florida Agency for State Technology

- Other agencies with Medicaid functions

- Federally mandated policies and programs impacting the Florida Medicaid Enterprise

3.2.1.2 PORTFOLIO MANAGEMENT TRACKER (PMT)

The approach to managing the inventory of projects, is through documenting projects in a portfolio management tool. The Portfolio Management Tracker (PMT) is a tool to document key attributes of projects, metrics to be measured, project prioritization, and dependencies. The PMT for the MES Portfolio standardizes projects, identifies opportunities to combine projects, uses ongoing projects, and reinforces alignment to outcomes. The attributes captured in the PMT, including combining projects, are used to develop recommendations to the MES Governance.

The PMT is an Excel workbook that consists of multiple worksheets. **Exhibit 3–8: Portfolio Management Tracker Components** lists selected worksheets in the PMT.

PMT WORKSHEET	DESCRIPTION
Category List	Description of each project category related to the portfolio
Business Capability Description	Description of each MITA capability in the business capability layer of the architecture
Recipient Categories	Description of Recipient Categories
Gate Activities	List of activities performed at each sub-gate in the assessment and approval of a project on the inventory of projects
Inventory of Projects	Inventory of each potential project proposed for the portfolio. For each project, information is collected to define items such as category, sub-category, target release, and cost estimates
Project Assessment	Lists the assessment of an individual project
Gate 6.1 Criteria	Point score for each response value to Gate 6.1 Project Assessment questions
6.2 Business & Outcome	Mapping of Projects to Business Capabilities, Organizations, and outcome model layers of the architecture
6.3 App & Tech Mapping	Mapping of Projects to Technology and Application layers of the system architecture
Summary Snapshot	Summary statistics about the status of the projects on the inventory of projects worksheet
Diagrams	Graphical depictions of the layers of the system architecture, mapping of MITA business processes, strategic outcomes, stakeholders, and recipients, and Agency business unit impacts
Summary Categories	Table showing number of Projects by project category and sub-category

Exhibit 3–8: Portfolio Management Tracker Components

The PMT is initially populated with the inventory of projects collected from MES Governance and updated as the SEAS Portfolio Manager receives new projects via the project intake process.

3.2.1.3 PROJECT INTAKE

The Project Intake captures initial proposed project details before evaluation by the SEAS Portfolio Manager and SMEs. The project requestor starts the intake on the MES Projects Repository. The project description and detailed description should be limited to a few sentences to provide enough detail to understand the request. The detailed description, if known at the time of intake, is the conceptual overview naming the functional and business solution for the project and should be limited to a few statements. The requestor documents the project information on the repository to be reviewed for completeness by the SEAS Portfolio Manager. The SEAS Portfolio Manager presents the requested projects to MES Projects Governance as recommendations for decisions on next steps for further project evaluation. Based on decisions made in MES Projects Governance, a joint meeting of the SEAS Portfolio Manager and appointed SMEs evaluate the proposed project. The appointed SMEs represent technology, program, and financial capabilities and can evaluate the proposed projects in the first step of project sequencing. Projects presented to the MES Governance, and recorded in the PMT, will have a unique directory created by the SEAS Portfolio Manager on the MES Projects Repository. The created project directory (Project Documentation) will be the repository for supporting documentation for each project. This leads to the project sequencing described in the following section.

PROJECT IDENTIFICATION	
Project Proposal Number	[### - sequenced in the PMT]
Date of Request	[Enter the date of the request]
Project Name	[Name of the proposed project]
Project Description	[Description of the proposed project; include a summary of the proposed scope, anticipated budget, anticipated benefits, and any known dependencies]
Project Detailed Description	[Conceptual overview naming the functional and business solution for the project]
Project Requestor	[Name of person requesting the project; this is the person the SEAS Vendor will contact for further information]
Source	[MES Governance, Florida Legislature, Agency for Health Care Administration (Bureau and/or Unit), MES Program Management Office, Other Agencies with Medicaid Functions]
Requested Subject Matter Experts	[Identify requested SMEs needed for collaboration and consultation for this project]

PROJECT IDENTIFICATION

Planned Fiscal Year Release	[YYYY]
Project Category	[Refer to PMT Category Descriptions Worksheet]

Exhibit 3–9: Project Intake Form

3.2.2 PROJECT SEQUENCING AND PORTFOLIO MANAGEMENT (PHASE 6.0)

Project Gating Process is the primary activity of Phase 6: Project Sequencing and Portfolio Management of the System Strategy and Portfolio Management Execution Process. This process helps the Agency efficiently evaluate and prioritize ideas and potential projects named by SMEs and stakeholders.

During Phase 6, the intake and evaluation of potential project investments occur using a gated evaluation process. This phase seeks to maximize program outcomes by performing the best level of analysis of potential investment opportunities and projects. This phase has four gates as depicted below:

Preliminary Screening 6.1	Business Assessment 6.2	Technical Assessment 6.3	Business Case Validation 6.4
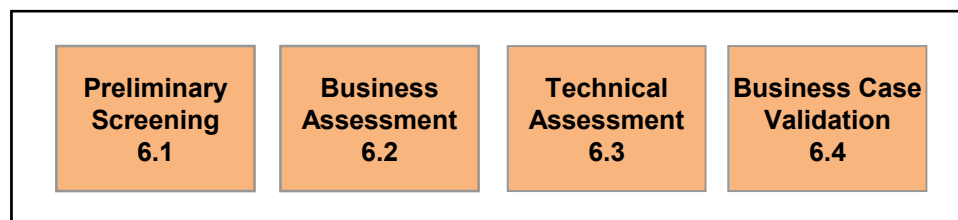
Exhibit 3–10: 6.0 Phase Gates

The overall purpose of the phase gates is to:

- Support preliminary project assessments to gauge alignment with the future state MES strategy, goals, guiding principles, policies, and standards
- Develop a project score and preliminary assessment of the impact to the business and technical architecture
- Identify other project and stakeholder dependencies and intersections
- Identify implementation risks and estimates associated with each project
- Identify initial architecture assurance needs indicated by the complexity profile of the project

Key Considerations:

- Ensure the projects, modules, and services required to deliver the business imperatives are identified and validated with the Agency and MES strategic priorities

- Highlight opportunities for re-use

- Look to highlight any cross-capability and cross-release issues

- Since each project has a different profile, size, and scope, gates 6.2 and 6.3 need to be flexible and scalable and adaptable

- A project may not fully align with the existing business or technical architecture, but may have a large business value / sponsorship and should therefore be considered for further evaluation

The gates in phase 6 move an idea from preliminary screening to the MES Portfolio Roadmap approval. The MES Portfolio Roadmap contains approved projects within the Inventory of Projects. This roadmap is discussed in greater detail in Section 4.
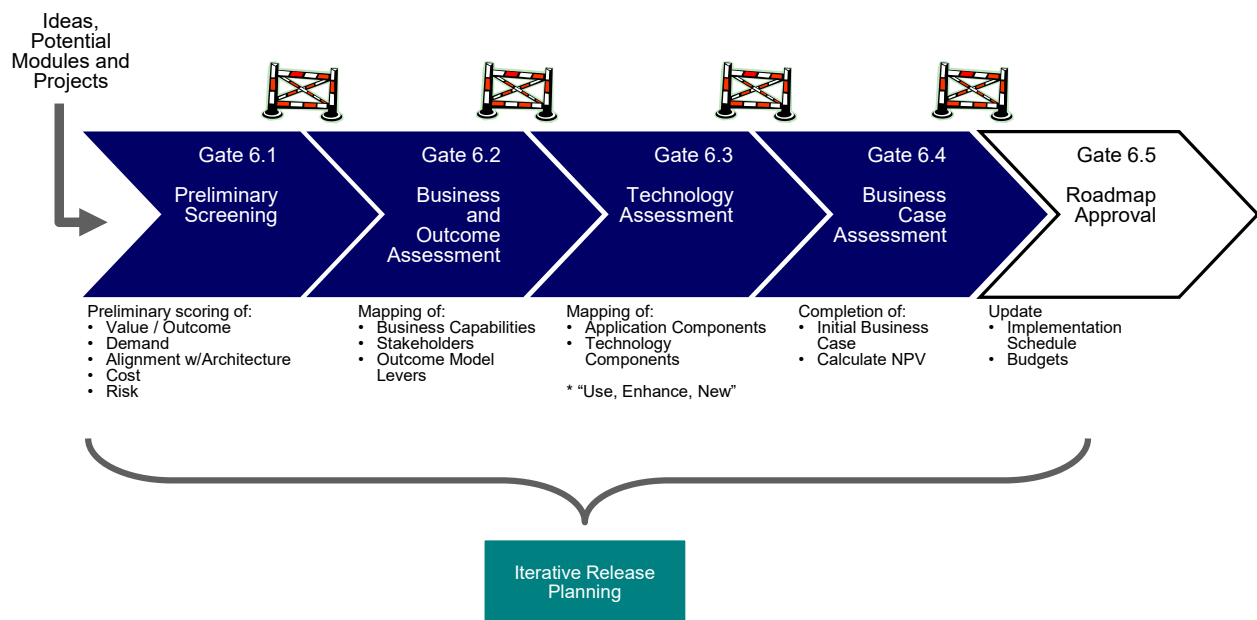
Exhibit 3–11: Overview of Phase Gating Process

The evaluation of potential investments (i.e., projects) assesses benefits, demand and sponsorship, strategic alignment, technical feasibility, costs, capacity and capability, resource investment, and risks. The analysis occurring in each gate is intended to equip decision-makers to make informed decisions about potential projects and their scheduling for future implementation. As shown in **Exhibit 3–11: Overview of Phase Gating Process**, the initial gates emphasize scoring and mapping analysis for projects with increasing levels of detailed analysis for technology and business case development in later stages. Cost and benefit

analysis occur throughout all phases resulting in an acceptable understanding of expected benefits, costs, and risks of a potential project.

Gate	Gate Activity	Name	Benefits	Demand / Sponsorship	Strategic Alignment	Technical Feasibility	Costs / Investment / NPV	Risks
Gate 6	6.1	Preliminary Screening		Initial questions for sponsorship and applicability answered by SEAS and AHCA team	Initial questions for consistency with the enterprise answered by SEAS and AHCA team		Initial questions for anticipated implementation and ongoing annual costs answered by SEAS and AHCA team	Initial questions for implementation risks answered by SEAS and AHCA team
	6.2	Business & Outcomes Assessment	Initial mapping to outcome model Subjective outcome	Written commitment of at least one business owner	Program Sponsor, CIO, AHCA Business Architect			
	6.3	Technical Assessment			AHCA CSA preliminary buy-in	Conceptual technical solution Architecture Impact	Preliminary order of magnitude project cost	Inventory of Project Risks
	6.4	Business Case Validation	Quantitative outcome estimates			Project Solution - Technology Estimating Basis Preliminary HW/SW Inventory /Quote	Complete NPV Initial project budget estimate	Updated Inventory of Risks Mitigation Plan for High Priority Risks

Exhibit 3–12: Portfolio Management Gate Activities

Exhibit 3–13: System Strategy and Execution Phase 6 and 7 RACI specifies the responsibilities and assignments for portfolio management phases 6 and 7.

		GOVERNANCE COMMITTEES						
		MES Executive Governance	MES Strategic Governance	MES Program Governance	MES Projects Governance	MES Technology Governance	Portfolio Manager	Subject Matter Experts
PORTFOLIO MANAGEMENT PROCESS	6.1 Preliminary Screening	I	I	I	A	I	R (Manages Completion)	C (Technical, Program, Finance)
	6.2 Business & Outcome Assessment	I	I	I	A	I	R (Manages Completion)	C (Program)
	6.3 Technology Assessment	I	I	I	I	A	R (Manages Completion)	C (Technical)
	6.4 Business Case Assessment	I	A	C	C	C	R (Manages Completion)	C (Technical, Program, Finance)
	7.0 Procurement	A	C	C	R (Manages Completion)	C	I	I

LEGEND
A = Accountable (ultimately answerable for the activity or decision)
R = Responsible (does the work)
C = Consulted (provides input)
I = Informed (needs to know the outcome)

Exhibit 3–13: System Strategy and Execution Phase 6 and 7 RACI

3.2.2.1.1 PRELIMINARY SCREENING (GATE 6.1)

Entry Criteria:

- Approved Enterprise Systems Strategic Plan
- Approved Enterprise Systems Governance Plan
- Approved Strategic Project Portfolio Management Plan

Exit Criteria:

- Approved inventory of projects in MES Portfolio
- Completed preliminary screening (for each project)

Preliminary screening is the gate where potential projects are considered for further investment. This may be the investment of more analysis time to perform activities in subsequent stages of the Project Gating Review process. The preliminary screening occurs whenever new intakes or projects are identified. Screening also occurs if information regarding any component within the portfolio changes.
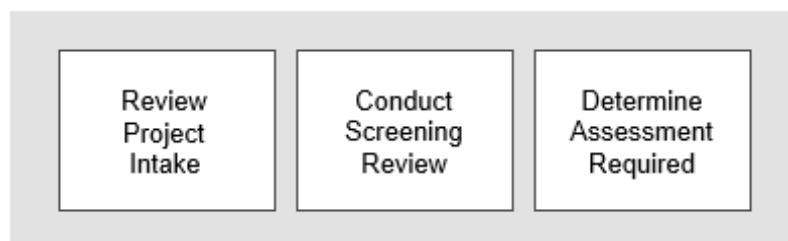
Exhibit 3–14: Preliminary Screening (Gate 6.1) Activities

The activities coordinated by the SEAS Portfolio Manager performed in the Preliminary Screening gate are:

- Review the Project Intake and Inventory of Projects
- Screen out intakes that do not meet the minimum intake standards:
    › Federal matching funds apply
    › Total estimated cost > $50K
    › Estimated schedule to implement is > 3 month
    › Estimated FTEs or contract staff is > 2

- Answer initial questions for each project
- Filter out projects that are duplicative, redundant, do not align with the strategic priorities, or scope of the MES Program as defined by MES Governance
- Determine the level of business and technical impact assessment required in subsequent gates, 6.2 and 6.3

Owner:

- SEAS Portfolio Manager

Inputs:

- Project Intake

Outputs:

- Inventory of Projects - updated
- Preliminary Screening – updated
- Conceptual Solution Overview – created or confirmed

The SEAS Portfolio Manager and SMEs identified by MES Governance create a conceptual solution overview before completing the preliminary screening. The overview names the functional and business solution for the project. As the project continues through the planning phase, more details are discovered, and the solution is shaped before being approved for procurement in the following portfolio execution phase, Procurement (phase7). In cases where procurement is not needed, and the project will be completed with existing Agency resources, then the procurement phase is bypassed.

To perform preliminary screening, the SEAS Portfolio Manager and SMEs appointed by MES Governance use an initial screening scorecard for each intake and unscored project in the MES Portfolio. Quantitative values are assigned for each response in the scorecard. The values for each response use configurable values within the portfolio management tool or PMT. While there is no absolute threshold needed to further pursue a project, scoring projects compared to other projects help prioritization. The scoring also highlights where further analysis and validation may be needed.

Exhibit 3–15: Sample Scorecard Guidelines is a sample of the scorecard found in the PMT. The complete scorecard is configurable within the PMT, and as the strategy, goals, and tactics are refined, the Agency may update the scorecard to help with the scoring and prioritization of future projects. The complete set can be found in the Appendix.

AREA	OUTCOMES	METRIC		HIGH		MEDIUM		LOW
VALUE / OUTCOME MODEL	Operational Priorities	1. Optimize Operational Effectiveness	15	Significant Value	10	Moderate Value	5	Minimal Value
		2. Other Tangible Benefits	15	Significant Value	10	Moderate Value	5	Minimal Value

Exhibit 3–15: Sample Scorecard Guidelines

After the scoring activity is complete for Gate 6.1, the SEAS Portfolio Manager confirms the results with the MES Projects Governance. The SEAS Portfolio Manager maintains the Inventory of Projects and Preliminary Screening results for each project.

3.2.2.1.2 BUSINESS AND OUTCOMES ASSESSMENT (GATE 6.2)

Entry Criteria:

- Completed preliminary screening (for each project)

Exit Criteria:

- Completed business and outcomes assessment (for each project)

Business and Outcomes Assessment is the gate focused on MES Portfolio project alignment with desired outcomes and setting a rough estimate for projected benefits of implementing the project. This gate also determines a Project Sponsor to be appointed by MES Governance. The SEAS Portfolio Manager facilitates the activities for this assessment:

Review Potential Project	Understand Outcome Alignment	Conduct Business Impact Assessment	Document Assessment Findings	Recommend Project Updates
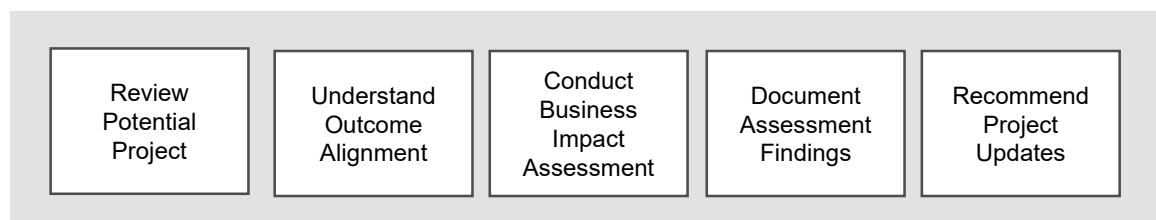
Exhibit 3–16: Business and Outcomes Assessment

Objectives:

- Complete initial mapping of projects to business outcomes
- Review the Inventory of Projects and understand the scope of business impacts

- Document the findings of the Business Impact Assessment (i.e., MITA business capability model for usage and maturity, stakeholders, recipients, Agency business units)
- When necessary, provide recommendations for changes to the portfolio and Portfolio Roadmap to MES Governance beginning with MES Projects Governance Committee

Inputs:

- Inventory of Projects
- Conceptual Solution Overview
- Preliminary Screening Score from Gate 6.1

Outputs:

- Business Impact Assessment – created
- Conceptual Technical Overview – created
- Inventory of Projects – updated
- Appointment of Project Sponsors

The SEAS Portfolio Manager and SMEs appointed by MES Projects Governance continue the evaluation of a proposed project by defining the affected Agency business processes and recipient groups. The analysis of business processes identifies MITA business processes used, enhanced, or needed and the change to MITA maturity level for each MITA business process. The maturity level assessment will support identifying projects that will increase overall MITA maturity. Below is a sample of the functional areas grouped by category with the associated MITA business processes. The complete set can be found in the **Appendix, Exhibit A–1: Complete MITA Business Processes.**

AREA	CATEGORY	PROCESS
Business Relationship Management	Standards Management	- BR01 Establish Business Relationship - BR02 Manage Business Relationship Communication - BR03 Manage Business Relationship Information - BR04 Terminate Business Relationship
Care Management	Case Management	- CM01 Establish Case - CM02 Manage Case Information - CM03 Manage Population Health Outreach - CM04 Manage Registry - CM05 Perform Screening and Assessment - CM06 Manage Treatment Plan and Outcomes
	Authorization Determination	- CM07 Authorize Referral - CM08 Authorize Service - CM09 Authorize Treatment Plan

Exhibit 3–17: Sample MITA Business Processes

After documenting the project business impacts, there is a need for a recommended conceptual technical overview for the project. This technical overview should outline the technical solution and the technical needs for the project to be implemented. This overview is input to Gate 6.3 and is coordinated by the SEAS Portfolio Manager and appointed technology SMEs.

3.2.2.1.3 TECHNOLOGY ASSESSMENT (GATE 6.3)

Entry Criteria:

- Completed business and outcomes assessment (for each project)

Exit Criteria:

- Completed technology assessment (for each project)

Technology Assessment is the gate focused on gaining technical and leadership input that a potential project aligns with strategy and understands the reuse and impact of the project on existing technology assets. This gate also researches and confirms cost estimates for the technology needed to implement the potential project.

Exhibit 3–18: Technology Assessment shows the activities performed in the Technology Assessment gate:

Review Potential Project	Understand Architecture Impact	Conduct Architecture Impact Assessment	Document Assessment Findings	Create ROM Estimate	Identify Architecture Issues and Risks
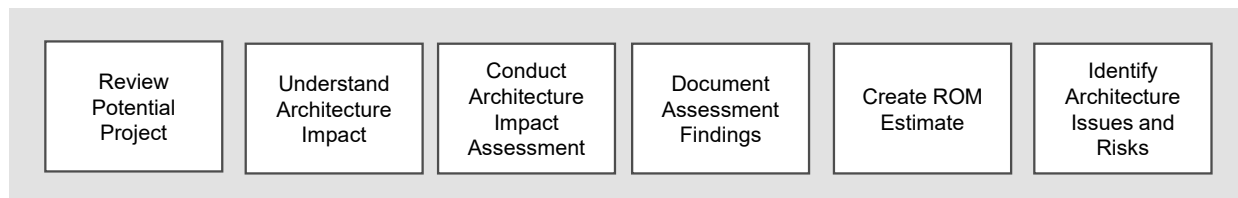
Exhibit 3–18: Technology Assessment

Objectives:

- Address the Inventory of Projects summary and determine the technical impact by mapping technical components to the conceptual technical overview
- Provide project technology recommendation to the Project Sponsor
- Define rough cost and benefits for the functional and technical components for the project (inputs for Schedule IV-B, Appendix A, Cost Benefit Analysis)

- Identify any risks that the project may pose on the technical solution (risks are stored in the [Project Documentation](#) directory and used as input to the Schedule IV-B, Appendix B Project Risk Assessment)
- Survey the existing Technical Assessments to identify re-use opportunities among prior assessments

Inputs:

- Inventory of Projects
- Conceptual Solution Overview
- Conceptual Technical Overview

Outputs:

- Technology Impact Assessment - created
- Project estimates for CBA inputs - created
- Technology Solution Recommendation - created
- Project or Project Technology Risks – updated Inventory of projects - updated

As part of the Portfolio Management Process, the Portfolio Manager in collaboration with appointed SMEs will perform an assessment of which technology services would be needed for a project. The technical assessment identifies if the technology component or service requires an enhancement to existing capabilities or requires new technology to support the implementation of the project.

As approved projects are assigned proposed release dates, the SEAS Vendor aggregates the technology service usage and enhancement needs across all identified projects to derive the architecture needs at future points in time. For example, multiple projects may contain scope for Interactive Voice Response technology services. Instead of developing multiple separate technical architectures, there may be an opportunity to combine and leverage a single technical solution to support the multiple projects. The table below is a sample from the PMT showing the alignment of a technical area and related processes. The complete set can be found in the appendix in **Exhibit A–2: Complete Technology Assessment Categories.**

AREA	CATEGORY	PROCESS
Interaction Services	Business Intelligence	- Ad-Hoc Queries - Analytical Processing - Canned Reports - Dashboards - Data Mining

AREA	CATEGORY	PROCESS
	Communication and Collaboration	- Application Sharing - Audio/Video Conferencing - Calendar/Schedule - Email - Instant Messaging - Manage Customer Contact - Push Technology - Targeted Email - Threaded Discussion - Voicemail - Web Conferencing - Social Computing Tools
	Web Content	- Content Deployment - Content Integration - Content Subscription

Exhibit 3–19: Sample Technology Assessment Categories

3.2.2.1.4 BUSINESS CASE ASSESSMENT (GATE 6.4)

Entry Criteria:

- Completed technology assessment (for each project)

Exit Criteria:

- Completed business case assessment (for each project)
- MES Governance approval for procurement of selected projects

Business Case Assessment is the gate focused on validating the proposed project business case. This includes evaluation of costs, benefits and risks that affect the net present value calculation. The business case for projects exceeding $1 million will be documented in a Schedule IV-B. Projects not required to complete a Schedule IV-B will have their business case documented as if they were included in a Schedule IV-B. The business case is documented in the Schedule IV-B template from the Florida Legislature.

Exhibit 3–20: Business Case Assessment shows activities performed in the Business Case Assessment gate.

| Review Business Case | Conduct Business Case Review | Document Review Findings |
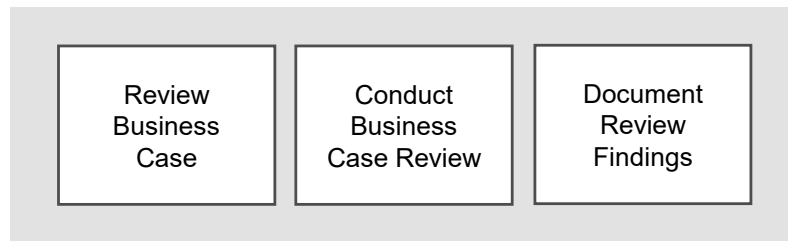
Exhibit 3–20: Business Case Assessment

Objectives:

- Provide economic justification for each proposed project within the MES Portfolio
- Validate the business case benefits and Return on Investment (ROI) findings
- Document business case review findings and recommended updates

Inputs:

- Project Business Case
- Project Rough Order of Magnitude (ROM) Estimate
- Architecture Issues and Risks
- Architecture Recommendation
- Inventory of Projects

Outputs:

- Project Business Case - updated

The SEAS Portfolio Manager will work with the project requestor(s) and SMEs to develop a business case validation to include:

- Quantitative outcome (Schedule IV-B, Appendix A, Cost Benefit Analysis)
- Project Solution - Technology Estimating Basis
- Preliminary hardware and/or software Inventory/Quote
- Initial project budget
- Updated Inventory of Risks
- Mitigation Plan for High Priority Risks
- Net Present Value (NPV) Value Case (Schedule IV-B, Appendix A, Cost Benefit Analysis)

At this phase in the Portfolio Management Process, the costs and benefits should be quantifiable with a level of certainty appropriate to the anticipated timing of the project. For example, for projects targeted for future implementation, the Procurement (phase 7) may perform a business case update that is more accurate. Depending on the modules(s) the proposed project will implement, the detailed estimated costs and outcomes could take several weeks to complete.

The Business Case Assessment supports the recommendation for the proposed project to be approved by MES Governance. The approval of a proposed project starts the procurement activities, if applicable, in the execution stages of the portfolio life cycle. Recommendations for proposed projects are developed by the SEAS Portfolio Manager and MES Governance Committees.

For each project listed in the MES Portfolio there may not always be a recommendation for a project to be approved. Other recommendations that would be confirmed through MES Governance include deferring or rejecting the project. Projects may also be delayed in the MES Portfolio to complete additional analysis or discuss further before the project is considered for approval or rejection. The current response action for each project in the MES Portfolio is captured as either Defer, Proceed, Discuss, or Reject.

3.3   PORTFOLIO EXECUTION

Portfolio execution is the stage that procures and delivers the components in the portfolio. **Exhibit 3–21: Portfolio Execution Summary** below summarizes the phases and activities performed in this stage of the portfolio life cycle.

PORTFOLIO EXECUTION SUMMARY	
WHO	- SEAS Portfolio Manager - MES Governance - MES Governance appointed SMEs (3) (Technology (1), Program (1), Financial (1)) - Project Sponsors - MES Project Team - AHCA Procurement Office - SEAS Vendor - MES Project Vendors
WHAT	7.0 Procurement 8.0 System Delivery Management
WHEN	Annually (aligned with Florida legislative cycle)

HOW	- Name funding sources for proposed projects - Determine if project will be completed by AHCA staff and/or by a contracted vendor - Develop LBRs and APDs, if state and federal funds are required - Develop vendor solicitation and execute vendor solicitation strategies - Select vendors and initiate projects with defined statements of work - Execute delivery of projects following standard integrated processes - Monitor benefits realization for completed projects - Change MES Portfolio content as needed
WHY	- To select the best vendors and solutions to optimize the MES Portfolio performance - To identify projects best aligned with MES Vision and desired outcomes - To coordinate projects within the MES Portfolio

Exhibit 3–21: Portfolio Execution Summary

3.3.1 PROCUREMENT (PHASE 7.0)

In general, funding for MES Project procurements come from the Florida Legislature and appropriations from the Federal Government through the Florida Legislative Budget Request Process (LBR). Advance Planning Documents (APD) are submitted to the Federal Government. The SEAS Vendor will support the Agency by managing and tracking projects through the funding process and MES Governance approvals for LBRs and APDs.

The LBR provides the Florida Legislature and Governor with a budget request reflecting the Agency's assessment of the resources needed to perform the functions authorized and required by law as described below in Section 3.3.1.1. The APD process governs the procedure by which states obtain approval for federal financial participation in the cost of acquiring automated data processing equipment and services as described in Section 3.3.1.2.

3.3.1.1 LEGISLATIVE BUDGET REQUEST

This section describes the approach to providing LBR support services. These support services develop materials and documents such as a Schedule IV-B business case and maintaining and tracking LBRs for MES projects. Technology projects with projects cost over $1 million are required to develop a Schedule IV-B.

For LBRs, the SEAS Vendor will develop the following, at the direction of the Agency:

- Annual LBRs (develop, maintain, and track) for the MES Portfolio project(s)

- LBR supporting documents including Schedule IV-Bs, Operational Work Plans, and Spending Plan
- Develop responses requesting additional information related to the LBRs and related documents

The LBRs shall follow published guidelines from the Florida Fiscal Portal. The SEAS Vendor will work with the Agency to develop the LBR and supporting documentation including the background, justification, and cost breakdown by funding source. The D-3A is a detailed level of the LBR and gives the justification and impacts of the requested funding. A narrative for the D-3A aligns to related APDs and LBRs.

LBRs with an IT component related to projects within the MES Portfolio should be determined through the Project Sequencing and Portfolio Management phase discussed in a previous section. Upon request, the SEAS Vendor will develop the appropriate LBR documents in close collaboration with the Agency and with input from internal and external stakeholders. The SEAS Vendor will prepare the required Schedule IV-B(s) containing clear and concise analysis and provide a solution defining the technical and non-technical capabilities.

SECTION	DEFINITIONS
Cover Sheet and Agency Project Approval	- Title of request and sign off by Agency leadership
Business Case	- Background and Strategic Needs Assessment, including Business Needs and Business Objectives - Baseline Analysis, including Current Business Processes, Assumptions, and Constraints - Proposed Business Process Requirements - Business Solution Alternatives - Rationale for Selection - Recommended Business Solution
Success Criteria	- The Agency's long-term goals and objectives will drive this section - Describe the business outcomes and service requirements - List the critical results that must be realized to declare the project a success based on the Agency's goals and objectives - Identify the specific minimum performance measures that need to be included in the contract - Identify which risks are most closely associated with the critical success factors and readdress mitigation, as necessary

SECTION	DEFINITIONS
Benefits Realization and Cost-Benefit Analysis	▪ The selection of alternatives, the depth, and clarity of the analysis, the state of the art in industry, the identification of leading practices, the choice of technology, and the rigor of the cost-benefit analysis will all be addressed in this chapter ▪ Benefits Realization Table and the Cost Benefit Analysis (CBA), including Cost-Benefit Analysis forms, completed CBA forms
Major Project Risk Assessment	▪ The main component of this section is the project risk assessment tool

Technology Planning	▪ A key objective for this section is to identify a suitable technology solution to serve as a basis for estimating the hardware, software, and infrastructure costs for the project.
	▪ This approach examines the technical requirements and alternatives without making a commitment to a solution.
	▪ This section contains
	  › The Current Information Technology Environment, including a description of the Current System and Information Technology Standards
	  › The Current Hardware and Software Inventory
	  › The Proposed Technical Solution, including Technical Solution Alternatives
	  › Rationale for Selection
	  › The Proposed Solution Description, including a summary description of Proposed Solution and Resources and Summary Level Funding requirements for Proposed Solution (if known)
	  › Capacity Planning

Project Management Planning	▪ This section includes a Project Management Plan (PMP) for the project specifically the following information: scope, phasing plan, schedule, organization, quality assurance plan, risk and issue management, and implementation plan. ▪ Some of the elements in this section are subject to contract negotiations and will be immediately replaced by the selected system implementation vendor. Nevertheless, the thought and planning that goes into the development of these plans enhance the understanding of the project and raise important issues for management consideration. Key considerations for this section include: Establishing project sponsorship and an effective governance model; Identifying executive project sponsorship roles, steering committee membership, and advisory groups; Updating the project scope and work breakdown structure (WBS); Updating the project schedule; Developing an Organizational Change Management roadmap and; Planning for the transition to operations and maintenance

Exhibit 3–22: Approach to Developing Schedule IV-B

Regarding Operational Work Plans and Spending Plans, the SEAS Vendor will capture progress against project schedules, identify risks and issues, and track spending relative to the assumptions contained in the approved budget and any other Legislative proviso attached to the funding authorization.

3.3.1.2 ADVANCE PLANNING DOCUMENT

The approach to developing, documenting, updating, and tracking Advance Planning Documents (APDs), including Planning Advance Planning Document(s) (PAPDs), Implementation APDs (IAPDs), Annual APDs, APD updates, and Operational APDs, for federal enhanced funding requests for MES projects is supported by the SEAS Vendor as requested by the Agency. Upon direction from the Agency, the SEAS Vendor will develop APDs to present and gain approval from CMS for MES Portfolio projects to secure Federal Financial Participation (FFP) for the planning, procurement, design, development, and implementation (DDI) of the future solutions. The approach applies to the development of the documents through the following four phases:

PHASE	DEFINITIONS
Planning	- Establish the foundation for subsequent activities, including data gathering, analysis, and development of the APD - Schedule interviews and meetings to collect the data required to prepare the APD - Prepare an initial set of data requests, including, but not limited to, existing relevant MES Program and MMIS documentation - Conference call with CMS to discuss the purpose of the APD and confirm their expectations in terms of the organization of the document, the planned submission date to CMS, and the information and level of detail to be included in the document
Data Collection and Analysis	- Conducts interviews and meetings to collect detailed qualitative and quantitative information to prepare the APD - Perform a detailed review and analysis of the data and validate findings with Agency SMEs. Data collection and analysis is an iterative process - Determine if more interviews and information are required - Based on this assessment, schedule and conduct follow-up interviews and prepare and submit additional data requests - Continue data collection and analysis activities until the necessary information is sufficiently detailed and complete

PHASE	DEFINITIONS
APD Development	▪ Prepare iterative drafts of individual sections of the APD, reflecting the information and analysis completed in the previous phase. An important aspect of the approach is close coordination with AHCA throughout the creation of the APD ▪ As drafts of major sections of the document are completed, provide them to the Agency for informal review and feedback. This iterative process allows both AHCA to confirm early on that the development of the APD is on-track and the content and findings are consistent with AHCA's expectations. In addition, the informal draft reviews facilitate and accelerate the formal review of the consolidated APD since there should be no surprises as the Agency is already familiar with the information contained in the document ▪ According to the timeline agreed to by AHCA, the SEAS Vendor combines all draft sections and submits a consolidated draft of the APD to AHCA for formal review ▪ Based on the feedback received from this review, update the APD and submit a final draft to the Agency for review and approval
Federal Review and Approval	▪ Assists AHCA as needed to prepare the APD package for electronic submission to CMS ▪ Once AHCA has submitted the APD for review, at the Agency's request, the SEAS Vendor provides the necessary support to assist AHCA in obtaining approval of the document, including participating in conference calls to discuss the APD with CMS, preparing written responses to questions or requests for additional information, and revising the APD content

Exhibit 3–23: Approach to Developing APDs

3.3.1.2.1 VENDOR SOLICITATION

At the direction of the Agency, the SEAS Vendor will provide programmatic expertise for the following:

- Developing solicitation charter

- Developing procurement management plans for needed products or services

- Developing the project scope, solicitation requirements, and project performance standards

- Identifying the specific products and services to be purchased

- Identifying appropriate purchasing methods and recommending solicitation types and justification

- Developing documents for competitive solicitations and procurements for MES projects

- Assisting the Agency throughout the procurement process and providing support for procurement activities that occur after solicitation release through vendor contract execution

The SEAS Vendor will engage Agency SMEs to build on the project evaluations to develop business case and funding requirements for the approved sequence of projects.

Once developed, a solicitation will be reviewed and validated, including the business case and funding requirement recommendations for sequenced projects, according to the Enterprise Systems Governance Plan.

In accordance with the goal to manage a project portfolio that is outcome driven, the SEAS Vendor will develop procurement plans to procure and manage services and technologies to deliver projects that produce outcomes at the expected cost and schedule. To do so, the following procurement strategies and techniques may be used:

- Use of outcome-based contracts or requirements
- Building scenario-based solution capability demonstrations
- Use of rapid prototyping and proof of concept as part of the negotiation process
- Incentives and penalties tied to impacts on outcomes, cost, and schedule

3.3.1.2.2 VENDOR SELECTION

As part of the procurement plan, the SEAS Vendor will support the Agency in the development and execution of a detailed approach for selecting a vendor to execute the implementation of the project. The approach will include the following:

- Evaluation process
- Vendor questions and answers process
- Negotiation strategy
- Post-solicitation release activities

Once selected by the Agency and approved by the Secretary (or designee), the vendor selection should result in an executed contract with a defined statement of work. This allows the project in the MES Portfolio to be initiated and implemented by the selected vendor. The proposed project that originated through a project intake is now a project to be monitored and tracked through the system delivery management phase.

The initiation for a project follows an executed Scope of Work (SOW) with a selected vendor and the Agency. This is the result from a successful procurement phase and the starting point for the next phase, system delivery management.

3.3.2 System Delivery Management (Phase 8.0)

The MES Project Management Standards guide MES Vendors execution of their service delivery. The standards instruct the MES Vendors to perform professional project management per:

- The current edition of the Project Management Institute's (PMI) Standard for Portfolio Management, Standard for Program Management, Project Management Body of Knowledge (PMBOK® Guide)
- The Agency for State Technology (AST) requirements including the Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule Chapter 74-1, F.A.C.
- Any subsequently implemented rules and/or standards

The SEAS Vendor will update policies and procedures for the Project Management Office for MES projects as appropriate. The SEAS Vendor will provide project management services for MES integration projects and specified MES projects at the direction of the Agency.

For MES projects involving other MES vendors, the SEAS Vendor will create and update an integrated master project schedule that integrates the projects' milestones, deliverables, and summary tasks. The SEAS Vendor shall, at the direction of the Agency, develop other integrated project management plans and processes for such MES projects that include, but are not limited to:

- Integrated risk, action item, issue, and decision tracking
- Integrated cost management
- Integrated change management
- Integrated organizational change management

The SEAS Portfolio Manager delivers and monitors the MES Portfolio components during this phase through the integrated project management by the SEAS Vendor. The monitoring may identify strategic changes or risks for the portfolio requiring direction or decisions from MES Governance. Changes to the portfolio are made through Strategic Change Management in Section 4.3 below.

3.4 Portfolio Optimization

Portfolio optimization is the stage that applies changes to improve portfolio effectiveness. **Exhibit 3–24: Portfolio Optimization Summary** below summarizes the phases and activities performed in this stage of the portfolio life cycle.

PORTFOLIO OPTIMIZATION SUMMARY

WHO	- SEAS Portfolio Manager - MES Governance - Project Sponsors - SEAS Vendor - AHCA MES Strategic Domain Lead
WHAT	9.0 Portfolio Optimization
WHEN	- Annually (aligned with strategy refresh) - Ongoing - When adding or removing MES Portfolio components
HOW	- Monitoring MES Portfolio performance and view of all portfolio components - Developing recommendations for changes to the MES Portfolio components and processes - Impact analysis of implementing or not implementing recommended changes - Establish benefits realization planning for measuring benefits from implementing projects within the portfolio
WHY	To improve the MES Portfolio effectiveness and benefits realization

Exhibit 3–24: Portfolio Optimization Summary

The Agency and SEAS Vendor will continuously and proactively seek to identify potential MES projects to help achieve the Agency's strategic and operational goals as specified in the Enterprise Systems Strategic Plan. The focus on monitoring project performance within the MES Portfolio against the desired outcomes previously identified help determine if optimization within the portfolio is needed. This monitoring is coordinated through the SEAS Portfolio Manager and MES Governance. Recommendations for changes may be needed for portfolio optimization.

The Strategic Project Portfolio Management Plan is designed to incorporate performance knowledge and MES Governance to make the MES Portfolio as effective as possible. This is achieved by maximizing available processes, constraints, and resources. The key elements of the approach that make this possible are:

- Employ an approach for approving and rejecting projects through MES Governance and guiding them through the planning and execution stages of the portfolio life cycle

- Score and prioritize projects based on the predetermined and relevant criteria for the type and scope of the project

- Perform a business case analysis for each MES project

- Ensure each MES project performs to standards, supports strategic goals, and advances MITA maturity

The MES Portfolio may also be optimized through continual evaluation of the portfolio management processes and tools. Through the execution of the MES Portfolio, MES Governance, and annual strategy refresh, opportunities for improvement may arise. Some conditions that could drive changes to the processes and tools include portfolio performance reporting, volume of the portfolio, expectations of MES Governance, use and flexibility of the portfolio tools, or resource availability.

3.4.1 BENEFITS REALIZATION MANAGEMENT & ONGOING IMPROVEMENT (PHASE 9.0)

The SEAS Portfolio Manager, Project Sponsors, and SMEs will work together to establish the expected benefits for projects within the MES Portfolio according to the approach defined in this section. The expected benefits should align with the strategic priorities defined in Phase 2 during the portfolio initiation stage. The monitoring of benefits realization is a component of portfolio performance management and is an ongoing activity throughout the life of the portfolio.

The portfolio benefits realization process approach focuses on the benefits expected and realized from the individual MES Portfolio components (items that can be measured, ranked, and prioritized). The activity for each stage is listed in the table below.

PORTFOLIO LIFE CYCLE STAGE	ACTIVITY
Initiation	▪ Confirm portfolio components with MES Governance
Planning	▪ Identify and define expected benefits (in accordance with a Schedule IV-B if one exists) ▪ Confirm expected benefits with stakeholders ▪ Determine baseline data collection method ▪ Identify additional information to determine extent of each benefit (e.g., when are the benefits to be realized and how the benefits will be calculated)
Execution	▪ Formalize benefits realization plan before project implementation ▪ Confirm planning efforts for how benefits will be measured, who measures, and when benefits measurement occurs ▪ Confirm how benefits measured for the projects will be reflected in reporting benefits of the portfolio

PORTFOLIO LIFE CYCLE STAGE	ACTIVITY
Optimization	▪ Modify plan as needed throughout the duration of the project or when the benefits are expected ▪ Coordinate with vendors and bureaus on capturing measurements ▪ Perform interim measurements throughout the project or when the benefits are expected ▪ Create and disseminate periodic realization reporting

Exhibit 3–25: Portfolio Benefits Realization Approach

SECTION 4   MANAGEMENT OF THE PORTFOLIO

This section describes the portfolio management processes for the portfolio roadmap, performance management, strategic change management, risk management, and communications management. The SEAS Portfolio Manager is responsible for the management and coordination of these processes and improving them through changes approved by enterprise governance.

4.1   PORTFOLIO ROADMAP

The SEAS Vendor will create the MES Portfolio Roadmap after the inventory of projects and potential projects are included in the MES Portfolio. The MES Portfolio Roadmap will contain approved projects within the MES Portfolio initiated through the corresponding MES Governance Committee. The MES Portfolio Roadmap is a graphical view that chronologically lists the expected start and finish for each approved project. Each row in the roadmap will contain a project. The project row will show which fiscal years and the number of months required to complete a project through implementation. The enterprise governance committees approve the format and contents of the MES Portfolio Roadmap. The initial roadmap originates with the confirmation and approval of which projects are included or excluded in the portfolio. Changes to the MES Portfolio Roadmap follow the Strategic Change Management process in Section 4.3 below.

4.1.1   INTEGRATED MITA ROADMAP

Guidance for the MITA Roadmap is provided in the State Self-Assessment (SS-A) Companion Guide provided with the MITA 3.0 Framework. The MITA SS-A document identifies which specific issues within the in-scope systems are creating the greatest roadblocks to accomplishing goals and achieving an increased rating on the MITA Maturity Model. The development of the MITA Roadmap follows the processes defined in the Revised MITA SS-A and Update Process Plan.

During the Portfolio Planning Stage in Gate 6.2 Business and Outcome Assessment, proposed projects are mapped to the MITA business processes and assessed for MITA maturity. As project identification and assessments occur, correlations and reporting on which projects improve MITA maturity will surface. The current MITA Roadmap and maturity impacts is an input and consideration in project approval of the recommendations made by the SEAS Portfolio Manager. The MES Portfolio processes integrate with the MITA Roadmap through the business and outcome assessments.

Exhibit 4–1: MITA Maturity Base Metric and Goals provides the 2018 MITA business areas MITA maturity score with a base assessment and target goal for maturity. As evaluation of potential projects occurs, each project will define the expected MITA maturity level that would exist for affected MITA business areas after project implementation.

Business Area	Base	Goal
Overall MITA Maturity	1.46	2.01
Business Relationship Management	1.25	1.25
Care Management	1.11	2.00
Contractor Management	1.00	1.89
Eligibility and Enrollment Management	2.13	2.75
Financial Management	1.67	1.72
Member Management	N/A	N/A
Operations Management	1.78	2.11
Performance Management	1.40	2.20
Plan Management	1.63	2.13
Provider Management	1.20	2.00

Exhibit 4–1: MITA Maturity Base Metric and Goals

4.2 Performance Management

The Portfolio Manager will monitor the portfolio investments, analyze the outcomes reported, and evaluate actual versus expected benefits and costs. As part of the benefits realization process defined in Section 3.4.1, the Portfolio Manager works with the MES Vendors and the Agency to validate the individual project goals align with the current strategic priorities. The focus of Portfolio Performance Management is to connect the projects and components in the portfolio to the strategic priorities and vision defined during the Portfolio Initiation Phase. Portfolio performance management consists of the following six domains:

- Capacity and Capability Management
- Portfolio Stakeholder Engagement
- Portfolio Value Management
- Portfolio Risk Management
- Portfolio Strategic Management (Enterprise Systems Strategic Plan)
- Portfolio Governance (Enterprise Systems Governance Plan)

4.2.1 CAPACITY AND CAPABILITY MANAGEMENT

Capacity management evaluates the types of resources, skills, quantity, and timing of resource use to support projects within the MES Portfolio. Resource allocation for the project starts with estimating cost and duration. Determining the resources required for a given project in the MES Portfolio occurs during business case development and analysis. The Project Sponsor identifies Agency staffing resource needs and availability for the project. This includes capacity needs and impacts with the project recommendation to the MES Governance. The evaluation will consider if resource capacity and capabilities are available for projects scheduled for initiation based on the Portfolio Roadmap. As the PPM processes mature, capacity and capability management will improve. Improving the ability to manage capacity and capability reduces resource conflicts and improves the overall performance of the portfolio.

Once projects are initiated, identified resources for the projects are included in resource loaded project schedules. Through the execution of the projects, capacity risks and issues are managed at the project level and escalated for visibility at the MES Program and MES Portfolio level.

Resource decisions about capacity and capability rely on informed recommendations developed through MES Governance and evaluating the resources available to the Agency. The governance authority for managing and assigning resources, providing recommendations, and reporting on portfolio progress uses the following elements:

- **Leadership:** Obtain the support of the MES Executive Governance Committee for each project and identify Executive and Project Sponsors to champion and be actively involved and visibly support the project

- **Culture:** Implement an organizational culture that encourages change and support for the prioritized projects

- **Policies:** Develop and implement organizational and program policies to support the Agency's strategic vision and goals

- **Stakeholders:** Identify and engage key internal and external stakeholders affected by each project

- **Resources:** Dedicate and assign the qualified internal resources necessary to implement the prioritized projects

- **Funding**: Secure federal and state funding for solutions that represent the best value for AHCA, which may not necessarily be the lowest priced option

- **Tactical Planning:** Conduct detailed planning for each Internal, Support Services, and Procurement and Implementation project in the Enterprise Systems Strategic Plan

- **Benefits Realization:** Define and agree on measurable outcomes that align with the strategic vision and goals at the onset of each project, and establish a process to measure, track, and report progress towards achieving those outcomes

- **Course Correction:** Perform periodic reviews of the portfolio and inventory of projects to adjust the plan as necessary to achieve desired outcomes and goals established through the Enterprise Systems Strategic Plan

4.2.2 PORTFOLIO STAKEHOLDER ENGAGEMENT

MES Portfolio stakeholders include individuals, groups, or organizations that have a stake or role in the decisions or changes implemented through the portfolio execution. The approval and addition of projects to the Portfolio Roadmap will cause stakeholders to consider the effects of approved projects. The key stakeholder interactions through the execution of the Strategic Project Portfolio Management Plan are those established in the Enterprise Systems Governance Plan.

MES Governance will define and control which stakeholders to engage and for what purpose through the project lifecycle of identification, screening, assessment, approval, and execution. The SEAS Portfolio Manager performs Stakeholder engagement and coordination on the direction set and decisions made by the enterprise governance.

4.2.3 PORTFOLIO VALUE MANAGEMENT

MES Portfolio value management helps to show that investments made for approved projects within the portfolio align with the enterprise strategic priorities and vision. The SEAS Portfolio Manager coordinates with MES Governance, through approved recommendations, to define the appropriate portfolio metrics for reporting the MES Portfolio value. These metrics will combine quantitative and qualitative values to identify patterns and trends to support future decision making. **Exhibit 4–2: Portfolio Value Metrics** defines suggested metrics to track portfolio performance.

PORTFOLIO CATEGORY	QUESTION	PROPOSED METRICS
Content	Is the portfolio aligned with the Enterprise Systems Strategic Plan priorities?	% of portfolio projects by outcome % of portfolio projects with a planned duration less than or equal to 2 years % of portfolio projects with a planned duration greater than or equal to 3 years

PORTFOLIO CATEGORY	QUESTION	PROPOSED METRICS
Capacity	Are there enough human and fiscal resources to maintain the portfolio content?	% of Agency requested budget for MES Portfolio projects that have Florida Legislature approval % of Agency human resources available for new projects
Portfolio Health	How are the portfolio projects performing?	# of strategic outcome issues by project % of projects on schedule (SPI $\geq$ .9 or SPI $\leq$ 1.1) % of projects on budget (CPI $\geq$ .9 or CPI $\leq$ 1.1

Exhibit 4–2: Portfolio Value Metrics

4.2.4 PORTFOLIO RISK MANAGEMENT

Risk management in the MES Portfolio is different from project level risk management. Risk management in the MES Portfolio focuses on enabling portfolio components to be as successful as possible within the context of the Enterprise Systems Strategic Plan. Portfolio risks are determined using the Agency's risk tolerance with strategic consideration on how to best balance risks to optimize the portfolio, i.e., leveraging positive risk (opportunities) and minimizing negative risks (threats) in the best interest of the portfolio overall, which may not be in the best interest of a portfolio project and\or component.

The MES Project Management Standards and the Enterprise Systems Governance Plan define the processes to identify and escalate project and program-level risks and issues through the MES Governance for resolution. The SEAS Vendor is responsible for working with each Risk Manager to address portfolio level risks with the appropriate MES Governance committee.

The SEAS Portfolio Manager is responsible for managing risks that affect the MES Portfolio and the portfolio's ability to meet the strategic priorities and desired outcomes. Portfolio risk management includes risk management planning, risk identification, risk assessment, and risk response. To manage the overall risks of the MES Portfolio, the SEAS Portfolio Manager will develop a graphical representation of projects that have passed through the Preliminary Screening gate of the Project Sequencing Phase.

4.2.4.1 PORTFOLIO RISK IDENTIFICATION

Initially the MES Portfolio Risks derive from the risks identified through the individual projects within the portfolio. As the portfolio matures and the MES Portfolio Roadmap contains more projects, risk planning, identification, analysis, and response strategies will evolve at the direction of MES Governance. As MES Portfolio risks are identified from multiple sources, they will be recorded in the MES Portfolio Risk Register and assigned a risk owner. The elements to be captured for each portfolio risk are:

MES Portfolio Risk Register assigns

- **Item #** – unique sequence number assigned to each risk identified

Portfolio Risk Originator records

- **Identified by** – name of the individual who identified the risk
- **Description** – narrative of the nature of the risk and potential impacts

Risk Team records

- **Probability** – assessment of the likelihood of the risk to happen
- **Impact** – assessment of the extent of consequences
- **Status** – an indicator of the status
- **Owner** – name of the risk owner who is responsible for contributing to the risk assessment with the SEAS Portfolio Manager
- **Risk Score** – a calculated risk exposure created by a multiplier of probability times the impact
- **Interdependencies** – the interdependencies with other portfolio components
- **Priority** – MES Governance assigned priority (High, Medium, or Low) for risk monitoring and mitigation activities
- **Category** – categorization of the risk () provides a way to logically group certain risks

Risk Owner records

- **Risk Response** – type of response plan to be developed
- **Response Plan** – narrative of the strategies identified to address the risk
- **Contingency Plan** – narrative of strategies identified to address the risk to reduce impact to the portfolio
- **Trigger (Timing)** – estimated date or timeframe for when the risk would be realized

- **Trigger Description** – narrative of the events which would cause the risk to become realized

Exhibit 4–3: Portfolio Risk Management shows a simple depiction of change in project risks in a sample risk management dashboard.

Exhibit 4–3: Portfolio Risk Management

4.2.4.2 PORTFOLIO RISK ASSESSMENT

For projects that complete Gate 6.1, the Portfolio Management Tracking calculates the project Risk Ranking. The following risk score ranges below determine the initial risk assessment for High, Medium, and Low:

- High (-33 to -39)
- Medium (-32 to -19)
- Low (-18 to 0)

After a project moves into Gate 7 (Procurement), the SEAS Portfolio Manager will use the risk rating determined by the AST Risk and Complexity Assessment tool.

4.2.4.3 PORTFOLIO RISK RESPONSE

The risk response for portfolio risks are integrated in the monthly project portfolio management report and provided to MES Governance to support strategic decision making regarding the MES Portfolio. The trends and status of the portfolio risks, along with recommendations developed by the SEAS Portfolio Manager, help MES Governance manage balancing the portfolio.

4.3 STRATEGIC CHANGE MANAGEMENT

Throughout the portfolio life cycle and following annual Enterprise Systems Strategic Plan refreshes, changes may be needed that affect the MES Portfolio. These changes may result from updates or revisions to scope, budget, leadership, or the overall strategy. When there is a change in strategy, the SEAS Portfolio Manager and SEAS Vendor will evaluate and analyze impacts to portfolio components that are currently in progress or prioritized for future delivery. The changes may be captured in, but not limited to, the Enterprise Systems Strategic Plan, Strategic Project Portfolio Management Plan, and related materials. MES Governance will review and approve updated plans and impact analysis with recommendations.

The SEAS Vendor will collaborate iteratively with the Agency to complete an annual strategy refresh, make course corrections, and promote consistent communication.

- Annual Strategy Refresh – Annually the SEAS vendor will collect new information, adjust strategic priorities, tactics and update the planned projects for the next year.

- Course Correction - These annual strategy refreshes will incorporate trends and lessons learned to enable a viable system after implementation. These continuous "course corrections" will inform the next cycle of work and procurements.

- Consistent Communication – The iterative approach relies on consistent communication and timely decision-making through a strong governance framework.

Changes to the MES Portfolio are made through decisions and direction provided by MES Governance. The addition or removal of Projects to the MES Portfolio can occur because of recommendations and decisions made by the appropriate MES Governance Committee. Each governance-level charter in the Enterprise Systems Governance Plan define authority to authorize changes. Changes may initiate from requests and direction provided from an enterprise governance level (top-down) or from recommendations from MES Portfolio stakeholders (bottom-up).

4.4 COMMUNICATIONS MANAGEMENT

The Portfolio Manager will coordinate with the Agency to develop the communication techniques for PPM relevant events. The communications process will evolve to keep MES Portfolio stakeholders well-informed of the portfolio status. SEAS Portfolio Manager communications will also provide information for MES Governance Committees to make informed decisions on project selection and portfolio balancing. The SEAS Portfolio Manager is responsible for the following communications with MES Governance committees:

- Reporting portfolio progress

- Providing recommendations for decisions to the MES Governance Committees

- Coordinating with strategic and technical leadership committees to align priorities with available resources

The Communications Table identifies how portfolio topics will be communicated to stakeholders. The primary stakeholder audience for portfolio communication is the MES Governance Committees. The Communication Table will be maintained on the MES Projects Repository and will be updated as communication needs change. Project documentation used to develop recommendations for decisions for MES Governance are stored in the Project Documentation folder on the MES Projects Repository.

Listed below are the Communications Table elements for which the SEAS Vendor will collect data. This information will be used to develop communication activities. The table can be found on the MES Projects Repository here.

- **Title** – the name of the communication (e.g., portfolio dashboard, portfolio governance decisions, resource utilization reports)

- **Purpose** – the expected outcome of the communications

- **Recurrence** – planned date or frequency of the communication (e.g., weekly, monthly, quarterly)

- **Documents** - the means communication (governance meeting minutes, portfolio dashboards, and status reports)

- **Attendees / Recipients** - the role or group that will receive the communication.

Communications Table

✓	Title	Purpose	Recurrence	Documents	Attendees/Recipients
✓	SEAS Project PMO Team Meeting	··· To coordinate the implementation and continuous improvement of the execution of the SEAS Project PMO management processess.	Weekly: Friday at 2:00pm, Fort Knox, Building 3, 1st Floor 2727 Mahan Dr. Tallahassee FL 32308, MHCConferenceRm 1204B; 1-877-451-3701; 5639218385#	Meeting Agenda, Meeting Minutes, Relevant Meeting Materials, Two-way Feedback	SEAS Organization

Exhibit 4–4: Communications Table

Exhibit 4–5: PPM Communications Table shows information about defined PPM related communications maintained on the MES Projects Repository.

- **Communication Area (Title)** – the name of the communication (e.g., portfolio dashboard, portfolio governance decisions, resource utilization reports)

- **Frequency (Recurrence)** – planned date or frequency of the communication (e.g., weekly, monthly, quarterly)

- **Recipients (Attendees / Recipients)** - the role or group that will receive the communication.

- **Communication Method (Documents)** – the communication channel and content provided to the audience

The communication table will evolve as MES Governance communication processes mature and additional elaboration of defined communications becomes relevant and appropriate.

COMMUNICATION AREA	FREQUENCY	RECIPIENT(S)	COMMUNICATION METHOD
Updates to Enterprise Systems Strategic Plan	Annual	MES Governance committee(s)	Materials presented to each MES Governance committee
Updates to Strategic Priorities	Annual	MES Governance committee(s)	Materials presented to each MES Governance committee
Updates to Strategic Tactics	Business Area Driven	MES Governance committee(s)	Materials presented to each MES Governance committee
Project Identification	As potential projects are identified	SEAS Portfolio Manager	Completion of Project Intake Form
Project Evaluation Gate 6.1 Approval	Upon gate 6.1 project approval	Business Area Project Sponsor	Email to Business Area Sponsor describing project and actions to perform in Gate 6.2

COMMUNICATION AREA	FREQUENCY	RECIPIENT(S)	COMMUNICATION METHOD
Project Evaluation Gate 6.2 Approval	Upon gate 6.2 project approval	Technology	Email to Technology Domain Lead describing project and actions to perform in Gate 6.3
Project Evaluation Gate 6.3 Approval	Upon gate 6.3 project approval	SEAS Portfolio Manager	Email describing project and actions to perform in Gate 6.4
Project Evaluation Gate 6.4 Approval	Upon gate 6.4 project approval	SEAS Portfolio Manager	Electronic authorization to add project to MES Roadmap
Updates to MES Portfolio Roadmap	As modified	MES Governance Committee(s)	Posted to MES Projects Repository and presented to each MES Governance Committee
Resource Needs for MES Project	As Projects are added to MES Roadmap	Organizations that manage resources needed for the MES Project	Email notification followed by oral discussion of projected resource needs for a specified MES Project.
MES Project Status to Program Management	Monthly	MES Program Manager	Post MES Project Status Report & email or discuss inputs to Program Management Status Report
Service Delivery Management Status	Monthly	MES Governance committee(s)	Post Program Management Status Report to MES Projects Repository and email link or copy
Project Portfolio Performance	Monthly	MES Governance committee(s)	Post PPM Status Report to MES Projects Repository and email link or copy

Exhibit 4–5: PPM Communications Table

SECTION 5   PORTFOLIO MANAGEMENT REPORTING

The Strategic Project Portfolio Management Processes provide a set of information that supports the communication and decision-making needs of the Agency. This section describes project portfolio management reporting categories, the initial reports to support the PPM processes, and the process to incorporate new PPM reports into the communication management process.

PPM reports seeks to provide information that is:

- easy to access

- appropriate to audience

- timely

- accurate

- cost effective to produce and maintain

The PPM tools provide the capability for authorized users to access reports from the PPM real-time data source of truth. The initial MES PPM tool and reports will reside on the MES Projects Repository, under MES Portfolio Reports. Users should be able to access PPM information or reports by accessing the PPM tool. Additionally, to support specific PPM processes, the SEAS Portfolio Manager may electronically distribute reports or links to PPM report information. For example, prior to a governance meeting the SEAS Portfolio Manager may provide the current List of Proposed MES Projects.

5.1   PROJECT PORTFOLIO MANAGEMENT REPORTING CATEGORIES

The maturity of PPM processes and PPM Reports are highly correlated. The need for additional PPM reports and accountability will increase as PPM processes mature and the Agency achieves higher levels of PPM maturity.

5.2   INITIAL PPM REPORTS

Exhibit 5–1: Initial PPM Reports shows initial reports needed to support MES PPM processes.

REPORT CATEGORY	DESCRIPTION	REPORT NAME
Project Evaluation	Reports on characteristics of specific proposed projects	Project Intake Report Project Assessment Report

REPORT CATEGORY	DESCRIPTION	REPORT NAME
Project Classification	Reports on the mix of project classifications	Organizations Impacted Business Processes Impacted Skills or Technologies Required Stakeholder Types Affected Technology Standards Reference Model (TSRM) Stage
Project Inventory	Reporting on the overall schedule of project implementations	Projects Schedule Roadmap Projects by Start Date Projects by Implementation Date Projects by Category
Project Performance	Reporting on status of projects in the portfolio	Project Status Summary Late Projects Projects at Risk for Increased Cost
Financial Management	Reporting to support the financial reporting needs of the Agency	Portfolio Cost Reports Project Costs Reports by Cost Category Fiscal Year Budget Reporting Fiscal Budget Planning Reports
Benefit Realization	Reporting on benefits and outcome improvement	Example Outcome Categories: Strategic Outcomes Programmatic Outcomes Operational Outcomes Provider Experience Outcomes Recipient Experience Outcomes AST Benefit Realization Reporting
Maturity Level	Reporting on impact of projects on maturity levels	Current MITA Maturity MITA Scorecard Impact
Data Roll-up	Reporting that consolidates or provides analysis of related projects	Example Rollup Categories Contract Organizational Unit Type of Project Business Area Transition Strategy Phase
PPM Process	Reports on metrics and factors related to the PPM Process	Evaluation Stage Status Evaluation Scoring Criteria
Resource Supply and Demand	Reports that analyze resource usage	Resource Utilization Key Resource Constraints Resource Capacity

REPORT CATEGORY	DESCRIPTION	REPORT NAME
Portfolio Performance	Reports that analyze performance of a portfolio	Mission Performance Strategic Priority Performance Net Present Value Performance Return on Investment Ratio Portfolio Risk Analysis

Exhibit 5–1: Initial PPM Reports

Exhibit 5–2: Project Portfolio Management Reporting Categories shows categories for potential PPM information reporting about the Agency portfolio(s).

REPORT CATEGORY	DESCRIPTION	EXAMPLES
Project Classification	Reports on the mix of project classifications	Project Size Project Type/Purpose (e.g., maintenance, growth, productivity, innovation) Primary Focus (e.g. system DDI, maintenance, policy change, org change, OCM, Training) Asset class addressed (e.g. infrastructure, IT)
Maturity Level	Reporting on impact of projects on maturity levels	Current MITA Maturity Projected MITA Maturity at Future Dates MITA Scorecard Impact
PPM Process	Reports on metrics and factors related to the PPM Process	Evaluation Artifact Status Evaluation Process Cost Analysis

Exhibit 5–2: Project Portfolio Management Reporting Categories

5.3 PERFORMANCE REPORTING

The SEAS Portfolio Manager will provide a monthly project portfolio management report for PPM status for monitoring and control of all active MES Portfolio projects and components. The SEAS Portfolio Manager will obtain information from stakeholders and project managers to prepare the monthly report for the MES Governance. The SEAS Portfolio Manager provides the PPM Status report to the MES Governance committees monthly.

The monthly report content will initially consist of four segments. Additional segments for enhancing the monthly report are made through recommendations and approvals through MES Governance.

SEGMENT	PURPOSE	SOURCE	SOURCE DOCUMENTS
Milestones	▪ Provides an overview of key milestones by projects and communicates if projects are on track	▪ PMO Schedule Manager	▪ Integrated Master Project Schedule
Program	▪ Provides a status of where individual projects are on track in terms of schedule, budget, and benefits ▪ Provides status of funding management for individual projects	▪ PMO Program Manager	▪ Monthly Status Reports ▪ Monthly Spending Plan
Risk	▪ Shows the current risk profile of the portfolio	▪ PMO Risk Manager	▪ PMO Risk Log
Goals	▪ Provides an overview of the status to attain Portfolio Strategy and MITA goals	▪ SEAS Vendor	▪ Goals Tracker

Exhibit 5–3: Components of the Strategic Project Portfolio Management Report

The SEAS Vendor will develop other executive reports regarding project status and funding management, including reports required by the Agency for State Technology (AST).

5.4 PPM DASHBOARDS

The Strategic Project Portfolio Management Approach anticipates the need for dashboards to present frequently accessed or real-time PPM information. **Exhibit 5–4: Sample Strategic Project Portfolio Management Dashboard** depicts a sample Project Portfolio Dashboard.
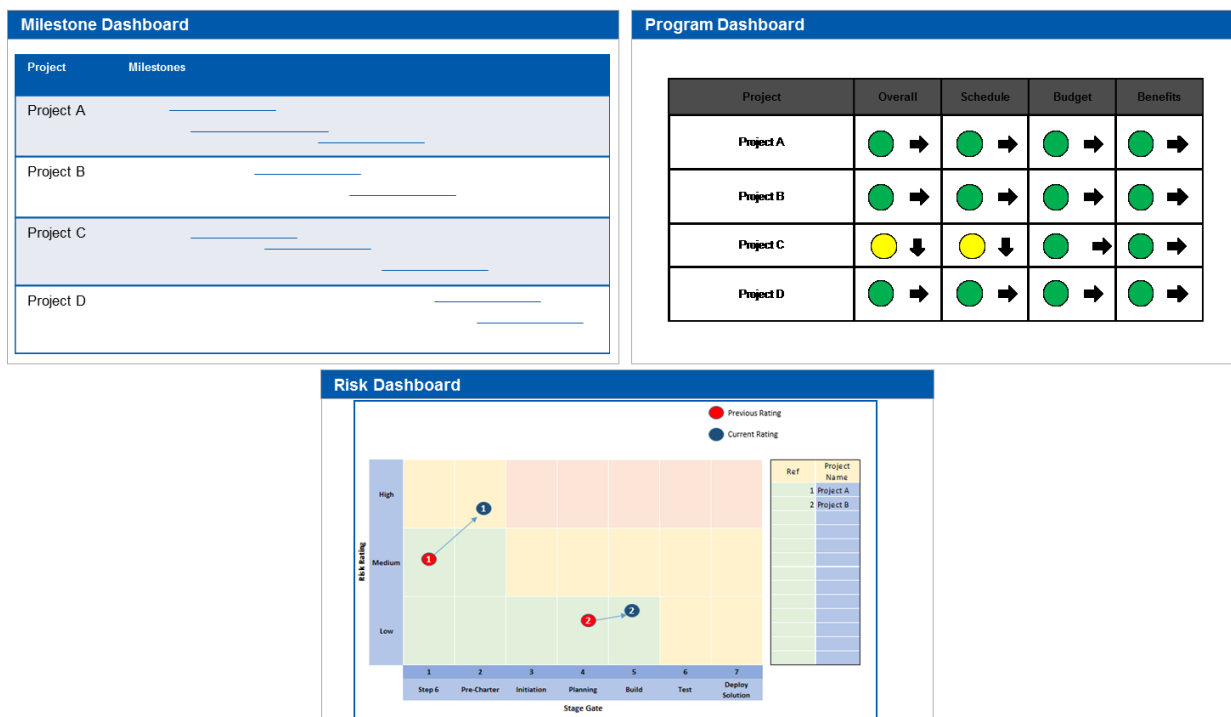
Exhibit 5–4: Sample Strategic Project Portfolio Management Dashboard

5.5 Value Reporting

The SEAS Portfolio Manager develops reports to MES Governance showing the planned and achieved value of the MES Portfolio. This reporting includes qualitative and quantitative factors to describe the value achieved. Quantitative elements will include costs projected and realized by the individual projects. These will be cumulated to show value of the MES Portfolio. The qualitative elements will include analysis of the expected intangible benefits or outcomes to be achieved through the expected implementation of specific projects. Other factors such as changes to project costs or risks that affect the value of the portfolio will be included in the report with analysis on the impacts and recommendations for changes to improve the performance of the MES Portfolio.

5.6 Incorporating New Reports in the Communication Management Processes

New reports provide information and analysis to stakeholders to improve their understanding and decision making to advance the mission and strategic objectives of the Agency.

5.6.1 Distribution of New PPM Reports

The SEAS Portfolio Manager incorporates new reports in the communication management processes by:
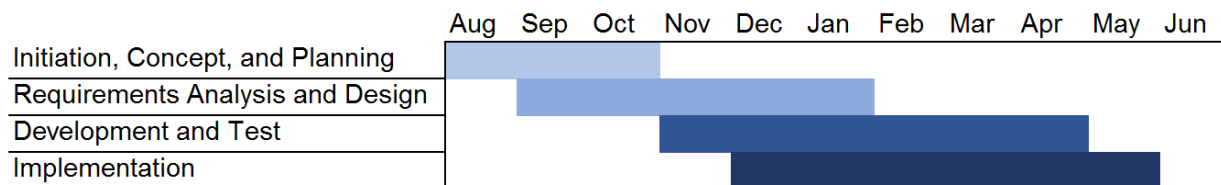
- Enabling the new PPM reports and access to authorized users in the PPM tool

- Providing release notes to PPM tool users

- Distributing new PPM reports or links to new reports at appropriate points to PPM processes

- Communicating the existence of new PPM reports through existing Program and Project status reporting, governance and change management processes.

5.6.2 REQUESTS FOR NEW REPORTS

Stakeholders can request new reports or changes to existing PPM reports by sending an email describing their request to the AHCA Strategic Domain Lead and SEAS Portfolio Manager. As directed by the Agency, the SEAS Portfolio Manager will determine the effort required to implement the request and provide a recommendation to design, develop, test, and implement the change. If there is not a recommendation to implement the change, then the SEAS Portfolio Manager will provide an alternative recommendation to the AHCA Strategic Domain Lead. Depending on the resulting recommendation, existing processes for authorizing work through task orders, internal Agency work, new procurements, or including the changes as a new project in the MES Portfolio will be used.

SECTION 6   STRATEGIC PROJECT PORTFOLIO MANAGEMENT NEXT STEPS

Following the MES Governance acceptance of this Strategic Project Management Portfolio Management Plan, the following activities will be initiated through full implementation of the MES Portfolio before the end of State Fiscal Year 2018 - 2019. Expanding on the portfolio life cycle described in Section 3, these tactical activities operationalize the plan and provide opportunities to identify changes to improve efficiencies. These activities are to be executed as soon as possible, working with MES Governance for approval when required.

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Initiation, Concept, and Planning											
Requirements Analysis and Design											
Development and Test											
Implementation											

Exhibit 6–1: Next Steps Timeline

6.1   INITIATION, CONCEPT, AND PLANNING (AUG – OCT)

- Upon approval of this Strategic Project Portfolio Management Plan, the Agency and the SEAS Portfolio Manager will collect and populate an inventory of projects. The inventory of projects will include active and potential projects for review, approval, or modification from the MES Technology, Projects, Program, and Strategic Governance Committees. (Aug – Sep)

- The inventory of projects will be recorded and maintained in the PMT. The PMT will be evaluated along with existing processes and tools used by the AHCA Division of Information Technology and other AHCA bureaus. The evaluation will produce recommendations for changes to be approved by the MES Governance. (Sep – Oct)

- Perform Agency capacity planning efforts to understand the resource availability after the MES Portfolio inventory is determined and confirming with the Agency available resources for the projects. (Sep – Oct)

- Perform Agency capability assessment analysis to understand the current and desired capabilities for the Agency regarding components in the MES Portfolio. This will identify Agency strengths and weaknesses regarding capabilities for current and future MES Portfolio components. (Sep – Oct)

- Establish portfolio performance metrics with MES Technology, Projects, Program, and Strategic Governance Committees for reporting the health of the MES Portfolio. (Sep – Dec)

- Diagram, using Business Process Model and Notation, the business processes and sub-processes shown and described in Exhibit 2-1, Section 3, and Section 4 of the Strategic Project Portfolio Management Plan. (Aug)

6.2 REQUIREMENTS ANALYSIS AND DESIGN (SEP – JAN)

- Design and confirm MES Portfolio Roadmap contents and functionality requirements with approval by MES Governance. The MES Portfolio Roadmap will contain approved components within the MES Portfolio initiated through the corresponding MES Governance Committee. (Oct)

- Review with AHCA Division of Information Technology requirements for integration capabilities with the PMT, or other PPM tool, and existing technology configuration management tools. This review and analysis may consider future Application Lifecycle Management needs for the Agency. (Sep – Oct)

- Identify portfolio requirements and designs for integrating workflow, process improvements, and integration capabilities in the MES Projects Repository. (Dec – Jan)

- Design with AHCA Division of Information Technology and MES Governance the process integration points and differentiators for current AHCA Project Governance and projects with projects included in the MES Portfolio. (Dec – Jan)

- Design MES Portfolio risk repository and integration with monthly project portfolio management report and MES Governance expectations. (Jan)

- Design monthly project portfolio management report for performance results of the MES Portfolio. (Oct)

- Design Project Portfolio Management reports and portfolio dashboard to be developed for the MES Portfolio. (Nov – Dec)

6.3 DEVELOPMENT AND TEST (NOV – APR)

- The SEAS Vendor will create the MES Portfolio Roadmap after the inventory of projects and potential projects are included in the MES Portfolio. (Nov)

- Develop PMT integration with AHCA Division of Information Technology existing tools and processes. (Feb - Mar)

- Develop MES Project Repository integration workflow, portfolio risk management, and process improvements for the MES Portfolio. (Mar)

- Update MES Projects Repository Communication Table with MES Governance communication channels to be used for MES Portfolio reporting, recommendations, and decisions. (Nov)

- Develop monthly project portfolio management report, dashboard, and PPM reports. (Feb – Apr)

6.4   IMPLEMENTATION (DEC – MAY)

- Implement MES Portfolio Roadmap (Dec)

- Implement Portfolio Management Tracker (Apr)

- Implement MES Portfolio workflow, risk management, improvements, and MES Governance communication in MES Projects Rep (Apr)

- Implement monthly project management report, dashboard, and initial PPM reports (May)

APPENDIX

MITA BUSINESS PROCESSES

Below is the complete set of the functional area grouping by category with the associated MITA business processes:

AREA	CATEGORY	PROCESS
Business Relationship Management	Standards Management	▪ BR01 Establish Business Relationship ▪ BR02 Manage Business Relationship Communication ▪ BR03 Manage Business Relationship Information ▪ BR04 Terminate Business Relationship
Care Management	Case Management	▪ CM01 Establish Case ▪ CM02 Manage Case Information ▪ CM03 Manage Population Health Outreach ▪ CM04 Manage Registry ▪ CM05 Perform Screening and Assessment ▪ CM06 Manage Treatment Plan and Outcomes
	Authorization Determination	▪ CM07 Authorize Referral ▪ CM08 Authorize Service ▪ CM09 Authorize Treatment Plan
Contractor Management	Contractor Information Management	▪ CO01 Manage Contractor Information ▪ CO04 Inquire Contractor Information
	Contractor Support	▪ CO02 Manage Contractor Communication ▪ CO03 Perform Contractor Outreach ▪ CO09 Manage Contractor Information
	Contract Management	▪ CO05 Produce Solicitation ▪ CO06 Award Contract ▪ CO07 Manage Contract ▪ CO08 Close Out Contract
Eligibility and Enrollment Management	Member Enrollment	▪ EE01 Determine Member Eligibility ▪ EE02 Enroll Member ▪ EE03 Disenroll Member ▪ EE04 Inquire Member Eligibility
	Provider Enrollment	▪ EE05 Determine Provider Eligibility ▪ EE06 Enroll Provider ▪ EE07 Disenroll Provider ▪ EE08 Inquire Provider Information

AREA	CATEGORY	PROCESS
Financial Management	Accounts Receivable Management	▪ FM01 Manage Provider Recoupment ▪ FM02 Manage TPL Recovery ▪ FM03 Manage Estate Recovery ▪ FM04 Manage Drug Rebate ▪ FM05 Manage Cost Settlement ▪ FM06 Manage Accounts Receivable Information ▪ FM07 Manage Accounts Receivable Funds ▪ FM08 Prepare Member Premium Invoice
	Accounts Payable Management	▪ FM09 Manage Contractor Payment ▪ FM10 Manage Member Financial Participation ▪ FM11 Manage Capitation Payment ▪ FM12 Manage Incentive Payment ▪ FM14 Manage Accounts Payable Disbursement ▪ FM15 Manage 1099
	Fiscal Management	▪ FM16 Formulate Budget ▪ FM17 Manage Budget Information ▪ FM18 Manage Fund ▪ FM19 Generate Financial Report
Member Management	Member Information Management	▪ ME01 Manage Member Information (Under Development)
	Member Support	▪ ME02 Manage Applicant and Member Communication (Under Development) ▪ ME03 Perform Population and Member Outreach (Under Development) ▪ ME08 Manage Member Grievance and Appeal (Under Development)
Operations Management	Claims Adjudication	▪ OM04 Submit Electronic Attachment ▪ OM05 Apply Mass Adjustment ▪ OM07 Process Claims ▪ OM20 Calculate Spend-Down Amount ▪ OM29 Process Encounters
	Payment and Reporting	▪ OM14 Generate Remittance Advice ▪ OM18 Inquire Payment Status ▪ OM27 Prepare Provider Payment ▪ OM28 Manage Data
Performance Management	Compliance Management	▪ PE01 Identify Utilization Anomalies ▪ PE02 Establish Compliance Incident ▪ PE03 Manage Compliance Incident Information ▪ PE04 Determine Adverse Action Incident ▪ PE05 Prepare REOMB
Plan Management	Plan Administration	▪ PL01 Develop Agency Goals and Objectives ▪ PL02 Maintain Program Policy ▪ PL03 Maintain State Plan
	Health Plan Administration	▪ PL04 Manage Health Plan Information ▪ PL05 Manage Performance Measures

Area	Category	Process
	Health Benefits Administration	▪ PL06 Manage Health Benefit Information ▪ PL07 Manage Reference Information ▪ PL08 Manage Rate Setting
Provider Management	Provider Information Management	▪ PM01 Manage Provider Information ▪ PM08 Terminate Provider
	Provider Support	▪ PM02 Manage Provider Communication ▪ PM03 Perform Provider Outreach ▪ PM07 Manage Provider Grievance and Appeal

Exhibit A–1: Complete MITA Business Processes

TECHNOLOGY ASSESSMENT CATEGORIES

The table below is the complete set from the PMT showing the alignment of a technical area and related processes:

Area	Category	Process
Interaction Services	Business Intelligence	▪ Ad-Hoc Queries ▪ Analytical Processing ▪ Canned Reports ▪ Dashboards (interactive and static) ▪ Data Mining
	Communication and Collaboration	▪ Application Sharing ▪ Audio/Video Conferencing ▪ Calendar/Schedule ▪ Email ▪ Instant Messaging ▪ Manage and Capture Customer Contact ▪ Push Technology ▪ Targeted Email ▪ Threaded Discussion ▪ Voicemail ▪ Web Conferencing ▪ Social Computing Tools
	Web Content	▪ Content Deployment ▪ Content Integration ▪ Content Subscription ▪ Web Content Management
	Digital Asset Management	▪ Compression ▪ Copyright ▪ Media Plug-ins ▪ Streaming Media

AREA	CATEGORY	PROCESS
	Enterprise Content Management	• Records Management and Retention • Annotation / Redaction / Masking / Comments • Document Recognition • Image Capture • Link Management • Search • Taxonomy • Versions and Check-in/Checkout
	Portals	• Collaboration • Content Aggregation • Customization • Personalization • Portal Administration • Portlet Services • Syndication • User Profiles / User Admin
	Telephony	• IVR • VRU • Call Routing
	Forms	• Paper Base • Fax
	Presentation	• Content Delivery • Conversation State Mgmt. • Form Management • Global Navigation • Help • Mobility / Multi Channel Delivery • Page Template / Layout • Pagination • Presentation Component Library • Printing • Required Fields • Accessibility • UI Controller / Flow Mgmt. • Validation
	Reporting	• Report Scheduling • Report Building • Report Definition • Report Distribution • Report Archive

Area	Category	Process
	User Workflow Services	▪ End User Role Mgmt. ▪ End User Task Routing ▪ Work Queue Management ▪ Workflow State Mgmt. ▪ Task list Management
Application Services	Application Services	▪ Session State Management ▪ Transaction Management
	Batch	▪ Batch Job ▪ Controller ▪ Input/output ▪ Job Monitoring ▪ Job Partitioning ▪ Job Script ▪ Restart / Recovery ▪ Scheduler ▪ Cloud Batch
	Business Services	▪ Common Business Objects ▪ Integration Components ▪ Process Components ▪ Resource Components ▪ GIS Services
	Rules Management	▪ Effective Dating ▪ Platform Integration ▪ Rule Storage ▪ Rule Processing ▪ Rule Configuration
Integration Services	Application Connectivity	▪ Automated Deployment ▪ Direct Data Access ▪ Local Software & Resource Integration ▪ Message Connectivity ▪ Middleware Connectors ▪ Object / Component Access ▪ Packaged Integration ▪ Partner Integration Management
	Business Process Management	▪ Process Routing ▪ Business Transaction Mgmt. ▪ Process Interface/Aggregation ▪ Process State Management ▪ Simulation ▪ Business Activity Auditing

AREA	CATEGORY	PROCESS
	Data Population	- Changed Data Capture - Extract Transform Load (ETL) - Rejected Data Management - Sort / Filter
	Messaging & Routing	- Guaranteed Delivery - Routing - Message Correlation - Message Sequencing - Message Exchange Patterns - Sync and A-sync Messaging
	Transformation and Formatting	- Message Enrichment - Message Validation - Message Parsing & Format - Message Transformation
	Web Service Interaction	- Discovery - Service Registry - Web Service Framework - Service Repository - Message Specification
Common Services	Common Services	- Configuration - Caching - Codes Table Code Decode - Thread Management - Error / Resume Handling - Event Notification - Exceptions - Factory - File Transfer Helper - Life Cycle Management - Localization / Internationalization - Logging & Audit Tracking - Mail Helper - Queuing Helper - Serialization - Service Lookup / Object Finder

AREA	CATEGORY	PROCESS
	Data Access	- Abstraction Capabilities - Data Archiving - Data Access - Data Refresh - XML Object Binding - Indexing - Locking - Metadata Management - Parameterization - Master Data Management
	IT Security	- Data Loss Prevention - Digital Rights Management - Encryption - Non-Repudiation - Basic Authentication/Single Sign-On (SSO) - Multi-Factor Authentication - Enterprise SSO - Federation - Authorization - Identification & Registration - ID Repository - Provisioning - Account Management - Privilege Management - Centralized Log Management - Security Information Event Management - Vulnerability Assessment - Compliance Monitoring - Transport Security - Message Security - Centralized Authentication/Authorization - Web Application Firewall - Custom Code Security - End Point Protection
	Monitoring	- System Monitoring - Message Monitoring - Business Activity Monitoring

Exhibit A–2: Complete Technology Assessment Categories