

Department of Health Care Services CA-MMIS Scope Management Plan

Version 5.06



Table of Contents

Preface	iv
Revision History	iv
Configuration of This Document	v
1. Introduction	1
1.1 Approach	2
1.2 Objectives	3
2. Scope Management Process	4
2.1 Define and Document Project Scope	4
2.1.1 Gather and Analyze Data	5
2.1.2 Create and Update Work Breakdown Structure	5
2.1.3 Create/Update Other Scope Artifacts	8
2.2 Monitor Project Scope	11
2.3 Control Project Scope	12
2.4 Verify Project Scope	13
2.4.1 Definition of Done	14
3. Roles and Tools	16
3.1 Roles and Responsibilities	16
3.2 Training	18
3.3 Tools	18
4. Quality Assurance	19
4.1 Milestones	19
4.2 Verification Steps	19
5. Definitions	20
6. Risk and Mitigation Strategies	23
7. Process Changes	24
7.1 Business Changes	24
7.2 Technical Changes	24
Appendices	25
A. Referenced Documents	25
B. CA-MMIS FI Contract WBS	27

List of Tables

Table 1: WBS Elements and Definitions.....	6
Table 2: Change Types.....	12
Table 3: Roles and Responsibilities	16
Table 4: Tools	18
Table 5: Verification Steps	19
Table 6: Acronyms and Definitions.....	20
Table 7: Referenced Documents.....	25
Table 8: CA-MMIS Contract WBS Descriptions	28

List of Figures

Figure 1: Epic Tree Levels and Hierarchical Function	15
Figure 2: CA-MMIS Contract WBS	27

Preface

Revision History

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Configuration of This Document

This document is under configuration management and is subject to the conditions and processes described in the *Documentation Configuration SOP*. See the *Configuration Items (CI) List* in the CA-MMIS SharePoint site for details.

1. Introduction

The Department of Health Care Services (DHCS) has contracted with Xerox State Healthcare, LLC (Xerox) to deliver the California Medicaid Management Information System (CA-MMIS) contract. The Enterprise Project Management Office (EPMO) has been established to implement a Project Management Methodology (PMM) for the CA-MMIS contract (as described in the *Project Management Plan Overview*). As part of the PMM, the EPMO Team implements and maintains Project Management processes and tools to allow Xerox to effectively manage project staff and activities across the CA-MMIS contract phases.

The purpose of the *Scope Management Plan* is to detail the structured and repeatable process that is used to define, monitor, control, and verify the scope of the work components identified in the *CA-MMIS Fiscal Intermediary (FI) Contract WBS* (Appendix B).

Topics discussed in this plan include:

- Section 1 – Approach and Objectives
- Section 2 – Scope Management Process, which includes defining, monitoring, controlling, and verifying project scope
- Section 3 – Roles and Responsibilities, along with the training needed and tools used
- Section 4 – Quality assurance, along with milestones and verification steps
- Section 5 – Definitions
- Section 6 – Risk and Mitigation Strategies
- Section 7 – Process Changes: Business Changes and Technical Changes
- Section 8 - Appendices

The target audience for the *Scope Management Plan* includes CA-MMIS Project Managers and DHCS staff. The *Scope Management Plan* is intended to serve as a management tool that describes the scope management processes and tools necessary to execute the scope management process. It is not intended as a training tool to teach project staff the management skills necessary to manage this process.

The methodology used in this plan closely follows the *Project Management Body of Knowledge (PMBOK® Guide)* – Fifth Edition by describing how the project scope is defined, monitored, controlled, and verified, and how the Work Breakdown Structure (WBS) is created and defined and maps to Capability Maturity Model® Integration (CMMI) Level 2, as well adheres to the Institute of Electrical & Electronics Engineers (IEEE) 1058-1998 Standard for Software Management Plans.

The PMM is comprised of a group of plans, processes, procedures, and tools used to effectively and efficiently manage projects. Key relationships between the various plans and processes support execution of project tasks and activities in a structured and repeatable manner. The *Scope Management Plan* is one of the components of the PMM and as such, maintains integral support relations with other project management processes.

The *Scope Management Plan* is closely integrated with other PM Processes, including Change Control Management, Communication Management, Deliverable Management, Document Management, Governance Management, Quality Management, Requirements Management, and Time (Schedule) Management. This integration is an important aspect of managing and controlling scope.

- **Change Control Management:** This process is used control scope and changes to scope.
- **Communication Management:** This process is used to communicate issues and weekly progress on the scope of specific deliverables, work activities, and elements identified in the WBS
- **Deliverable Management:** This process defines the naming conventions for deliverable IDs which are also used in the naming conventions for deliverable-related WBS elements. This plan also defines the delivery process used to submit deliverables to DHCS and receive formal acceptance and approval from DHCS which is a means for verifying scope.
- **Document Management:** This process assists the user in the management of templates stored on SharePoint as well as provides guidance on version control, naming convention, formatting, and the structure of CA-MMIS documentation.
- **Governance Management:** The governing entities defined in this process meet to discuss project progress and activities
- **Quality Management:** The verification process includes confirming that each deliverable is reviewed prior to submission to DHCS
- **Requirements Management:** Requirements are used as a source of input in defining project and product scope
- **Time (Schedule) Management:** The WBS is used as a structure in which to build, revise and refine, the schedules for each set of work

1.1 Approach

The approach used for scope management is based on the *PMBOK Guide® –Fifth Edition*, as an aspect of project integration management. This plan provides guidance on how project scope will be defined, monitored, controlled, verified and how the WBS will be created and defined.

Each team member has the responsibility of identifying and understanding the scope of the CA-MMIS contract as stated in the *Request for Proposal (RFP)* and confirmed and elaborated upon in the Contract. This is accomplished through various avenues including, but not limited to, Project Planning and Release Planning Sessions for SR. Communication of changes to Scope are executed via the Change Process. Project commitments are managed according to the scope management processes defined in Section 2 of this document.

The CA-MMIS FI Contract WBS (Appendix B) demonstrates the high-level branches of the CA-MMIS Contract. The WBS for each high-level branch is developed independently at various phases of the contract using the numbering represented in the *CA-MMIS FI Contract WBS (Appendix B)*. For example, the WBS coding schema created for EPMD begins at 2.0; System Replacement begins at 6.0; etc. Each component of work identified in the *CA-MMIS FI Contract WBS* is further decomposed in the WBS to define scope.

1.2 Objectives

The objectives of the *Scope Management Plan* are as follows:

1. Provide a process for defining project and product scope
2. Provide guidelines for developing the WBS using enterprise standard format
3. Provide an understanding of how the WBS feeds other scope-related artifacts (e.g., project schedules, SR project Roadmap, SR Scope Definition Documents (SDDs), and the SR VersionOne tool)
4. Provide processes to monitor unauthorized changes to scope, also known as 'scope creep'¹,
5. Provide a process to control modifications to the scope of work
6. Provide a process for verifying scope completion

¹ Scope creep is a term which refers to the incremental expansion of the scope of a project, which may include and introduce more requirements that may not have been a part of the initial planning of the project.

2. Scope Management Process

The implementation of a solid scope management process enables the project to stay within budget and schedule while meeting contractual commitments. The guidelines set forth below provide a structured approach to developing the WBS and other scope-related artifacts, monitoring, controlling, and verifying scope, and communicating issues and weekly progress on the scope of the work components identified in the WBS.

As noted previously in Section 1.1, the approach used for scope management is based upon the PMBOK® as an aspect of project integration management. The scope management process uses the WBS to define the scope of the project as a hierarchy of work components and work elements, structure project schedules and other artifacts, and establish a baseline for determining if subsequent changes in work impact the defined and approved scope of work. Change control management processes are used to approve changes in scope.

The overall Scope Management process incorporates the following sub-processes, each further defined in the ensuing sections of this document:

1. Define and Document Project Scope
2. Monitor Project Scope
3. Control Project Scope
4. Verify Project Scope

As part of the continuous process improvement and lessons learned standards of practice, adjustments may be made to the scope management process and/or specific metrics being reported based on mutual agreement between DHCS and Xerox.

2.1 Define and Document Project Scope

The Scope Management Process begins with defining and documenting the total scope of the project. “Defining scope is the process of developing a detailed description of the specific project and products.”² This is accomplished by the following activities:

1. Gather and Analyze Data
2. Create/Update the Work Breakdown Structure
3. Create/Update Other Scope-Related Artifacts

² PMBOK® Guide – Ch 5 Project Scope Management
Scope Management Plan

- a. Project Schedules
- b. Project Roadmap (SR only)
- c. Scope Definition Document (SR only)
- d. Product Backlog (SR only)

2.1.1 Gather and Analyze Data

Relevant information necessary to define the scope of the project is identified and reviewed. Inputs to defining scope include, but are not limited to, the following:

- Project Commitments – includes the requirements from the Conformed Request for Proposal (CRFP), Narrative Technical Proposal (NTP), approved Change Requests (CRs), and Implementations Advanced Planning Documents (IAPD).
- Project Documentation – methodologies such as Agile Software Development Approach (ASDA), PMM, Advance Planning Documents (APD), Project Plans, the Master Product List (MPL), workgroup charters and Project Management Plans (PMPs)
- Project Environment – awareness of the technical, political, and administrative trends within the CA-MMIS environment to include Federal and State requirements, industry best practices, and statutes and regulations.

Project Managers identify and analyze the deliverables and related work elements specified in the requirements and other inputs. These are then organized and documented in a WBS that becomes part of the *CA-MMIS Contract WBS* (Appendix B).

2.1.2 Create and Update Work Breakdown Structure

The PMBOK® definition of creating the WBS is “the process of subdividing project deliverables and project work into smaller, more manageable components. The WBS is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables, with each descending level of the WBS representing an increasingly in-depth definition of the project work. The WBS organizes and defines the total scope of the project, and represents the work specified in the current approved project scope statement.”³ The WBS is formally documented as the *CA-MMIS FI Contract WBS* with separate, more detailed WBS structures defined for each high level branch, such as System Replacement. The work components identified in the *CA-MMIS FI Contract WBS* encompass the entire CA-MMIS contract.

The WBS for each high level branch of the *CA-MMIS FI Contract WBS* is developed independently during various phases of the contract using the numbering defined in the *CA-MMIS FI Contract WBS*. For example, the WBS coding schema created for EP MO begins at 2.0; System Replacement begins at 6.0; etc. Each high level branch of the *CA-MMIS FI Contract WBS* would then be elaborated upon by the Project Manager with lower level WBS components to form a hierarchy of work to be performed. EP MO owns the *CA-MMIS FI Contract WBS* and makes changes as needed based on approved Change Requests.

³ PMBOK Guide – Ch 5 Project Scope Management

A WBS logically takes the form of a tree with the “trunk” at the top and the “branches” below. The primary requirement or objective is shown at the top (trunk), with increasingly specific details shown within the branches. Each descending level of the *WBS* represents an increasingly thorough description of the work elements, work products, and deliverables. Defining the lowest level items, or “leaves,” is referred to as decomposition.


In general, the lowest level items of the WBS define a work package which is a tangible component of scope. Examples of work packages include deliverables, operational artifacts, work products, and services. There is no need to further decompose a work package into the tasks and activities necessary to deliver the work package; this is a scheduling activity and is too much detail for a WBS.

For the System Replacement Project, the WBS is defined using the structure of the Medi-Cal Business Processes as defined in the State Self-Assessment. The Medi-Cal Business Processes are aligned with the federal Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) Framework. CMS requires the use of the MITA Framework to guide the development of state Medicaid systems and to qualify for enhanced federal funding. By organizing the System Replacement WBS using the Medi-Cal Business Processes, the project adheres to the use of the MITA Framework, specifically the MITA Business Architecture. The use of the Medi-Cal Business Processes in structuring the WBS provides a business perspective of the work to be performed while supporting the requirements of CMS.

The System Replacement Project WBS is structured using the MITA Business Architecture and Coordinated Support. The focus is on the delivery of the Medi-Cal Business Processes as identified in the contract. This means that the Scope of the project is segmented into two major areas that make up the scope of SR; the Medi-Cal Business Process Implementation and Coordinated Support, which includes service for each area as well as deliverables, work products, attestations and support tasks. Each of the business processes are listed in the WBS and the System Replacement Roadmap (SR Roadmap). The SR Roadmap provides a high-level representation of the SR project scope broken down by Medi-Cal Business Processes impacted by the SR Project. This allows alignment of the project scope between the WBS and the SR Roadmap.

Once the Project Manager has decomposed each work element to the appropriate level, each branch and leaf is documented in the WBS by means of Microsoft (MS) Project using the following minimum requirements of the WBS elements, defined in Table 1, below:

Table 1: WBS Elements and Definitions

Fields within the WBS	Definition	Examples
Notes	The Notes column is identified with the symbol  . This column is used to provide a brief narrative description of the WBS Element. The Narrative Description is required for a WBS Element Type identified as a WBS Element. The Narrative Description is optional for Deliverables, Operational Artifacts, Services and Work Products.	
CAMMIS WBS ID	The <i>WBS</i> is numbered sequentially to identify the hierarchical structure of the work components. The CAMMIS WBS ID column displays this numbering structure that is eventually used in the CAMMIS WBS ID column in the schedule to denote tasks that support the WBS element	1 1.1 1.1.1

Fields within the WBS	Definition	Examples
Name	The Name column provides a descriptive Name of the WBS element	System Replacement Project EPMO
WBS Element Type	<p>The WBS Element Type column identifies the definable components of the work component. Listed below are the acceptable 'types'.</p> <p>Deliverable</p> <ul style="list-style-type: none"> • Formal Deliverable • Expedited Deliverable • Attestation Deliverable <p>Work Product</p> <p>Business Component</p> <p>Service</p> <p>Notes:</p> <p>Service – A service represents work to be performed that is of an intangible nature. An example might be 'claims processing'.</p> <p>For definitions of the various types of deliverables and work products, please refer to the <i>Deliverables Management Plan</i>.</p>	<p>Deliverable:</p> <p>Master Data Conversion and Clean Up Plan</p> <p>General System Design (GSD)</p> <p>Logical Data Model</p> <p>Business Comp:</p> <p>Care Management-Establish Case</p> <p>Service:</p> <p>Architecture Support</p>
Schedule Name	The Schedule Name column identifies the schedule that will ultimately house the tasks to support this WBS element	SRP_REL CSO_PMO
MPL ID	The Master Product List (MPL) was developed for use by System Replacement. The MPL ID identifies the products that are produced by the SRP.	MPL ID number

It is recommended that Project Managers schedule meetings at various checkpoints (determined by the Project Manager) to collaborate with DHCS and Xerox representatives to verify the WBS is within scope boundaries and meets DHCS and Xerox expectations. The EPMO Scope Analyst should also be included in these meetings to verify the guidelines set forth in the *Scope Management Plan* are being used in the WBS creation process.

The *CA-MMIS Contract WBS* is a configured document, and therefore uses the Change Control Management (CCM) process for initial approvals of decomposed sections. The *Document Configuration Management SOP* and the *Change Control Management Plan* provide details of this procedure. Once a decomposed section of the WBS is approved by DHCS, the EPMO Scope Analyst consolidates the approved (baselined) WBS into the *Master WBS* stored in the WBS Library located on the CA-MMIS SharePoint site. The new *Master WBS* then becomes the *Baseline*⁴ WBS and further changes may occur only through the CCM process.

The *Master WBS* provides a consolidated view of each baselined WBS in one "living document", meaning the *Master WBS* grows with each approved component WBS.

⁴ Baseline - a known state by which something is measured or compared

2.1.3 Create/Update Other Scope Artifacts

In addition to the WBS, the following documents and tools are used to track, report, or otherwise illustrate project scope. The structure of each should be modeled after the WBS for consistency. Some of these are produced only for the System Replacement (SR) project.

- Project Schedules
- System Replacement Roadmap
- System Replacement Scope Definition Document
- System Replacement Product Backlog

2.1.3.1 Project Schedules

Once a component section of the WBS is created and approved, one or more project schedules are created to track completion of the work tasks required to produce and deliver the elements outlined in the WBS. Each schedule follows the same structural outline as the WBS, but further decomposes each element into activities and milestones, indicating start and finish dates and, if applicable, resources required to complete the identified activities. See the *Time (Schedule) Management Plan* and related SOPs for further instructions on creation of project schedules.

2.1.3.2 System Replacement Roadmap

The SR Roadmap is prepared by the CA-MMIS Division in collaboration with DHCS Program Division leadership and the DHCS Director's office to define the scope of the releases implemented as part of the SR Project. This effort considers the overall project objectives and the business value to be achieved through the implementation of a series of releases over the life of the project.

The SR Roadmap provides a high-level representation of the SR project scope broken down by Medi-Cal Business Processes impacted by the SR Project. These Medi-Cal Business Processes are also used to structure the WBS. This allows alignment of the project scope between the WBS and the SR Roadmap. In addition, the use of the MITA Business Architecture in structuring the WBS and SR Roadmap provides a business perspective of the work to be performed while supporting the requirements of the federal CMS and the use of the MITA Framework.

Collectively the Business Processes define the scope of the functionality to be provided by the SR Project solution when fully implemented. Each Business Process is further divided into "Business Components" which represent the functional pieces of that process that are delivered during a particular project release. The Business Components are allocated to releases based on business need, business value, stakeholder impacts, and technical considerations and dependencies. This allocation is performed during what is known as Release Planning. Release Planning is an ongoing activity that is done at the beginning of each release, when teams understand the high-level *CA-MMIS System Replacement Roadmap* and *Scope Definition Document* concepts and visions.

The initial allocation across releases is followed by more specific planning and business process impact analysis for each release prior to starting that release. This specific planning effort results in an SR SDD for the release and an updated CA-MMIS SR Roadmap reflecting any necessary modifications resulting from the planning effort.

The SR Roadmap provides the high level definition of project scope in terms of the Business Processes to be supported by the CA-MMIS HE solution. The SR Roadmap guides the project work to be performed and should remain synchronized with the SR WBS, SR SDD, and SR schedules, such that when scope is added, removed, or re-sequenced within the project, the SR Roadmap gets updated accordingly.

The SR Roadmap is a configured document, and therefore any updates must be approved by the CCM process. The *CA-MMIS System Replacement Roadmap* and the *Scope Definition Document* are the responsibility of the Management Teams and the DHCS Business Product Owners, with support from the Xerox Technical Product Owners.

2.1.3.3 System Replacement Scope Definition Document

The SR SDD is a document prepared to define the vision and expectations for a CA-MMIS release in terms of the Medi-Cal Business Processes that are to be supported by system functionality implemented in the release. The SDD is a detailed, iteratively-developed document that provides a description of the work to be completed during each release of the SR project, along with the related outputs (deliverables, work products, etc.). The SDD also includes the expectations for Coordinated Support work to be performed in support of the development and deployment of the release.

The SDD is an elaboration and refinement of the scope of work for a release identified as Business Process Components in the *CA-MMIS SR Roadmap*. A separate SDD is prepared for each release depicted on the SR Roadmap. Each SDD is directly aligned with the SR Roadmap to provide continuity and clarity to the vision and scope represented in the roadmap. Creation and use of the SDD is described in the *Scope Definition Document SOP*. The SDD should follow the same outline as the SR WBS, but provide much more detail about the functionality to be provided within each business process component delivered with each release.

The SDD is initially created during the Vision and Strategy phase of the Agile Software Development Methodology (ASDM) Software Development Life Cycle (SDLC) by a cross-functional team established for the purpose of developing the SDD. The SDD team includes business owner representatives, system architects, business analysts, and system analysts. The SDD is used during the Product Planning phase to guide and scope requirements. The SDD is updated to reflect the elaborations and refinements resulting from the analysis performed by the various project teams; such as Concept Teams and Coordinated Support Teams as they perform their solution analysis and create and groom the Product Backlog for the release.

As part of the SDD development, CA-MMIS requirements are reviewed to determine business functionality and other products produced and implemented for the release. This effort includes a review and mapping of HE Transfer System use cases to the Business Process Components identified in the SR Roadmap. A Business Process Component identifies the portion of the Medi-Cal Business Process that is supported by the functionality implemented in the major release.

The initial SDD for each release is baselined when the executive management and the Executive Leadership Council (ELC) have approved the initial SDD and the CR for the SDD has been approved to establish the documents as configured items as outlined in the *Scope Definition Document SOP*. Any changes to the SDD follow the process outlined in the *Documentation Configuration SOP*.

The SDD continues to be monitored and maintained throughout the life of the project to communicate and guide the scope of each release. As more details naturally become

known during the course of release execution, the SDD will be updated. These planned updates do not necessarily represent changes in scope, but rather just elaboration of scope already defined. Consequently, updates to the SDD may not necessitate corresponding updates to the WBS or SR Roadmap. Conversely, though, any scope changes that cause updates to the WBS and SR Roadmap require a corresponding update to the SDD.

At the end of the release, the current approved SDD is used as the basis for validation of the results of the work performed and the products created for the release. This validation compares actual results to the expectations reflected in the SDD and supports the assessment of contractual obligations related to the development and implementation of the release. This validation is further explained in the *Scope Definition Document SOP*. Information to validate the implemented release and the coordinated support products includes the Operational Readiness Review checklists, release notes, approved Document Transmittal and Approval (DTA) forms, the MPL, approved change requests, key decisions, and the Requirements Traceability Matrix (RTM).

The SR SDD is a configured document, and therefore any updates must be approved by the CCM process. The SDD is owned and maintained by the Xerox Release Lead in collaboration with the DHCS Release Lead.

2.1.3.4 System Replacement Product Backlog

The System Replacement Product Backlog is the organized set of work packages that are completed and delivered by the SR Project. These work packages are initially identified as part of the development of the WBS and refinement of the SR Roadmap components. The work packages are organized using the WBS and SR Roadmap structures and further refined during Product Planning activities.

The Product Planning activities elaborate and refine the product scope as defined in the SR Roadmap and SDD. The activities define the work packages that will be completed and implemented as part of a release. These work packages become Functional and Coordinated Support stories and epics that are created and maintained in the VersionOne Agile Management tool. Product Planning activities are initially performed at the beginning of each release and are analyzed by Business Processes and requirements.

The Product backlog maintained in VersionOne consists of the Component Epics and Stories developed from the work packages. After features have been identified and Stories have been written, sized (Story points applied), prioritized, and added to the Product Backlog by the Concept Teams, along with associated required documentation, they are considered “groomed”. The selection and execution of groomed Stories is planned for upcoming sprints based on business value, technical needs, and team capacity. Stories and the business functionality they represent are executed within a single sprint and result in potentially shippable working code that supports the business functionality. Product Planning and the grooming of the Product Backlog continue to occur throughout the release as stories are executed and results are accepted. Changes to the Product Backlog may include Stories returned to the Backlog and incomplete Stories created for business functionality, change requests, technical debt, and changes in business needs and priorities. The content and prioritization of the Product Backlog is the responsibility of the DHCS Business Product Owners with the support of the Xerox Technical Product Owners. It is prioritized to guide the teams to build the most important features first.

VersionOne is an application tool used by the SR project to further define and track completion of the primary SR scope of work. While the SR schedules contain tasks

representing the SR project scope, VersionOne is only meant to contain the core development and testing work.

2.2 Monitor Project Scope

Once the *WBS* is baselined, each element has a WBS ID. When Project Managers build their schedules, they map each schedule task to the WBS ID it is supporting. This is performed in MS Project using the *CA-MMIS WBS ID* column. The *CA-MMIS WBS ID* is an enterprise field that can only be added once the schedule is uploaded to the CA-MMIS Project Server.

Throughout the course of a project, Project Managers may find the need to add tasks to their schedules, either to add detail to, or elaborate, higher level tasks that have already been defined, or to add work that was previously not included in the schedule. Each new task must have a corresponding CA-MMIS WBS ID assigned in order to assure it is within the current defined scope of the project. The EPMO Scope Analyst reviews the baselined schedules weekly to monitor for potential unauthorized changes to scope by identifying tasks in the schedule where there is no associated baselined WBS ID. The Scope Analyst produces a Scope Variance Report that shows schedule tasks with missing or invalid CA-MMIS WBS IDs. The Scope Analyst works jointly with the schedule owners to resolve the missing *CA-MMIS WBS ID*. If it is determined there is no valid mapping of the baseline *WBS* to the schedule task, this may be a candidate for a CR.

The Scope Analyst also monitors the project schedules to ensure each element of scope defined in the WBS has at least one associated schedule task representing its completion. A report can be generated indicating which CA-MMIS WBS elements have no representative tasks in any of the project schedules.

For the System Replacement Project, the approved SR Roadmap and SDDs are used to provide the scope, objectives, and context for the development of the system solution for the release and for coordinated support work to be performed. As the development and support work is performed, possible changes to the SR Roadmap and SDD are identified. As changes are identified, a draft of the updated SDD should be prepared to reflect those changes. The creation and review of the draft SDD also includes participation by business owners or their representatives. Once the updated draft SDD is completed, reviewed, and agreed to by the business owners, a change request is prepared and submitted through the change control management process to secure approval for the updated SDD.

If updates are made to the SR Roadmap or SR SDD, they may or may not result from a change in scope. For example, if a decision is made to move a business process component from one release to another, this is merely a change in timing of execution, not in overall project scope. This change would be reflected in the SR Roadmap, the SR SDDs for the impacted releases, and the SR project schedule. But the SR WBS would likely not need to be updated. During the process of drafting a change request, the group will conduct analysis to determine impacts. This may include, but is not limited to impacts related to technical constraints, architecture, business impacts, and impacts to internal/external stakeholders as outlined in the CCM process. However, each time one of these documents goes through a change via the CCM process, the changes are reviewed by the Scope Analyst to assure affected project documents and artifacts are identified and updated accordingly.

Since work, in the form of Epics and Stories, is continually being added to VersionOne, there needs to be a method to validate that the stories and epics being added can trace back to the SR WBS (to prevent scope creep). This is accomplished by viewing change

reports in VersionOne and identifying the impacted Epics. Stories associated to an epic would be considered part of that WBS element. The EPMO Scope Analyst can use this report from VersionOne similar to the Scope Variance Report to detect VersionOne stories and epics with missing or invalid CA-MMIS WBS IDs assigned in the schedule. It is important that the stories and epics be examined by the EPMO Scope Analyst to assure new epics are part of an existing WBS element or are a new WBS element.

When these are discovered, the Scope Analyst works with the appropriate Scrum Master to correct the data in VersionOne or, if applicable, create a CR to approve the newly identified scope. Since changes to the SR Roadmap and SDD require CRs, most of the scope changes should be identified in a CR that is being or has been submitted. Creating a new CR should be rare due to the EPMO Scope Analyst review.

2.3 Control Project Scope

In general, Project Managers need the latitude to manage their teams effectively and may need to make subtle changes to the schedules in regard to start and end dates, duration, and staffing levels. Additionally, work packages that were not originally accounted for in the *WBS* may be identified. If during the course of making routine updates it is determined that a schedule update will result in impacts to the *baselined WBS*, a CR must be initiated. Whenever a CR to update the WBS is created, the responsible Project Manager and Scope Analyst work together to determine what other scope-related documents may also need updating. The *Change Control Management Plan* describes the steps used to initiate, review, and approve a CR. Scope Change is anything that is considered to change the agreed scope and objectives of the project to accommodate a need not originally defined to be part of the project. It is important to remember that scope changes require an approved CR.

Table 2 describes the two common types of changes that the SR project may accrue, the action required, and the affected artifacts based on the change.

Table 2: Change Types

Type of Change	Action Required	Affected Scope Artifacts
Moving Business Components to different Releases	A CR is needed when moving business components from one release to another, as the movement changes the scope of a release. The CR should ask for and justify the change, including identified impacts associated with the change. The CR should indicate that the change in scope is reflected in documents or applications that are affected. Updated copies of each of the affected documents, if available, should be included with the CR.	SR Roadmap Release SDD SR Project Schedule VersionOne Epics

Type of Change	Action Required	Affected Scope Artifacts
Adding or Removing Business Components	<p>If existing business components are to be removed from the SR Roadmap or if new components are expected to be added, an updated draft of the WBS should accompany any CR to change project scope. The CR should ask for and justify the change, including identified impacts associated with the change.</p> <p>Before updating some of the other affected documents or applications to accompany the CR it is recommended to wait until the CR is approved. A change in scope may affect existing Product backlog items. An assessment of the changes requested by the CRs may result in deleting or modifying existing backlog items or the addition of new backlog items.</p>	SR Roadmap Release SDD SR Project Schedule VersionOne Epics SR WBS Product Backlog

Once the CR and updated *WBS* are approved, the responsible Project Manager notifies the EPMO Scope Analyst of the approval and sends a copy of the approved updated *WBS* to the EPMO Scope Analyst. The EPMO Scope Analyst uploads the updated version of the *WBS* to the *WBS Library* and consolidates the changes into the *Master WBS* stored in the *WBS Library* located in the CA-MMIS SharePoint site.

If applicable, changes to the affected project schedule(s) are then applied by the responsible Project Manager per the procedures defined within the *Time (Schedule) Management Plan*.

Modifications to the *WBS* are communicated to DHCS by the Project Manager through the weekly progress reporting process. See the *Communications Management Plan* for details.

2.4 Verify Project Scope

The *PMBOK®* defines verification as the “process of formalizing acceptance of the completed project activities. Verifying scope includes reviewing deliverables with the customer or sponsor to warrant they are completed satisfactorily and obtaining formal acceptance of the deliverables by the customer or sponsor.”⁵

The *Deliverables Management Plan* and *Quality Management Plan* define the process and procedures for submission, review, and approval of project deliverables, as well as procedures for obtaining agreement on project work products. These processes and procedures help assure the project outputs meet project requirements within the defined scope of work.

For the SR project, the same procedures for the review and approval of project deliverables are used. In addition, the SR project uses the acceptance of completed Stories as a verification process for work products, working code, and other services created by the execution of the stories. In addition, the SDD is the basis for the validation of the implemented release by the CA-MMIS Project Management Office.

⁵ PMBOK Guide – Ch 5 Project Scope Management
Scope Management Plan

The SDD is designed to facilitate tracing the scope of the release that was implemented back to the scope defined in the last approved SDD. The structure and content of the SDD is designed to provide a definition of the vision and expectations of the release when implemented. During the development of the release the SDD is updated to reflect the agreed upon changes to the original vision and expectations. As such, the last approved SDD provides the baseline against which the actual release content can be compared and evaluated.

The validation of the implemented release involves comparing each Business Process Component and its subcomponents and epics within the scope of the release to the actual functionality implemented in the release for those corresponding components. This validation does not test the accuracy or completeness of the functionality implemented, but it does account for whether or not the scope represented by the components and subcomponents was implemented and is available for use.

For coordinated support work, the products (deliverables and work products) identified in the SDD to be produced are compared to the actual products produced in the release. The validation does not assess the accuracy or completeness of the products, but it does account for whether or not the products were produced as part of the release effort.

Information to validate the implemented release and the coordinated support products includes Operational Readiness Review checklists, release notes, approved DTA forms, the MPL, approved change requests, key decisions, the Release SDD and the RTM. Please refer to the *Release Validation SOP* for detailed information pertaining to release validation.

2.4.1 Definition of Done

In Agile, the “definition of done” is a key concept used to determine when a piece of work (Story, Epic, and Release) is finished and its resulting functionality or Scope of the project is accepted. The definition of done is applied to all levels of work from Releases to Epics to Stories.

The following sections describe the general criteria for determining when the work performed for a Story, a Business Process or Coordinated Support Epic, or a Release is completed and accepted as done. Please refer to the *Scope Definition Document SOP* and the *Agile Software Development Approach (ASDA)* for detailed acceptance criteria of “definition of done” for each of these types of work.

2.4.1.1 Definition of Done for a Story

At the most granular level, a business feature or functionality to be delivered is defined as a Story. The Story describes the business need to be met and the tasks to be performed to complete the work. A Story is considered done when the Story tasks have been completed and the Story results are accepted by the appropriate Business Product Owner, with support from the Technical Product Owner. The *Agile User Stories – Creation and Use SOP* explains how to write stories, acceptance criteria, and who is responsible for the story acceptance criteria. The *Scope Definition Document SOP* and the *Agile Software Development Approach (ASDA)* outline the detailed criteria and “definition of done” for a story.

2.4.1.2 Definition of Done for Business Process or Coordinated Support Epic

After the Stories within an Epic are completed and accepted as done, the Epic is reviewed for acceptance. Each Business Process and Coordinated Support Epic is

considered “done” when the Epic is completed and accepted by the appropriate Business Product Owner, with support from the Technical Product Owner as outlined in the *Scope Definition Document SOP* and the *Agile Software Development Approach (ASDA)*.

2.4.1.3 Definition of Done for the Release

A Release is considered “done” when the Business Process Epics and the Coordinated Support Epics identified are completed and accepted by the DHCS Release Lead and the Xerox Release Manager as outlined in the approved SDD for a particular release. The acceptance criteria for the Release to be considered done are outlined in the *Scope Definition Document SOP* and the *Agile Software Development Approach (ASDA)*.

Figure 1 below depicts the hierarchy of functional stories and epics into the Epic Tree levels defined for the CA-MMIS SRP and the definition of done for each of those levels.

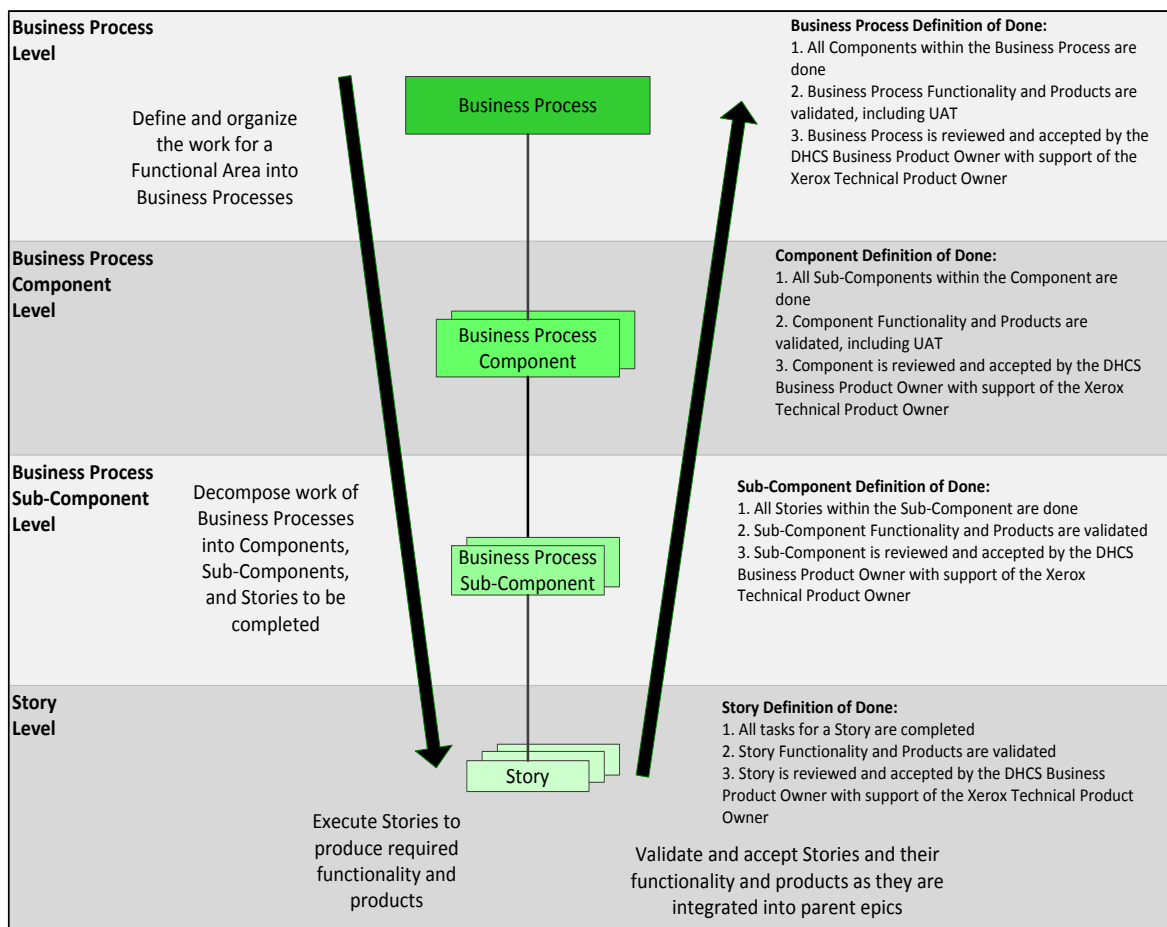


Figure 1: Epic Tree Levels and Hierarchical Function

3. Roles and Tools

This section identifies the roles, responsibilities, tools, and training necessary to execute the Scope Management process.

3.1 Roles and Responsibilities

Table 3 identifies the roles and responsibilities necessary to support the Scope Management process.

Table 3: Roles and Responsibilities

Role	Responsibility and Actions
Project Managers, or their designees	<ul style="list-style-type: none">Follow scope management process in creating the <i>WBS</i> according to the guidelines documented in the <i>Scope Management Plan</i>Prepare <i>DXD</i>, if needed, for the preparation of the <i>WBS</i> according to the steps documented in the <i>Deliverables Management Plan</i>Conduct meetings and walkthroughs of the <i>WBS</i> with the EPMD Scope Analyst, DHCS and Xerox representatives, as appropriate, to verify the <i>WBS</i> is within scope boundaries and meets DHCS and Xerox expectationsConduct walkthroughs of the <i>WBS DXD</i> with the EPMD Scope Analyst, DHCS and Xerox representatives, EPMD, and Quality Management Organization (QMO) for quality management review according to the steps documented in the <i>Deliverables Management Plan</i> and <i>Quality Management Plan</i>Submit the <i>WBS</i> to PMO and QMO for review prior to formal submission for approval by DHCS. The steps are documented in the <i>Deliverables Management Plan</i> and <i>Quality Management Plan</i>Conduct walkthroughs of the deliverables identified in the <i>WBS</i>, as appropriate, with DHCS and Xerox to verify deliverables are within scope boundaries and meet DHCS and Xerox expectations.Submit deliverables identified in the <i>WBS</i> to QMO for review prior to formal submission for approval by DHCS. The steps are documented in the <i>Deliverables Management Plan</i> and <i>Quality Management Plan</i>Prepare schedule per the <i>Baselined WBS</i>. See <i>Time (Schedule) Management Plan</i> for detailsPrepare CRs, as needed, to request a change to a <i>Baselined WBS</i> according to the steps documented in the <i>Change Control Management Plan</i>. If a CR is needed to modify the <i>WBS</i>, the responsible Project Manager will notify the EPMD Scope Analyst of the CR number.Assure any CRs affecting scope are properly reflected in related documents and applications (e.g., <i>WBS</i>, project schedules, SR Roadmap, SR SDD, and SR VersionOne)The responsible Project Manager is responsible for updating the schedule to remove tasks that are affected by the CR and creating a draft updated <i>WBS</i> to be submitted along with the CR.Once the CR is approved, the responsible Project Manager notifies the EPMD Scope Analyst of the approval and sends a copy of the approved updated <i>WBS</i> to the EPMD Scope Analyst.

Role	Responsibility and Actions
	<ul style="list-style-type: none"> Changes to the schedule are applied by the responsible Project Manager per the steps defined within the <i>Time (Schedule) Management Plan</i>. Communicate issues and weekly progress on the scope of the specific work components and elements identified in the <i>WBS</i> using the weekly progress reporting process identified in the <i>Communications Management Plan</i>
Product Owner	<ul style="list-style-type: none"> Defines acceptance criteria to meet the definition of done for a Story and Epic Reviews and accepts Stories and Epics
EPMO Scope Analyst	<ul style="list-style-type: none"> Prepare/Update <i>Scope Management Plan</i> Attend walkthroughs scheduled by the Project Manager regarding the <i>DXD</i>, <i>WBS</i>, and deliverables identified in the <i>WBS</i> Provide a copy of the <i>Scope Management Plan</i> to the Xerox Training Team to update <u>Project Control and Reporting System</u> (PCRS) training materials Upload the approved <i>WBS</i> to the CA-MMIS SharePoint WBS Library and consolidate into the <i>Master WBS</i> Upload the updated <i>WBS</i> to CA-MMIS SharePoint WBS Library and consolidate into the <i>Master WBS</i> Review baselined schedules in SharePoint weekly to identify potential changes to scope Review VersionOne weekly to identify potential changes to scope Assure any CRs affecting scope are properly reflected in related documents and applications (e.g., <i>WBS</i>, project schedules, SR Roadmap, SR SDD, and SR VersionOne) Updates the Contract <i>WBS</i> as needed
VersionOne Admin	<ul style="list-style-type: none"> Review VersionOne weekly to identify potential changes to Epics and Stories Assure approved CRs are reflected in VersionOne Epics and Stories
DHCS Stakeholders	<ul style="list-style-type: none"> DHCS participates in scheduled meetings and walkthroughs of the <i>WBS</i> to verify the <i>WBS</i> is within scope boundaries and meets DHCS and Xerox expectations DHCS participates in scheduled meetings and walkthroughs of deliverables identified in the <i>WBS</i> to verify deliverables meet DHCS and Xerox expectations DHCS provides final approval of the <i>WBS</i> and deliverables identified within the <i>WBS</i>
Project Managers, Directors, System Replacement Project Management Office (SRPMO), and other applicable Xerox Members	<ul style="list-style-type: none"> Xerox participates in scheduled meetings and walkthroughs of the <i>WBS</i> to verify the <i>WBS</i> is within scope boundaries and meets DHCS and Xerox expectations Xerox participates in scheduled meetings and walkthroughs of deliverables identified in the <i>WBS</i> to verify deliverables meet DHCS and Xerox expectations
Xerox Training Team	<ul style="list-style-type: none"> Update PCRS training of the <i>Scope Management Plan</i> Provide PCRS training, upon request, by DHCS and Xerox staff

3.2 Training

The EPMO supports the Xerox Training Team to structure a training rollout and maintenance plan, including:

- PowerPoint summary of key workflows
- Informal walkthrough of the *Scope Management Plan* with project managers, and other associated designees
- Informal walkthrough of the *Scope Management Plan*, as requested, for DHCS representatives

3.3 Tools

Listed below are CA-MMIS tools used to support the Scope Management processes.

Table 4: Tools

Tool	Description
MS Office Project Professional 2007	<ul style="list-style-type: none">• MS Office Project Professional 2007 is the tool used by the Project Manager to create the project WBS and project Schedule, and used by the EPMO Scope Analyst to review/analyze the project Schedule to monitor project scope
VersionOne	<ul style="list-style-type: none">• VersionOne is a tool used to support Agile planning, execution, and reporting activities. This tool is used to configure Epics and Stories that represent Scope of the project that is to be completed. Epic IDs are tied to WBS elements and are reviewed by the EPMO Scope Analyst to review/analyze the project scope.
MS Windows SharePoint Portal Server	<ul style="list-style-type: none">• The MS Windows SharePoint Portal Server is a repository used to retain the project's artifacts including the individual project WBS, Master WBS, meeting minutes from Workgroup meetings, deliverables, and operational artifacts. Stakeholders with authorized access to the project's Web portal can review the content of the project's artifacts
MS Excel	<ul style="list-style-type: none">• MS Excel is the tool used to create the list of requirements provided by the EPMO Quality and Standards team to the Project Manager, and also used by the EPMO Scope Analyst to create the WBS Variance Metrics
MS Word	<ul style="list-style-type: none">• MS Word is a tool used to create deliverables, operational artifacts and various documents created by individuals on the CA-MMIS contract
MS Outlook	<ul style="list-style-type: none">• MS Outlook is the tool used by all individuals on the CA-MMIS contract for email and calendaring events

4. Quality Assurance

This section includes milestones and verification steps to oversee the effective execution of the *Scope Management Plan*.

4.1 Milestones

This section identifies milestones related to the approval, training, and monitoring of the *Scope Management Plan*. The milestones listed below must be included in the applicable project schedule:

- The *Scope Management Plan* deliverable review by QMO
- Submit the *Scope Management Plan* to DHCS
- *Scope Management Plan* Final Acceptance by DHCS
- Deliver *Scope Management Plan* to Xerox Training Team to update PCRS training materials
- Receive PCRS training

4.2 Verification Steps

Verification steps are tasks or oversight activities executed to confirm that the approach set forth in this document is adhered to throughout the project.

Table 5: Verification Steps

Verification Steps	Frequency
Quality and Standards review of the execution of this plan by the Quality Management Organization	Annually or as otherwise scheduled
EPMO review/update of the <i>Scope Management Plan</i>	Annually reviewed for update; updates scheduled as necessary
QMO review of the <i>Scope Management Plan</i> upon each update	As needed for each update
QMO review of each WBS delivered	As needed

5. Definitions

Table 6: Acronyms and Definitions

Term/Acronym	Definition
ACMS	Automated Collection Management Subsystem
AOO	Assumption of Operations
APD	Advance Planning Document
ASDA	Agile Software Development Approach
BRE	Business Rules Extraction
CA-EV/CMS	California Eligibility Verification System and Claims Management System
CALPOS	California Point of Service
CA-MMIS, CAMMIS	California Medicaid Management Information System
CCM	Change Control Management
CCS	California Children's Service
CDP: EWC	Cancer Detection Program: Every Woman Counts
CHDP	Child Health and Disability Prevention
CI	Configurable Items
CMC	Computer Media Claims
CMMI	Capability Maturity Model Integration
CR	Change Request
CRFP	Conformed Request for Proposal
DHCS	Department of Health Care Services
DXD	Deliverable Expectation Document
EPC	Erroneous Payment Correction
EPMO	Enterprise Project Management Office
FI	Fiscal Intermediary
Family PACT	Family Planning, Access, Care and Treatment

Term/Acronym	Definition
GHPP	Genetically Handicapped Persons Program
IAPD	Implementation Advance Planning Document
IBBS	Internet Bulletin Board System
IEEE	Institute of Electrical and Electronics Engineers
LSRS	Laboratory Services Reservation System
MARS	Management and Administrative Reporting Subsystem
MCSS	Medi-Cal Subscription Services System
MITA	Medical Information Technology Architecture
MPL	Master Product List
MS	Microsoft
NTP	Narrative Technical Proposal
OCS	Other Contractual Services
OIL	Operating Instruction Letter
OPUS	On-Line Pharmacy Update System
PCRS	Project Control and Reporting System
PM	Project Manager/Project Management
PMBOK® PMBOK® Guide	Project Management Body of Knowledge <i>A Guide to the Project Management Body of Knowledge –Fifth Edition</i>
PMM	Project Management Methodology
PMP	Project Management Plan
POS	Point of Service
PS	Problem Statement
QMO	Quality Management Organization
RFP	Request for Proposal
SCP	Security and Confidentiality Program/Plan
SDLC	System Development Life Cycle
SDN	System Development Notice
SRPMO	System Replacement Project Management Office

Term/Acronym	Definition
SR SDD	System Replacement Scope Definition Document
SURS	Surveillance and Utilization Review Subsystem
TAR	Treatment Authorization Request
TPL	Third Party Liability
WBS	Work Breakdown Structure
Xerox	Xerox State Healthcare, LLC

6. Risk and Mitigation Strategies

During the Initiate phase of each project, Project Managers should perform a risk assessment of their functional areas and document identified risks as described in the *ENT.006 Risk Management Plan*. For the life of the project, they should constantly monitor changes in scope timing for any delays to critical project dates. For example, adding a new business component late into a release may increase the risk of having defects in that component.

Please refer to the *ENT.0006 Risk Management Plan* deliverable for risk management and documentation of mitigation strategies.

7. Process Changes

7.1 Business Changes

As business processes are changed, redefined, and moved to different releases, change requests are needed in order to update the SR Roadmap, Release Scope Definition and any other project artifacts affected by the change. .

7.2 Technical Changes

Changes to technical business solutions that are expected to be implemented may require a change request for approval and update of appropriate scope artifacts to note the change. In regards to scope, if the solution is new, meaning that the solution is a change to the original concept of the work to be completed, then that change request should be processed.

In some cases, an interim solution or workaround may be needed to meet an initial requirement for the system to work before the whole project is implemented. This interim solution would be considered Technical Debt. Technical Debt by definition is work that needs to be done before a particular job can be considered complete or proper. After which, this interim solution would then have to be removed when the remainder of the project is implemented. This work will be included in the VersionOne Product Backlog as a type of work item (stories and or epics as appropriate and discussed in the Sprint and Release Planning sessions).

Appendices

A. Referenced Documents

Table 7: Referenced Documents

Referenced Document	Document Location
Agile Software Development Approach (ASDA)	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: DPP.0005 Software Development Approach > Agile Software Development Approach
<i>Agile User Stories – Creation and Use SOP</i>	CA-MMIS Home > System Replacement >SOPs> System Replacement Project >ASDA
<i>Business Change Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: DPP.0011 Business Change Management Plan > Business Change Management Plan
<i>CA-MMIS System Replacement Roadmap, currently v3.1 dated 10/28/14</i>	CA-MMIS Home > CA-MMIS Sites > Library > Configurable Items > System Replacement > CA-MMIS System Replacement Roadmap - Modified Agile Approach
<i>Change Control Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0009 Change Control Management Plan > Change Control Management Plan
<i>Communication Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0012 Communication Management Plan > Communication Management Plan
<i>Configuration Items List</i>	CA-MMIS Home > Home > EPMO > Change Control Management > Configuration Management
<i>CMMI Standards</i>	California MMIS Project Portal > References > CMMI Reference Materials
<i>Deliverables Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0011 Deliverables Management Plan > Deliverables Management Plan
<i>Document Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0019 Document Management Plan > Document Management Plan
<i>IEEE ISO IEC Standards</i>	California MMIS Project Portal > References > IEEE_ISO_IEC Standards
<i>Narrative Technical Proposal (NTP)</i>	California MMIS Project Portal > References > CRFP/NTP
<i>Project Management Plan Overview</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0003 Project Management Plan Overview > Project Management Plan Overview

Referenced Document	Document Location
<i>Release Validation SOP</i>	CA-MMIS Home > System Replacement > System Replacement Project > SR Release Validation
<i>Request for Proposal (RFP)</i>	California MMIS Project Portal > References > RFP Final Contract 09-86210
<i>Risk Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0006 Risk Management Plan > Risk Management Plan
<i>Scope Definition Document</i>	CA-MMIS Home > Library > Configurable Items
<i>Scope Variance Reports</i>	CA-MMIS Home > EPMO > conductScope Management > WBS Library > WBS Metrics Variance Report
<i>Time (Schedule) Management Plan</i>	CA-MMIS Home > Deliverables > Deliverables Library > Del ID: ENT.0013 Time (Schedule) Management Plan > Time (Schedule) Management Plan

B. CA-MMIS FI Contract WBS

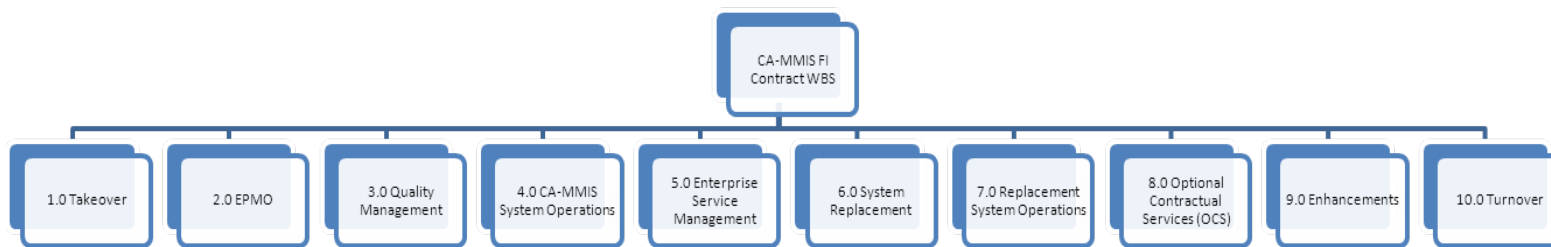


Figure 2: CA-MMIS Contract WBS

Table 8, below, provides a brief description of each major component of work that comprises the *CA-MMIS Contract WBS*. Each component of work identified in the *CA-MMIS Contract WBS* is further decomposed in the *WBS* to define scope (section 2.3).

Table 8: CA-MMIS Contract WBS Descriptions

CA-MMIS Contract WBS	Major Components of Work	Description
1.0	Takeover	Completion of outstanding Takeover related work in the 4-month post Assumption of Operations (AOO) period
2.0	EPMO	<p>EPM activities and services, including:</p> <ul style="list-style-type: none"> • Manage Project Schedules and Road Maps • EPMO Project Management Services and Plans • Manage Process Compliance and Improvement • Portfolio Management • Legacy Change • Service Management Framework • Service Desk Management • Incident Management • Problem Management • Change Management • Configuration Management • Release Management • Environment Management
3.0	Quality Management	Quality management activities occur throughout the life of the project that encompass monitoring, measuring, and reporting of DHCS-required contractual, program, and functional areas within the CA-MMIS Contract.
4.0	CA-MMIS System Operations	<p>During CA-MMIS System Operations, the following activities and services are performed:</p> <p>Operations:</p> <ul style="list-style-type: none"> • Recipient Subsystem Management • Provider Subsystem Management • Reference File Subsystem Management • Claims File Subsystem Management • Treatment Authorization Request (TAR) Management • Administer On-Line Real Time Pharmacy Claims, California Point of Service (CALPOS) • Administer Specialized Child Health and Disability Prevention (CHDP) Claims Processing Requirements • Administer Specialized California Children's Services (CCS) and Genetically Handicapped Persons Program (GHPP) Claims Processing Requirements • Administer Cancer Detection Program: Every Woman Counts (CDP: EWC) • Administer Family Planning, Access, Care and Treatment (Family PACT) • Encounter Data Processing Management • Administer Expanded Access to Primary Care Program • Administer Medi-Cal Subscription Services System (MCSS) • Administer Laboratory Services Reservation System (LSRS) • Medi-Reservation System Management • Administer Management and Administrative Reporting

CA-MMIS Contract WBS	Major Components of Work	Description
		<p>Subsystem (MARS)</p> <ul style="list-style-type: none"> • Administer Surveillance and Utilization Review Subsystem (SURS) • Administer Third Party Liability/Automated Collection Management Subsystem (TPL/ACMS) • Administer Non-Mainframe Subsystems • Administer Interactive Voice Response Systems • Maintain California Eligibility Verification/claims Management System (CA-EV/CMS) Equipment • Acquire, Distribute and Install, Maintain, Inventory POS Devices • Operation and Maintain Medi-Cal Point of Service Network (POS Network) • Operate and Maintain Medi-Cal Website – Internet Bulletin Board System (IBBS) • Operate and Maintain Medi-Cal Extranet Website • Administer Computer Media Claims (CMC) • Operate and Maintain SURS Prospector • Operate and Maintain Document Management (SharePoint) • Operate and Maintain On-Line Pharmacy Update System (OPUS) • Operate and Maintain Rebate Accounting and Information Subsystem • Operate and Maintain CA-MMIS General Reporting System • Identify and Maintain Data Processing and Documentation Standards • Management of Quality Management Process • Administer Security and Confidentiality (SCP) Program according to SCP Plan • Administer Information Security Office and Privacy Office • Maintenance and Disposition of Corporate Financial Records • Provide Expert Witness Services • Provide Comprehensive Staff Training Services • Cost Containment Innovations • SB 393 Medicare Drug Discount Program (State Program Only) • E-Prescribing Pilot <p>Systems Group:</p> <ul style="list-style-type: none"> • Operating Instruction Letter (OIL) • System Development Notice (SDN) • Problem Statement (PS) • Erroneous Payment Corrections (EPCs) • Consultation Hours • Adhoc Hours • Specialized Support
5.0	Enterprise Service Management	<p>The Enterprise Service Management provides the capability to manage and report on overall performance of contractor services. Work activities include:</p> <ul style="list-style-type: none"> • Establish the contract methodology, expectations and requirements used to verify regular review and assessment of the contractor provided services <p>RFP Reference: Exhibit A, Attachment VI, Section 1.18</p>

CA-MMIS Contract WBS	Major Components of Work	Description
6.0	System Replacement	<p>System Replacement activities include:</p> <ul style="list-style-type: none"> • Delivery of HE Functionality for: <ul style="list-style-type: none"> • Care Management • Contractor Management • Financial Management • Member Eligibility & Enrollment Management • Member Management • Operations Management • Plan Management • Performance Management • Provider Eligibility and Enrollment Management • Provider Management • Coordinated Support for: <ul style="list-style-type: none"> • Architecture Support • Certification Support • Data Support • Implementation Support • Infrastructure Support • Project Management Support • Security Support • Testing Support • Training Support • Transition Support • Other Project Support • Deliverables for: <ul style="list-style-type: none"> • Architecture Support • Certification Support • Data Support • Implementation Support • Infrastructure Support • Project Management Support • Security Support • Testing Support • Training Support • Transition Support • Other Project Support • Level of Effort (LOE)
7.0	Replacement System Operations	<p>During Replacement System Operations, activities include:</p> <ul style="list-style-type: none"> • Retrain CA-MMIS users to use the new CA-MMIS Enterprise Health System • Conduct operations within the new CA-MMIS Enterprise Health System • Move towards the Medical Information Technology Architecture (MITA) framework compliance <p>RFP Reference: L.3.I, page 76 Requirements are described in Exhibit A, Attachment II, and Exhibit A, Attachment VI, Sections 1 through 5.</p>

CA-MMIS Contract WBS	Major Components of Work	Description
8.0	Optional Contractual Services (OCS)	<p>OCSs are services outside of, but related to, the scope of work under this Contract (Exhibit A, Attachment I through VI). The OCSs are designed to upgrade the support for or increase the efficiency and effectiveness of Department administered health care programs.</p> <p>RFP Reference: L.3.m, 81 and Exhibit A, Attachment VII</p>
9.0	Enhancements	<p>Enhancements to the legacy system will occur at various times throughout the life of the project. DHCS may elect which enhancements to implement, with the exception of the Business Rules Extraction (BRE) enhancement as it is mandatory.</p> <ul style="list-style-type: none"> • ICD-10 • BRE <p>RFP Reference: L.3.i., page 60 Requirements are described in Exhibit A, Attachment IV</p>
10.0	Turnover	<p>During Turnover, the project encompasses activities to certify an orderly transfer of the CA-MMIS contract from Xerox to DHCS. Work activities include knowledge transfer, documentation, and reporting.</p> <p>RFP Reference: L.3.n, page 82 Requirements are described in Exhibit A, Attachment V</p>