

MNsure Board Meeting

Deloitte Overview: Deliverables #4 and #5

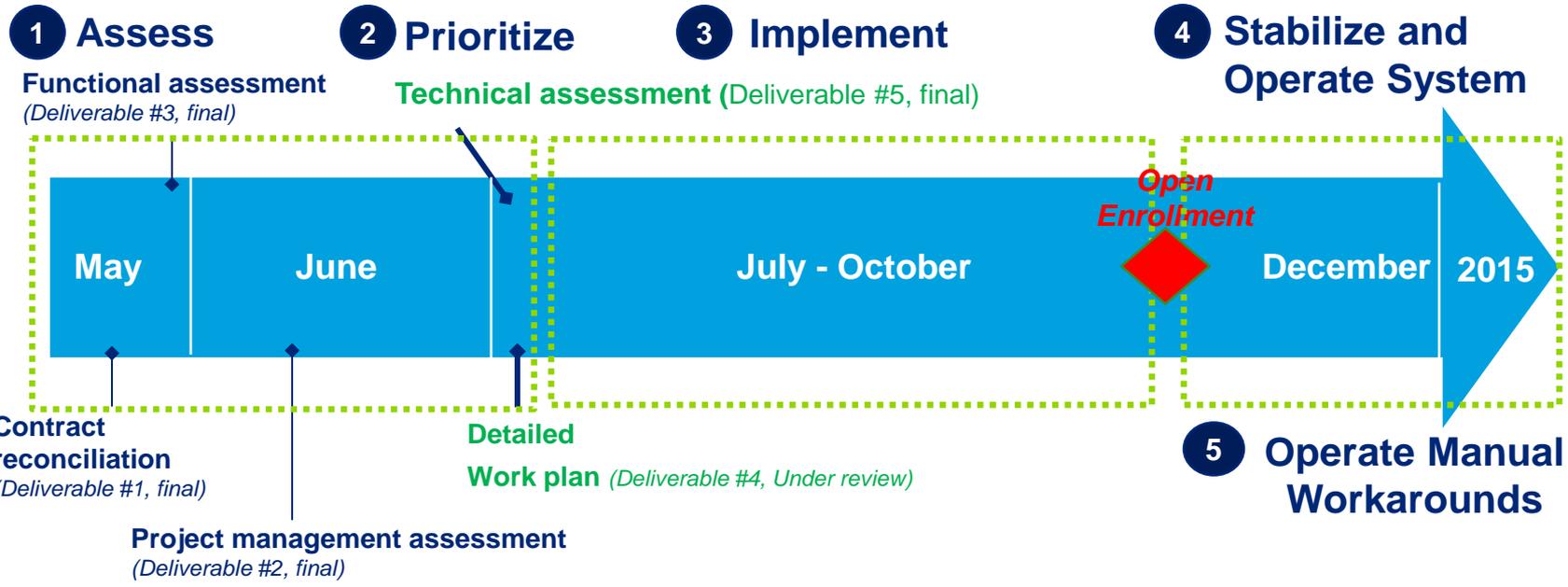
July 16, 2014

Overview of MNsure Program Roadmap

Existing:



New:



Deloitte Deliverable #4 Update

Deloitte Deliverable #4 – Application Project Work Plan

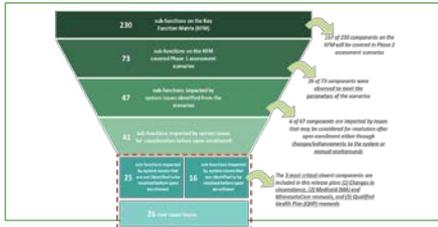
- ❑ This Deliverable was submitted to the State on July 11th 2014 and is presently undergoing review.
- ❑ Development of the work plan is not a linear process. Through a series of extensive work sessions with the State and vendors – and guided by the State’s functionality prioritization – we confirmed scope and assumptions, reviewed existing plans and balanced them against the States’ and vendors’ Level of Effort (LOE) estimates, preliminary manual processing timelines, technology milestones, and key dependencies.
- ❑ While efforts to improve the MNsure system continue daily, this work plan captures the shift in focus and resources towards the delivery of new functionality for the November 2104 open enrollment cycle.

Deloitte Deliverable #4 – Accelerated Application Project Work Plan

Work plan development is an iterative process.....

Phase 1 Functional Assessment sub-functions to be resolved before open enrollment

Interviews, level of effort, resource constraints, manual processes, technology, dependencies, and State/vendor rationalization



Working sessions to validate scope, level of effort, and timing balanced with dependencies and risk assessment

Application Project Work Plan: *Initial*

Task	Name	Type	Work	Duration	Start	Finish
0	Milestone Phase II		Fixed Duration 55,553.8 hrs	455.33 days	Tue 4/1/14	Tue 12/29/15
1	External Dependencies Placeholder		Fixed Duration 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
2	Time Travel		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
3	Produce PROO with Time Travel		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
4	Issuing Notices (Architecture)		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
5	System of Record Enrollment		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
6	Batch Jobs		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
7	Project Management Placeholder		Fixed Duration 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
8	Status Reporting		Fixed Duration 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
14	Project Management Office		Fixed Duration 18 hrs	10 days	Tue 4/1/14	Mon 4/14/14
14	Inception		Fixed Duration 18 hrs	10 days	Tue 4/1/14	Mon 4/14/14
15	Inception phase start		Fixed Work 0 hrs	0 days	Tue 4/1/14	Tue 4/1/14
16	Requirements		Fixed Duration 48 hrs	10 days	Tue 4/1/14	Mon 4/14/14
20	Testing		Fixed Duration 40 hrs	9 days	Tue 4/1/14	Fri 4/11/14
30	Inception phase complete		Fixed Work 0 hrs	0 days	Fri 4/11/14	Fri 4/11/14
37	Elaboration		Fixed Duration 24,027.8 hrs	387 days	Tue 4/1/14	Wed 9/23/15
38	Elaboration phase start		Fixed Work 0 hrs	0 days	Fri 4/11/14	Fri 4/11/14
39	Research As a Business Processes		Fixed Duration 3,894 hrs	328 days	Fri 4/11/14	Wed 7/16/15
100	Define Business Requirements		Fixed Duration 11,487.3 hrs	330 days	Fri 4/11/14	Fri 9/14/15
175	Produce Software Requirements Specification (SRS)		Fixed Duration 40 hrs	9 days	Mon 5/12/14	Thu 5/22/14
187	Develop Solution Designs		Fixed Duration 8,330.5 hrs	358 days	Fri 5/9/14	Wed 9/23/15
200	Produce Solution Design Specification		Fixed Duration 40 hrs	9 days	Mon 5/12/14	Thu 5/22/14
206	Technology		Fixed Duration 16 hrs	2 days	Fri 5/23/14	Mon 5/26/14
271	Organizational Change Management		Fixed Duration 0 hrs	9 days	Tue 4/1/14	Fri 4/11/14
304	Develop Test Plans		Fixed Duration 240 hrs	144.5 days	Tue 4/1/14	Mon 10/20/14
320	Elaboration phase complete		Fixed Work 0 hrs	0 days	Mon 5/26/14	Mon 5/26/14
331	Construction		Fixed Duration 22,539 hrs	464.5 days	Tue 4/1/14	Mon 12/28/15

Application Project Work Plan: *Accelerated - July 11, 2014*

Task	Name	Type	Work	Duration	Start	Finish
0	Milestone Phase II		Fixed Duration 55,553.8 hrs	455.33 days	Tue 4/1/14	Tue 12/29/15
1	External Dependencies Placeholder		Fixed Duration 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
2	Time Travel		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
3	Produce PROO with Time Travel		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
4	Issuing Notices (Architecture)		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
5	System of Record Enrollment		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
6	Batch Jobs		Fixed Work 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
7	Project Management Placeholder		Fixed Duration 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
8	Status Reporting		Fixed Duration 0 hrs	1 day	Tue 4/1/14	Tue 4/1/14
14	Project Management Office		Fixed Duration 18 hrs	10 days	Tue 4/1/14	Mon 4/14/14
14	Inception		Fixed Duration 18 hrs	10 days	Tue 4/1/14	Mon 4/14/14
15	Inception phase start		Fixed Work 0 hrs	0 days	Tue 4/1/14	Tue 4/1/14
16	Requirements		Fixed Duration 48 hrs	10 days	Tue 4/1/14	Mon 4/14/14
20	Testing		Fixed Duration 40 hrs	9 days	Tue 4/1/14	Fri 4/11/14
30	Inception phase complete		Fixed Work 0 hrs	0 days	Fri 4/11/14	Fri 4/11/14
37	Elaboration		Fixed Duration 24,027.8 hrs	387 days	Tue 4/1/14	Wed 9/23/15
38	Elaboration phase start		Fixed Work 0 hrs	0 days	Fri 4/11/14	Fri 4/11/14
39	Research As a Business Processes		Fixed Duration 3,894 hrs	328 days	Fri 4/11/14	Wed 7/16/15
100	Define Business Requirements		Fixed Duration 11,487.3 hrs	330 days	Fri 4/1/14	Fri 9/14/15
175	Produce Software Requirements Specification (SRS)		Fixed Duration 40 hrs	9 days	Mon 5/12/14	Thu 5/22/14
187	Develop Solution Design		Fixed Duration 8,330.5 hrs	358 days	Fri 5/9/14	Wed 9/23/15
200	Produce Solution Design Specification		Fixed Duration 40 hrs	9 days	Mon 5/12/14	Thu 5/22/14
206	Technology		Fixed Duration 16 hrs	2 days	Fri 5/23/14	Mon 5/26/14
271	Organizational Change Management		Fixed Duration 0 hrs	9 days	Tue 4/1/14	Fri 4/11/14
304	Develop Test Plans		Fixed Duration 240 hrs	144.5 days	Tue 4/1/14	Mon 10/20/14
320	Elaboration phase complete		Fixed Work 0 hrs	0 days	Mon 5/26/14	Mon 5/26/14
331	Construction		Fixed Duration 22,539 hrs	464.5 days	Tue 4/1/14	Mon 12/29/15

Deloitte Deliverable #5

Deloitte Deliverable #5 – An Overview

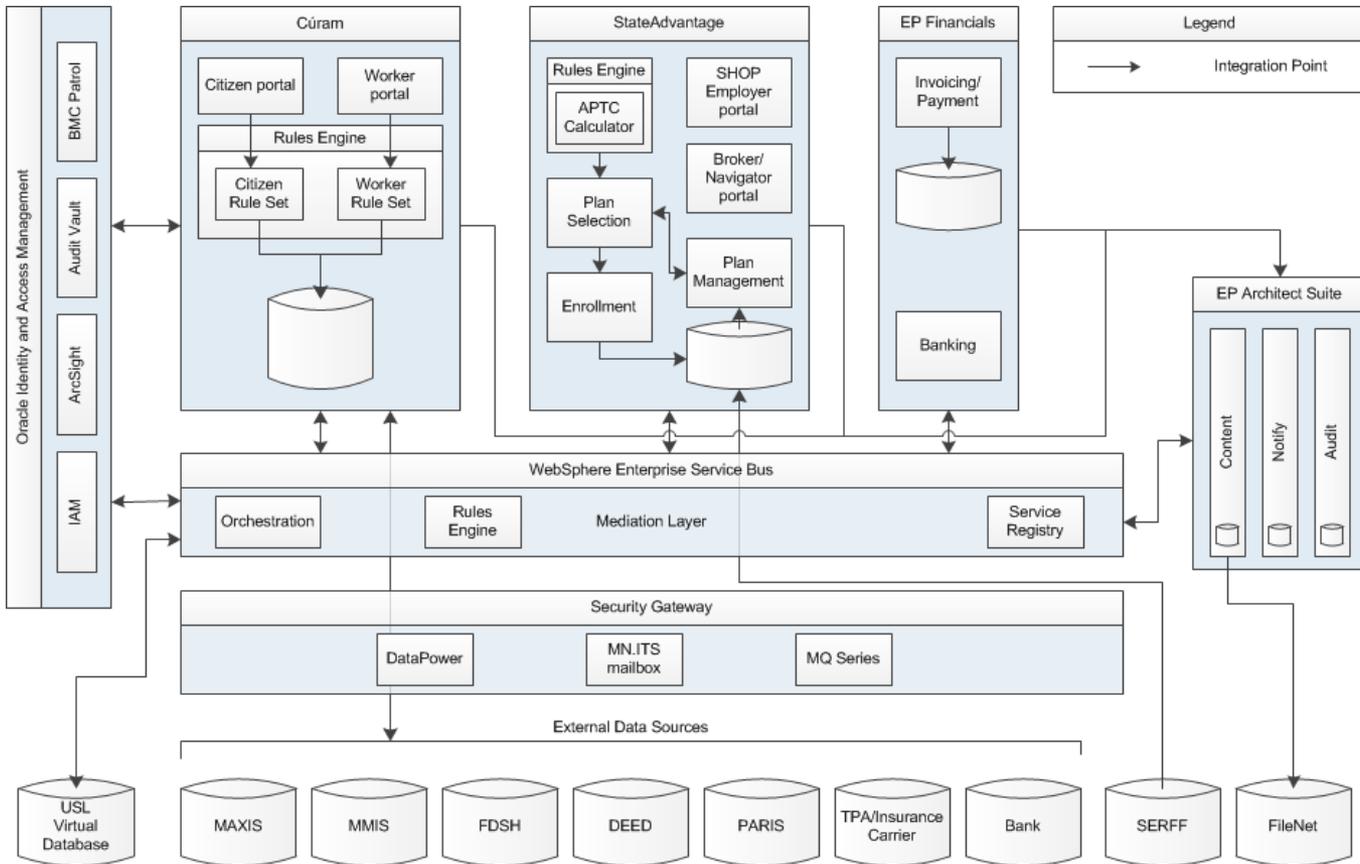
An assessment of the existing product suite and system architecture based on system maintainability, scalability, the upgrade path, usability, and privacy and security

- This deliverable comments on (1) the State’s ability to make and incorporate needed changes to the system, (2) whether the system has sufficient “horsepower” to meet the likely demands placed on it in the upcoming enrollment cycle, (3) whether the custom designs of the four vendor products will be an impediment to implementation, (4) the State’s ability to achieve its business imperative of providing an excellent consumer experience, and (5) the prevalence of security issues that could put customers or the State at risk.
- Several aspects of the MNsure system architecture are contemporary and consistent with industry practices. The system’s foundation, however, centers on the integration of four unique and independent Commercial Off-The-Shelf (COTS) products. Each of these COTS products has been customized to meet the State’s requirements.
- Collectively, this creates a complex systems environment that requires all four products and their related underpinnings to be coordinated and in harmony for both new development and ongoing maintenance purposes. The data architecture is especially complex, with multiple databases (but no single recognized system of record), requiring significant effort just to maintain data integrity.
- While the complexity of the system might be mitigated in the short-term with remedies such as increased staffing levels, long-term maintenance may be more difficult and costly.

Deloitte Deliverable #5 – An Overview *(continued)*

- The COTS product vendors do not anticipate any major or unique implementation impediments to their planned upgrades (which the State is dependent on for November 2014 open enrollment) due to the customization of their products. The State needs to plan for adequate testing and integration time and effort to mitigate inherent risks underlying the upgrade pathway.
- The State’s goal of providing users of the system with a good and common customer experience (“look and feel”) is complicated by the fact that each COTS product presents its own interface to the user. Practically, from a user’s perspective, this is similar to visiting multiple websites, each with different styles and processing interaction. This can create confusion, make navigation more challenging, and result in an inefficient and disrupted application process.
- From a hardware perspective, the system appears to have adequate “horsepower” to scale to meet near-term processing demands; however, from a software perspective, optimization efforts may be needed to improve system performance for open enrollment. Load and performance testing will also need to be performed across all COTS products to support 2015 and 2016 open enrollment periods .
- From a security and privacy perspective, the State has been very focused on its compliance efforts and no major issues or risks were identified. *(Please note: to protect the State’s security interests and consistent with industry practice, the Security Section details within this document have been redacted.)*

MNsure IT System – Reference map of key challenges



Key Points

- Multiple COTS products
- Multiple user interfaces
- Multiple database objects; system of record not established
- Multiple integration points
- Spikes in interface error rates
- Multiple rules engines
- Complex Citizen portal and Worker portal integration
- Limited monitoring of performance and system exceptions

Observations on progress

Action is underway, illustrated by the following sample of activities:

- Prioritization of functionality (the “must-haves” necessary to support open enrollment)
- Initiation of a new governance model
- Mobilization of project management processes
- Focus on fixing critical bugs to improve the quality of the current MNsure system
- Investing *now* in the development of manual processes and the training of staff - *before* open enrollment
- Getting ahead of the curve and testing *before* things are put into production

Q&A