Agency for Health Care Administration
P-3: FX PROJECT MANAGEMENT TOOLKIT

Integrated Tools and Methods

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TOPICS

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Introduction

The Project Management Toolkit

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Referenced Documents

- Project Management Institute. 2017. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Sixth Edition.

- Project Management Institute. 2017. *The Standard for Program Management*. Fourth Edition.

- Project Management Institute. 2017. *The Standard for Portfolio Management*. Fourth Edition.

- Project Management Institute. 2011. *Practice Standard for Scheduling*. Second Edition.

- Project Management Institute. 2006. *Practice Standard for Work Breakdown Structures*. Second Edition.

- Project Management Institute. 2016. *Benefits Realization Management Framework*.

- The Agency for State Technology (AST) Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 74-1.001 through 74-1.009, Florida Administrative Code (F.A.C.), also available in the Reference Materials folder of the FX Project Repository.

- The AST Florida Cybersecurity Standards described in Florida Administrative Rule 74-2.001 through 74-2.006, F.A.C., as listed in the Technology Standards Reference Guide.

- The AST Information Technology Architecture Standards for Identity Management described in Florida Administrative Rule 74-5.001 through 74-5.003, F.A.C., as listed in the Technology Standards Reference Guide.

- AST's *Tips for Effective Schedule Development and Maintenance*.

- CMS MITA Framework.

- SEAS Contract MED-191 including all amendments to the Contract, and subsequent SEAS Task Orders.

- The Invitation to Negotiate (ITN) 001-16/157, Strategic Enterprise Advisory Services (SEAS).

- FX Project Management Standards: SEAS Contract Deliverable No. P-2 version 100, available on the FX Projects Repository.

- FX Design and Implementation Management Standards: SEAS Contract Deliverable No. T-7, available on the FX Project Repository.

- Medicaid Enterprise Certification Management Plan: SEAS Contract Deliverable No. P-4, available on the FX Projects Repository.

- FX Strategic Project Portfolio Management Plan: SEAS Contract Deliverable No. S-4, available on the FX Projects Repository.

- FX Governance Plan: SEAS Contract Deliverable No. S-1, available on the FX Projects Repository.

- The draft FX Enterprise Project Management Office (EPMO) Charter and Program Management Plan, available on the FX Projects Repository.

- The draft FX Organizational Change Management (OCM) Plan, available on the FX Projects Repository.

- FX EPMO Task Estimation Guidance, available on the FX Projects Repository. All initial Agency approved documents are stored and archived in the FX Projects Repository as final drafts with a version 100 according to the Document Management processes documented later in this version or in the Project Management Plan template.

Uses for this Guide

- Orient project teams to standard project management approach
- Help navigate the Florida Health Care Connection (FX) organization
- Reference guide for the tools and templates, project teams will use throughout the FX Project Life Cycle (FXPLC)

Goals of the Toolkit

- Educate FX Project Teams to the standards required of all FX Projects
- Introduce FX Project Teams to the processes, tools, and templates complementing the standards
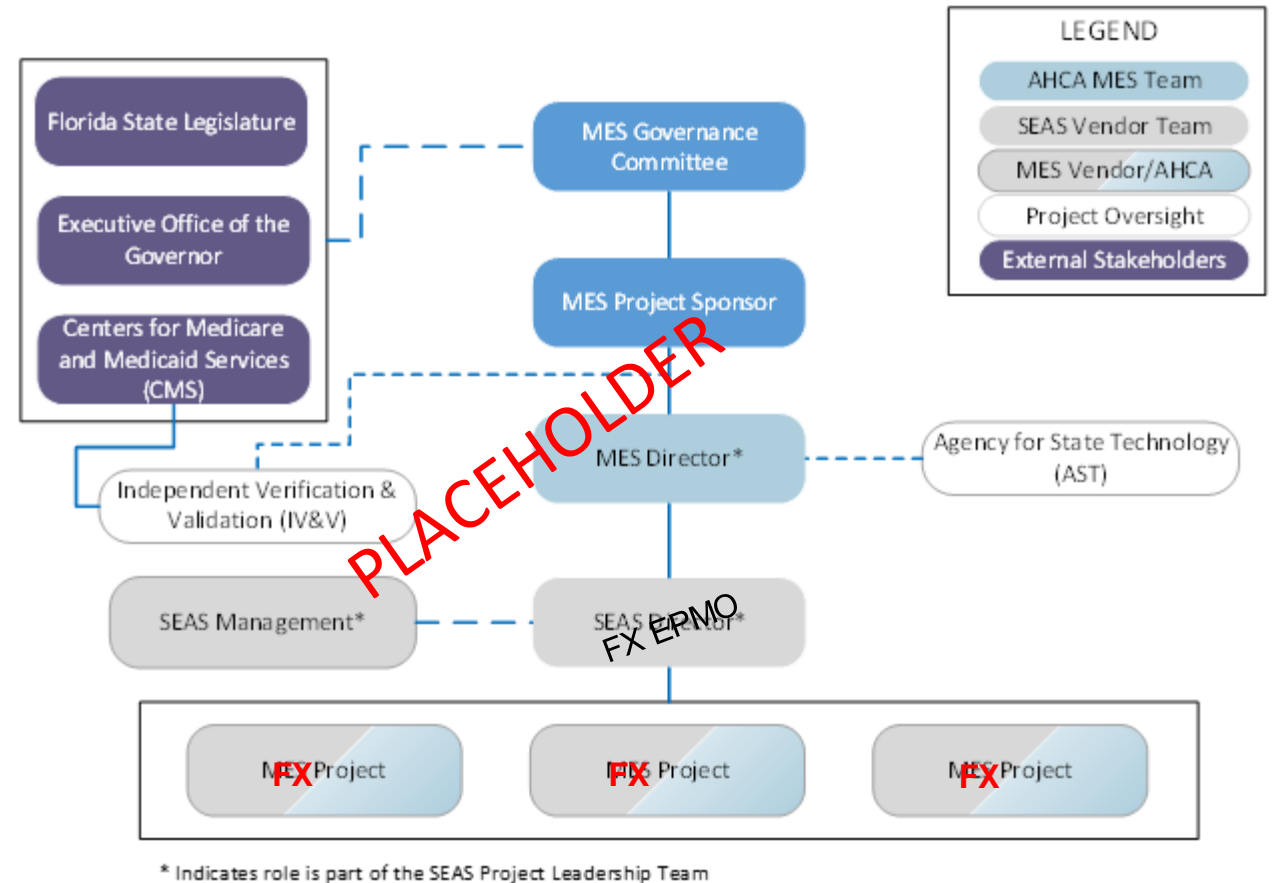- Enhance FX Project Team's efforts toward a successful outcome

Organization

Navigating the FX Organization

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Compliance Structure

- FX Project Teams adhere to standard compliance requirements
  - FX EPMO – Define project management practices and processes to ensure all FX Projects are executed in a predictable and uniform method
  - CMS – Standard reviews and audits assessed on the Agency for system certification and to receive federal matching funds.
  - AST – State administrative rules for management and oversight of IT projects.
    - Chapter 74-1, F.A.C. Florida Information Technology Project Management and Oversight Standards

* Indicates role is part of the SEAS Project Leadership Team

FX Governance Structure and Associated FX Groups

FX Portfolio

FX Enterprise PMO
Operational Project Decision Needs Referred in from FX Project Teams Across the Agency

Refer needs into Governance

Secretary or her designee makes all final decisions
Secretary

Refer Recommendations to the Secretary

Executive Governance

Refer Recommendations to Executive Governance

Program Governance

FX Tech

Governance may refer complex issues to workgroups for further analysis and recommendations

FX Data

Workgroups

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FX Organization

- Florida Health Care Connections Organization encapsulates everything that is affected by the transformation of Medicaid service delivery
- FX Projects are:
  - authorized by Governance through FX Portfolio
  - directed by FX EPMO
  - managed by Contract Management
- FX Project Teams also are influenced by Agency Stakeholders and External Agency Stakeholders such as providers, recipients, and third party service providers

Approach

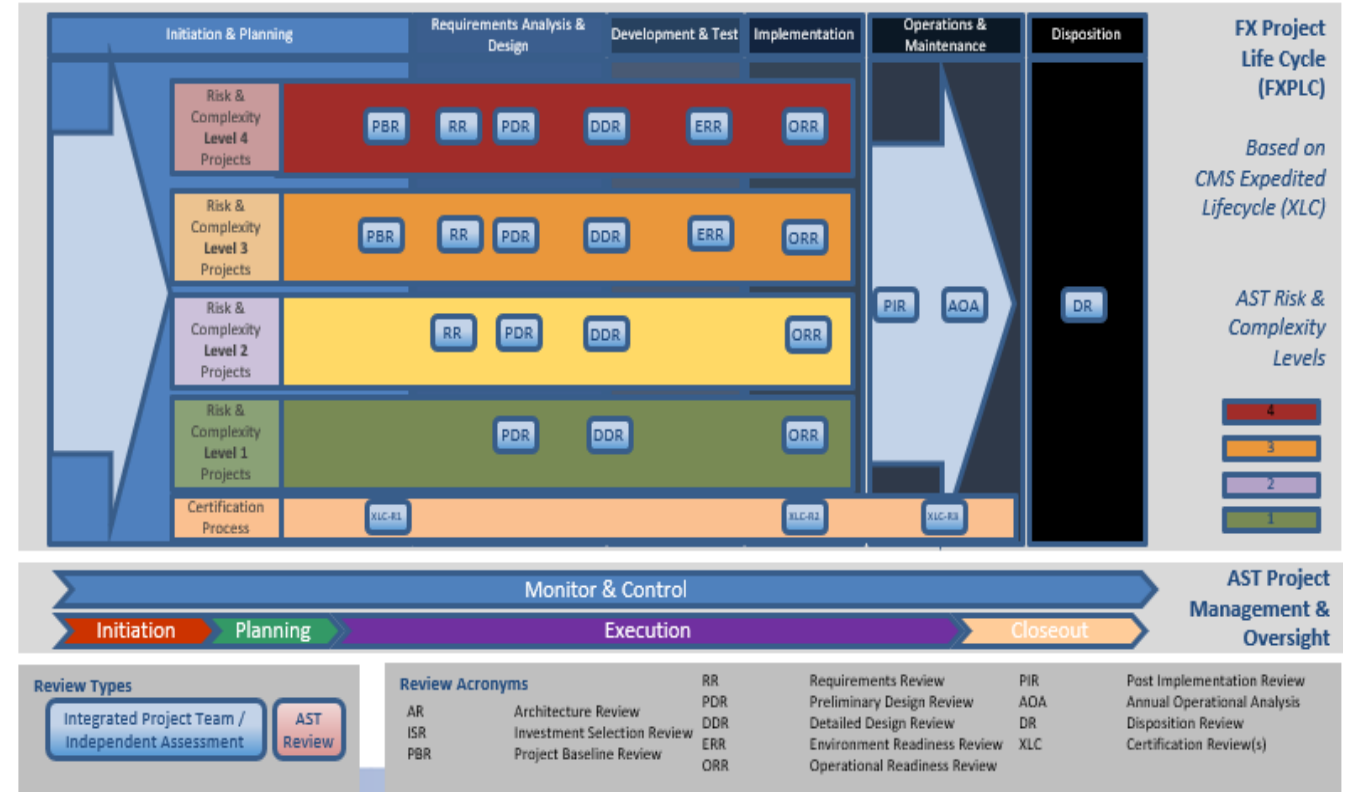Florida Health Care Connections (FX) Project Management Approach

FX Project Management Standards

- Project Management Institute (PMI) and PMBOK version 6
- AHCA's current IT Systems Implementation Standards
- Agency for State Technology (AST), Chapter 74-1, F.A.C. Florida Information Technology Project Management and Oversight Standards
- Center for Medicare and Medicaid Services, eXpedited Life Cycle (XLC)
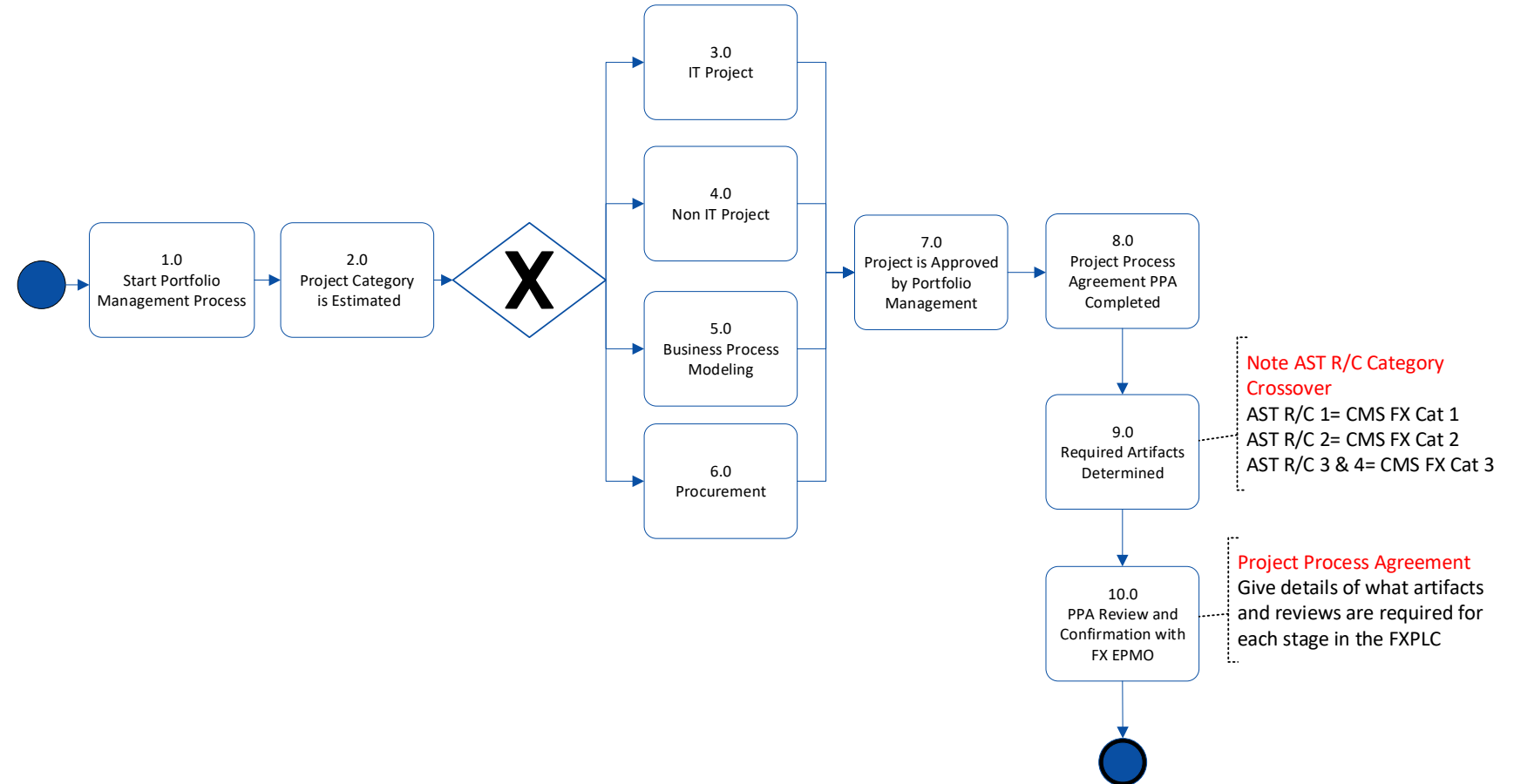
FX Project Life Cycle (FXPLC)

- FX Project Life Cycle (FXPLC) is a project life cycle based on the CMS eXpedited Life Cycle (XLC) and customized for use by FX Projects
- The AST risk and complexity levels and CMS XLC sizing were mapped to identify required artifacts and reviews

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Decision Tree

The Decision Tree shows how to use project type and project category to complete the Project Process Agreement (PPA) to identify required project artifacts


```
●──▶ 1.0            ──▶ 2.0              ──▶ X ──▶ 3.0                ──▶ 7.0                ──▶ 8.0
     Start Portfolio       Project Category              IT Project           Project is Approved        Project Process
     Management Process    is Estimated                                       by Portfolio               Agreement PPA
                                                         4.0                  Management                 Completed
                                                         Non IT Project
                                                                                                         9.0
                                                         5.0                                             Required Artifacts
                                                         Business Process                                Determined
                                                         Modeling
                                                                                                         10.0
                                                         6.0                                             PPA Review and
                                                         Procurement                                     Confirmation with
                                                                                                         FX EPMO  ──▶ ◉
```

Note AST R/C Category Crossover
AST R/C 1= CMS FX Cat 1
AST R/C 2= CMS FX Cat 2
AST R/C 3 & 4= CMS FX Cat 3

Project Process Agreement
Give details of what artifacts and reviews are required for each stage in the FXPLC

Project Process Agreements

- Adapted from XLC methodology

- Cornerstone of project requirements

- Artifacts / Tools / Templates / Reviews

- FX purposed to fit any size and type of project

PROJECT PROCESS AGREEMENT -- ARTIFACTS						
Project Name					*Directions: Enter Information into green cells*	
Project Description					*Review artifacts list & details in column A-D. Add any project defir*	
Release					*Record agreement for the project's initial release in column E and*	
Life Cycle ID					*Provide justifications for Waive or Combine in column G.*	
Complexity Level						

A #	B ARTIFACT	C Domain	D ARTIFACT DEFINITION	E FLORIDA HEALTH CONNECTIONS PROJECT PROJECT AGREEMENT	F AUTHOR (specific for Project)	G JUSTIFICATION and/or NOTES
1	IT Intake Request Form	Systems Development	Collect basic new project information from a Business Owner	Provide (New)	Column1	
2	Enterprise Architecture Analysis Artifacts	Systems Development	Consists of models, diagrams, tables, and narrative, which show the proposed solution's integration into CMS operations from both a logical and technical perspective.	Provide (New)		
3	Business Case	Systems Development	Describes the basic aspects of the proposed IT project; why, what, when, and how.	Provide (New)		
4	Requirements Document	Systems Development	Identifies the business and technical capabilities and constraints of the IT project.	Provide (New)		
5	High-Level Technical Design	Systems Development	Conceptual functions and stakeholder interactions	Provide (New)		
6	Section 508 Product Assessment Package	Systems Development	Provides information regarding compliance with required accessibility standards.	Provide (New)		
7	Acquisition Strategy	Project Management	The overall objective of an Acquisition Strategy is to document and inform stakeholders about how acquisitions will be planned, executed, and managed throughout the life of a project or investment.	Provide (New)		
8	Project Process Agreement	Project Management	Authorizes and documents the justifications for using, not using, or combining specific stage gate reviews and the selection of specific work products.	Provide (New)		
9	Project Charter	Project Management	Authorizes the existence of a project and provides the authority to proceed and apply organizational resources.	Provide (New)		
10	Information Security Risk Assessment	Security	Contains a list of threats and vulnerabilities, an evaluation of current security controls, their resulting risk levels, and any recommended safeguards to reduce risk exposure.	Provide (New)		
11	System Security Plan	Security	Documents the system's security level and describes managerial, technical and operational security controls.	Provide (New)		
12	Privacy Impact Assessment	Security	Ensures no collection, storage, access, use or dissemination of identifiable respondent information that is not both needed and permitted.	Provide (New)		
13	Logical Data Model	Systems Development	Represents CMS data within the scope of a system development project and shows the specific entities, attributes, and relationships involved in a business function's view of information	Provide (New)		

... **FXPLC PPA - Artifacts** | FXPLC PPA - Stage Gates | FXPLC PPA - Testing Functi ... ⊕ ⋮

*FX PPA Template found on the FX Projects Repository

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FX Project Repository

- All FX Project-related documentation, deliverables, work products, and supporting documentation shall be stored on the FX Project Repository (FXPR)
- Primary objective for the FXPR structure is to enable all project team members to access project documentation
- The FXPR was designed with the end-user in mind to promote:
  - Ease of access
  - Ease of navigation
  - Ease of finding information
  - Improved user experience with customized views / templates

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FX Project Artifacts

The PPA identifies the required project artifacts based on project type and risk and complexity. Templates for most artifacts can be found on the FXPR. Examples listed below.

CRAIDL Logs
- Change Log
- Risk Log
- Action Item Log
- Issue Log
- Decision Log
- Lessons Learned Log

Template Folder
- DED Template
- Deliverable Template
- Project Meeting Agenda Template
- Schedule Release Notes Template
- BPMN Template

List
- Artifact List
- Meeting Log
- Inventory of Systems
- Project Glossary
- Technology Standards Reference Guide

FX Project Process

Identifying, Defining, Combining, and Coordinating Activities to Deliver FX projects

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FX Project Processes

- Standard PMI processes adopted to deliver standardized FX Projects
- Defined and developed processes within 12 focus areas across five phases
- Each process has a corresponding template or log
- Refer to the FX Project Management Standards for more details

Focus Area	Initiating Process Group	Planning Process Group	Executing Process Group	Monitor and Controlling Process Group	Closing Process Group
Project Management	• Project Site • PPA • Project Charter	• Project Management Plan	• Manage Project		• Project Close Out Report
Scope Management		• Plan Scope Management • WBS Breakdown		• Control Scope	
Schedule Management		• Plan Schedule Management • Develop Schedule		• Control Schedule	
CRAIDL Management		• Plan Change Management • Plan Risk Management • Plan Action Item Management • Plan Issue Management • Plan Decision Management • Plan Lessons Learned Management • Identify Risk • Validate and Assess Risk		• Control Change • Control Risk • Control Action Items • Control Issues • Control Decisions • Control Lessons Learned	• Disposition remaining Items • Lessons Learned Summary
Communication Management		• Plan Communication Management	• Manage organizational engagement communications	• Weekly Status Reporting • Monthly Status Reporting	
Stakeholder Management	• Preliminary Stakeholder Assessment (Charter)	• Plan Stakeholder Management	• Manage organizational changes impacting Stakeholders		
Performance Management		• Plan Performance Management		• Monitor Performance • Report Performance	
Document Management		• Plan Document Management • Identify Deliverables and Milestones	• Manage Artifacts • Approve Artifacts		• Archive Project Artifacts
Quality Management		• Plan Quality Management	• Review Deliverables/ Artifacts • Manage Requirements		
Benefits Realization Management		• Plan Benefits Realization Management		• Monitor Benefits Realization • Report Benefits Realization	
Cost Management		• Plan Cost Management • Estimate Cost and Confirm Budget		• Monitor Actual vs Budgeted Cost (monthly)	
Resource Management		• Plan Resource Management	• Manage Team		• Release Resources

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Initiation Phase

The FX Project Team confirms stakeholders' expectations and objectives, and demonstrates understanding of scope, size, and complexity of the endeavor

- **Project Categorization** – Pre-Charter Risk and Complexity tabs of AST R&C Assessment
- **PPA** – Select project type and risk and complexity category to identify required artifacts and reviews; confirm adherence
- **Preliminary FX Project Stakeholder Assessment** – Use FX Stakeholder Analysis to identify key stakeholder groups and subject matter experts
- **Project Charter** - With the list of required artifacts confirmed, the FX Project Manager guides the FX Project Team in drafting the Project Charter using inputs from the FX Portfolio (e.g. business case, assessments) and other organizational assets

Planning Phase

Project management processes are detailed in the Project Management Plan (PMP). The PMP explains the planning, execution, monitoring, controlling, and close out of projects.

- **Project Management Plan** - The PMP template details the subsidiary plans required for project execution, the processes the FX Project Team will follow, and integration points with the FX EPMO, FX Governance, FX Portfolio, and the OCM Services Team.

- **Schedule Development and Management** - The PMP defines the development and management of the project schedule for the duration of the project. This includes creation of a Work Breakdown Structure (WBS) to confirm scope and as an input to developing the project schedule. In addition to identifying and scheduling activities, FX Project Teams will plan the baseline and ongoing review of schedules, managing to the baseline, handling variances, and performance reporting.

- **Identify and Assess Risk** – The FX Project Management Standards and the PMP template define a standard process for identifying, assessing, and managing risks.

Execution Phase

The activities performed to complete the work defined in the project schedule and PMP. The focus of the FXPLC processes within this stage is to coordinate project resources and stakeholder engagement necessary to satisfy project requirements.

This phase also includes subphases for completing specific scope packages, e.g., requirements analysis, development, testing, etc. (Refer to other FX Standards)

- **Quality Management** - FX Project Teams should plan and document Quality Assurance processes to maintain compliance with the FX Project Management Standards.
- **Stakeholder Management** - The intent of Project Stakeholder Management is to identify individuals or groups who could impact the project or be impacted by the project, and to develop appropriate strategies for effectively interacting with them. Stakeholder management activities may be performed in close collaboration with the OCM Services Team.
- **Communication Management** - Communications Management entails all the recommended communications to support an FX Project, e.g., status meetings, status reports, working meetings, document reviews.
- **Team management** – Team Management is the process of assessing team performance and individual efforts, providing feedback, removing obstacles, minimizing change, and maintaining a cohesive team throughout the project.

Monitoring and Controlling

The Monitoring and Controlling Process Group consists of actions by the FX Project Team to track, review, and control project progress.

- **Monitor Scope** - FX Project Teams control project scope by monitoring the status of the project and managing changes to the scope baseline.
- **Monitor Schedule** - Schedule monitoring and reporting activities must also accurately identify and report when forecasted completion dates differ from baseline dates and whether schedule variances will affect downstream work.
- **Monitor CRAIDL** – The process of managing changes, risks, action items, issues, decisions, and lessons learned to communicate to stakeholders the information needed to make accurate and timely decisions.
- **Performance Metrics and Reporting** - The FX EPMO uses performance measures to monitor the progress FX Project Teams are making toward the completion of project milestones and assessing trends in project performance.

Close Out

The purpose of the project close out stage is to formally finalize all project activity.

- **Lessons Learned Summary** - The FX Project Manager will conduct a Lessons Learned review session and complete a Lessons Learned summary.

- **Disposition of Project Documentation** - At this stage of the FX Project, the FX Project Manager works with the FX EPMO to review project documents for completeness and archiving according to the document management plan.

- **Project Close-Out Summary** - Finally, the project manager documents and submits the sponsor-approved Project Close Out Report to the FX EPMO

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Questions?