AHCA Florida Health Care Connections (FX)

Strategic Enterprise Advisory Services (SEAS)

SEAS Management Plan

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Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
2/13/2019	101	SEAS Management Plan Development Draft Version (Annual Refresh/Rewrite)	Sean Gibbs
5/15/2019	102	Added Monthly Work Plan language	Tara Kyvik, Sean Gibbs
6/19/2019	103	Final revisions made based on Agency feedback	Tara Kyvik, Sean Gibbs
7/3/2019	200	SEAS Management Plan Approved Refresh Version	Carol Williams
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2/6/2020	225	SEAS Management Plan Approved Refresh Version	Eric Steinkuehler

Modifications to the approved baseline version (100) of this artifact must be made in accordance with the Artifact Management Standards.

Quality Review History

DATE	REVIEWER	COMMENTS
1/30/2019	Mary Lindsay Ryan	QC Review
2/11/2019	Tara Kyvik	QC Review
5/16/2019	Carol Williams	QC Review
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12/23/2019	Tara Kyvik	Peer Review
12/23/2019	Eric Steinkuehler	QC Review

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SECTION 1   INTRODUCTION

1.1   BACKGROUND

The Florida Agency for Health Care Administration (AHCA or Agency) is adapting to the changing landscape of health care administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touch points with systems that reside outside the Agency necessary for administration of the Florida Medicaid program. The current Florida Medicaid Enterprise System (MES) includes the Florida Medicaid Management Information System (FMMIS), Decision Support System (DSS), and other systems operated by different vendors. These systems in the MES, interface primarily through the exchange of data files, via Secured File Transfer Protocol. These point-to-point interfaces become more complex and costlier as the number of systems and applications increase. The future of the Florida Medicaid Enterprise integration is to allow Florida Medicaid to secure services that can interoperate and communicate without relying on a common platform or technology.

During the strategic visioning session held on December 13, 2017, the executive team determined that this project should be focused much more broadly than just a Florida Medicaid Management Information System (FMMIS) replacement, indicating that the project should "Transform the Medicaid Enterprise to provide the greatest quality, the best experience, and the highest value in healthcare."

To articulate this far-reaching scope, the Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018.

AHCA contracted with the Strategic Enterprise Advisory Services (SEAS) Vendor, in September 2017 to develop the technical standards and propose solutions for the Florida Health Care Connections (FX) in accordance with the CMS Conditions and Standards, including MITA 3.0, and to provide strategic, programmatic, and technical advisory services for the Agency. The 17 initial deliverables were accepted by the Agency in FY 2017-18. The SEAS Vendor is now executing to those deliverables and performing the annual refresh as required by the SEAS Contract, MED191.

1.2   PURPOSE

The purpose of the SEAS Management Plan (SMP) is to document the approach the SEAS Vendor shall use to manage the requirements of Contract MED191 and document the processes and procedures for providing strategic enterprise advisory services, while complying with the standards, rules, and oversight as listed in Section 1.3 below and referenced throughout. This document speaks to specific contract requirements, which role is responsible for delivering those requirements, and if not contained within the separate deliverables, the process for how those requirements shall be satisfied and where they can be found.

1.3 REFERENCED DOCUMENTS

This document references Agency-approved FX Standards found on the FX Projects Repository, to which the SEAS Vendor shall adhere. This document and the Standards are complemented by several process definitions that detail how various administrative, project, program, and technical processes shall be performed.

The following documents were used as inputs to the SMP:

- Project Management Institute, Project Management Body of Knowledge (PMBOK®) 6th Edition
- Project Management Institute, Standard for Program Management, Fourth Edition
- Project Management Institute, Standard for Portfolio Management, Fourth Edition
- Project Management Institute, Practice Standard for Scheduling, Second Edition
- The Department of Management Services (DMS), formerly the Agency for State Technology (AST), requirements including the Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, Florida Administrative Code (F.A.C.), the Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C., and the Information Technology Architecture Standards for Identity Management described in Florida Administrative Rule 60GG-5.001 through 60GG-5.003, F.A.C.
- SEAS Contract MED191, including all amendments to the contract and subsequent SEAS Task Orders
- Invitation to Negotiate (ITN) 001-16/157, Strategic Enterprise Advisory Services (SEAS)
- FX Project Management Standards: SEAS Contract Deliverable No. P-2, available for review on the FX Projects Repository
- FX Strategic Project Portfolio Management Plan: SEAS Contract Deliverable No. S-4, available for review on the FX Projects Repository
- The FX Enterprise Program Management Office (FX EPMO) Charter and Program Management Plan: SEAS Deliverable No. O-2, available for review on the FX Projects Repository
- The FX Organizational Change Management (OCM) Plan, available for review on the FX Projects Repository

1.4 SCOPE STATEMENT

The scope of the SMP consists of procedures and guidelines from the Agency, the Project Management Institute (PMI), DMS, and CMS, to establish the project management approach, processes, and controls to manage the Strategic Enterprise Advisory Services work effort.

Exhibit 1-1: Scope of Services maps the contract requirements for the SMP to the sections of this document where they are addressed.

MED191 CONTRACT REQUIREMENT – SCOPE OF SERVICES, SECTION I	SEAS MANAGEMENT PLAN SECTION
1.a. Develop and document its approach to managing the requirements of this contract. Develop and document processes and procedures for providing strategic enterprise advisory services.	Section 1 - Section 8
1.b. Develop and document processes and procedures for the following: 1) Performing professional project management in accordance to PMI standards.	Section 3: Project Management Approach
2) Developing documentation and complying with DMS (formerly AST) requirements for this contract.	Section 6.3.1: DMS Oversight
3) Maintaining independence and objectivity and adhering to the conflict of interest requirements.	Section 7: Conflict of Interest
4) Complying with the Agency's IV&V Vendor's requirements, including submitting the Vendor's deliverables and work products to the Agency's IV&V Vendor for review.	Section 6.3.2: Independent Verification and Validation
5) Addressing any documented findings and recommendations found within the Agency's IV&V Vendor's monthly Program Executive Status Report.	Section 6.3.2: Independent Verification and Validation
6) Processes and procedures for assessing and documenting lessons learned and recommendations on a scheduled basis.	Section 4.3.2: Performance Improvement
7) Process and procedures for developing and documenting budgetary documents	Section 8: Budgeting Support
2.a. Vendor shall designate the individual(s) responsible for high-level Quality Assurance (QA) activities.	Section 4 - Quality Assurance
2.b. Vendor shall establish, maintain, and submit written internal QA Plan for meeting the service and deliverable requirements of this contract.	Section 4.1 - Section 4.3
2.c. Vendor QA Plan shall incorporate quality review procedures that document QA review steps.	Section 5.2: Deliverable Review and Acceptance
2.d. Vendor's QA Plan shall incorporate escalation procedures for risks and issues	Section 5.2: Deliverable Review and Acceptance
2.e. Vendor's QA Plan shall incorporate performance improvement processes.	Section 4.3.2: Performance Improvement
2.f. Each deliverable shall be approved in accordance to the QA Plan.	Section 5.2: Deliverable Review and Acceptance
3.a. The Vendor shall perform deliverable management for each deliverable.	Section 5: Deliverable Management

MED191 CONTRACT REQUIREMENT – SCOPE OF SERVICES, SECTION I	SEAS MANAGEMENT PLAN SECTION
3.b. The Vendor shall develop and submit Deliverable Expectations Document (DED), to include the Vendor's proposed format and content, within five (5) business days of the Agency's approval to commence work on deliverable.	Section 5: Deliverable Management
3.e. The Vendor shall utilize and maintain the Agency's SharePoint repository for document management for deliverables and work products.	Section 5: Deliverable Management

Exhibit 1-1: Scope of Services

SECTION 2   ROLES AND RESPONSIBILITIES

The SEAS Vendor is responsible for conducting its work in accordance with this SEAS Management Plan.

The table below depicts the leadership roles and responsibilities required for the execution of the SEAS Management Plan.

ROLE	RESPONSIBILITY
North Highland Client Executive	▪ Builds and maintains relationships with key Agency personnel ▪ Confirms Agency is satisfied with the products and services delivered by the SEAS Vendor ▪ Accountable for the work of the SEAS Vendor team ▪ Accountable for contract execution and all resource management ▪ Serves as a top tier of escalation for conflict resolution
SEAS Director	▪ Act as the main point of contact with the Agency and maintains operational, day-to-day decision-making authority for the SEAS Vendor ▪ Develop a partnership with the Agency as a trusted advisor by understanding the objectives of Florida Health Care Connections (FX) and supporting an ongoing, two-way communication regarding technology strategies, priorities, and governance ▪ Manage SEAS Vendor staff including staffing levels, hiring, training, assignments, performance evaluations, and issue resolution ▪ Manage the activities of SEAS Vendor key staff ▪ Perform SEAS Management and verify the quality and timeliness of all deliverables, documentation, and reports as described in SEAS Contract MED191
SEAS Strategic Project Manager	▪ Lead and manage completion and performance of deliverable and service requirements described in SEAS Contract MED191, Section D., Strategic Advisory Services Domain ▪ Identify staffing levels and direct additional Vendor staff to complete the deliverables, tasks, and services described in SEAS Contract MED191, Section D., Strategic Advisory Services Domain ▪ Verify any additional strategic services staff assigned to complete requirements under SEAS Contract MED191 and subsequent task orders meet the qualifications needed for the work to which they are assigned

ROLE	RESPONSIBILITY
SEAS Technical Project Manager/Enterprise Architect	▪ Lead and manage completion and performance of deliverables and services described in SEAS Contract MED191, Section F., Technical Advisory Services Domain ▪ Serve as the Medicaid Enterprise System Architect ▪ Identify staffing levels and direct additional staff to accomplish the deliverables, tasks, and services described in SEAS Contract MED191, Section F., Technical Advisory Services Domain ▪ Support the translation of strategic business objectives and processes to technical solutions, and technical solutions to strategic business objectives and processes ▪ Understand, analyze, and solve highly complex technical problems involving relational databases, systems integration, interoperability, and data repository models ▪ Verify any additional technical advisory services staff assigned to complete requirements under SEAS Contract MED191 and subsequent task orders meet the qualifications needed for the work to which they are assigned
SEAS Programmatic Project Manager	▪ Lead and manage completion and performance of the following deliverables and services described in SEAS Contract MED191, Section E., Programmatic Advisory Services Domain › 1. MITA State Self-Assessment Updates and Tracking › 3. Other Programmatic Support › 4. Medicaid Enterprise Certification Management ▪ Identify staffing levels and direct additional staff to accomplish the Programmatic Domain deliverables, tasks, and services as described in SEAS Contract MED191, Section E., Programmatic Advisory Services Domain ▪ Verify any additional programmatic services staff assigned to complete requirements under SEAS Contract MED191 meet the qualifications needed for the work to which they are assigned
FX EPMO Lead	▪ Lead and manage completion and performance of deliverable and services requirements described in SEAS Contract MED191, Section E.2. Project and Program Management, Programmatic Advisory Services Domain ▪ Responsible for the operation of the FX EPMO and its compliance to the FX EPMO Charter and Program Management Plan and FX Project Management Standards ▪ Responsible for SEAS Projects identified and authorized in the current task order
SEAS Project Managers	▪ Responsible for planning, analysis, development, implementation, execution, and maintenance of procurement, cost, schedule, scope management, risk, issue, and action item activities as required to satisfactorily deliver projects identified in subsequent task orders
FX EPMO QA Analyst	▪ Proofreads for grammar and reviews for alignment to the FX Artifact Management Standards and style guide. May also consider alignment to FX and industry standards ▪ Measures artifact quality to improve future performance which may take the form of training, process changes, or revisions to templates or standards

Exhibit 2-1: Roles and Responsibilities

For additional guidance on the communication channels that govern communications with SEAS Vendor staff please refer to Attachment A: SEAS Communication Channels.

SECTION 3   PROJECT MANAGEMENT APPROACH

This section provides an overview of the project management approach the FX EPMO Team and SEAS Project Managers employ to confirm the projects led by the SEAS Vendor successfully meet the objectives.

3.1   PROJECT GUIDING PRINCIPLES

The SEAS Vendor approaches projects based on three guiding principles:

- Implement standardized and effective project management processes
- Employ the right project management tools and techniques commensurate with the risk and complexity of the project
- Utilize standards identified in the contract and promote a culture of continuous improvement

3.2   PROJECT MANAGEMENT STANDARDS AND PROCESSES

The SEAS Vendor, as directed by SEAS Contract MED191, shall provide professional services that are both operational and project delivery in focus. The SEAS Vendor shall execute approved project processes necessary to achieve SEAS Management services requirements. Those activities are elaborated in other SEAS deliverables (FX Project Management Standards, Strategic Project Portfolio Management Plan, and FX EPMO Charter and Program Management Plan), which are based on the standards listed below.

STANDARD NAME	OBJECTIVE	SOURCE	OWNING ORGANIZATION
The Standard for Portfolio Management, Fourth Edition	The purpose of this guide is to provide guidance on principals, practices, and activities that are generally recognized to support good portfolio management	https://www.pmi.org/pmbok-guide-standards/foundational/standard-for-portfolio-management/fourth-edition	Project Management Institute
The Standard for Program Management, Fourth Edition	The purpose of this guide is to provide guidance on principals, practices, and activities that are generally recognized to support good program management	https://www.pmi.org/pmbok-guide-standards/foundational/program-management	Project Management Institute
Project Management, Body of Knowledge, Sixth Edition	The purposed of this guide is to provide guidance on practices and process that are generally recognized to support good project management	https://www.pmi.org/pmbok-guide-standards/foundational/pmbok	Project Management Institute

STANDARD NAME	OBJECTIVE	SOURCE	OWNING ORGANIZATION
Practice Standard for Scheduling, Second Edition	The purpose of this guide is to provide guidance for the effective use of time management for a project by providing knowledge on the creation of a schedule model.	https://www.pmi.org/pmbok-guide-standards/framework/practice-standard-scheduling-2ndedition	Project Management Institute
Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, F.A.C.	The purpose of these rules is to provide the project management standards for use by State agencies when implementing IT Projects.	Available in the Reference Materials folder of the FX Projects Repository	Department of Management Services

Exhibit 3-1: Table of Standards

SECTION 4   QUALITY ASSURANCE

4.1   OVERVIEW

The Quality Assurance Plan identifies the approach the SEAS Vendor project teams shall use to assure quality work is delivered. This plan also describes the responsibilities and authority for accomplishing quality standards and identifies the required coordination of quality management with other SEAS project areas.

4.2   QUALITY PLANNING

Quality management begins with quality planning, which includes identifying and developing standards relevant to a given project and identifying how to satisfy those standards. Outputs of Quality Planning are the Quality Assurance Plan, quality metrics, quality checklists, and process improvements. The SEAS Vendor planning is performed from two perspectives:

- Project Team
- FX EPMO

SEAS Project Teams shall complete a Project Management Plan (PMP) for each project approved by task order. Included in the PMP, is the Quality Management Plan, which project teams shall complete.

The FX EPMO, managed by the SEAS Vendor, has developed project management standards including performance standards, style guides, quality checklists, and templates all to ensure that FX Project Teams provide quality work. The EPMO's QA Analysts in consultation with Subject Matter Experts (SMEs), develop, maintain, and promote quality management standards and processes, and measures quality to improve future performance.

4.3   QUALITY ASSURANCE

As defined in the FX EPMO Charter and Program Management Plan, the SEAS Vendor shall perform quality assurance reviews and audits of project deliverables, products, services, and logs. Quality assurance reviews and audits are performed as follows:

- Artifact Developers develop the artifact consistent with FX and industry standards
- SMEs perform peer reviews of content alignment to FX and industry standards
- FX EPMO QA Analysts proofread for grammar and reviews for alignment to the FX Artifact Management Standards and style guide

The SEAS Vendor, as directed by the Agency, shall monitor the deliverable review process to validate whether deliverables follow the process, feedback is provided in a timely manner, and either incorporated into the deliverable or resolved in another manner acceptable to the Agency and its stakeholders.

4.3.1 QUALITY CONTROL

Quality Control is the process of reviewing the results of Quality Assurance activities and audits, identifying risks or issues, performing root cause analysis where appropriate, and applying corrective actions and process improvements to the project's products, services, and processes to validate the requirements of AHCA and its stakeholders are met. The SEAS Vendor shall perform these activities as identified in the FX EPMO Charter and Program Management Plan following appropriate process definitions.

4.3.2 PERFORMANCE IMPROVEMENT

The SEAS Vendor understands the importance of documenting accurate and complete lessons learned. Project team members shall capture lessons learned through collaboration, communication, and process feedback throughout the life of a project. This feedback helps the SEAS leadership and other project teams act upon the lessons learned to improve processes and optimize efficiency for future efforts. The FX EPMO, according to the FX EPMO Charter and Program Management Plan, shall review the Lessons Learned Log in the FX Projects Repository on a scheduled basis as defined in the Process Definition for Review of Lessons Learned. These lessons shall be compiled and presented, along with applicable recommended improvements to standards, templates, tools, and/or processes.

SECTION 5   DELIVERABLE MANAGEMENT

The SEAS Vendor shall follow the FX Artifact Management Standards for the planning, development, naming, management, submission, review, acceptance, and storage of project deliverables.

The SEAS Vendor, as authorized through a task order and approved project charter, constructs deliverables that address project requirements. The SEAS Vendor shall draft a Deliverable Expectations Document (DED) and once approved, develop the deliverable for review by the Agency. The SEAS Vendor, through effective performance of deliverable management, shall complete deliverables within specified time and scope requirements.

5.1   DELIVERABLE EXPECTATIONS DOCUMENT

The DED process, further defined in the FX Artifact Management Standards and corresponding process definitions, outlines the steps involved in documenting expectations and acceptance criteria for a deliverable prior to its development by the Vendor. It also specifies that the Vendor deliver the DED within the timeline agreed upon in the relevant baselined project schedule.

The process includes development of a DED (that specifies format, content derived from requirements, and acceptance criteria), holding expectations meetings, reviewing expectations and acceptance criteria, and resolving any issues between the Agency and the SEAS Vendor prior to beginning deliverable development. The output of the process is an approved DED.

In addition to specific deliverable requirements, the DED shall also contain the following acceptance criteria:

- The deliverable meets the Agency's requirements for timeliness; meaning the deliverable is completed and submitted by the required due date

- The deliverable meets the Agency's definition of completeness; meaning the required components are present in the deliverable

- The deliverable meets the Agency's requirements for accuracy; meaning the deliverable conforms to the specific deliverable requirements, functions as expected, and is fit for use

5.2   DELIVERABLE REVIEW AND ACCEPTANCE

All deliverables, prior to submission to the Agency, shall be reviewed by the SEAS Vendor according to the FX Artifact Management Standards. The Vendor shall choose to perform interim draft deliverable reviews with the Agency. These interim reviews provide quick reviews of progress on the deliverable prior to submission and provide an in-person forum to gain feedback from the Agency.

When the SEAS Vendor formally submits deliverables, the Agency will conclude their initial review in up to fifteen (15) business days, as decided during the planning phase of the project.

At the sole discretion of the Agency, the Agency's review period may be extended with advance notice to the Vendor, understanding the potential impact to the project schedule. Upon completion of review, the SEAS Vendor shall make revisions and provide a final deliverable to the Agency within ten (10) business days. It is anticipated that the Agency will provide approval of the final deliverable within five (5) business days of submission. In the event the Agency is unable to provide approval of the final deliverable within five (5) business days of submission, an issue may be added to the Issue Log and follow the Issue Resolution Process identified in the FX Project Management Standards.

The Agency's deliverable review process is initiated when the SEAS Director (or designee) submits a deliverable for acceptance. The deliverable should be 100% complete and in final format prior to submission as decided in the DED including appropriate orientation, branding, and as the property of the Agency. In the case of a phased deliverable, each of the sections shall be managed as an individual deliverable. Once the review of each of the sections is complete, a final review shall be conducted over the whole deliverable to verify there are no gaps between the sections.

Once the deliverable has been submitted, the Agency will review the deliverable according to the approved project schedule. The Agency will request changes and make comments via a document review tracking log or inline edits/comments within the deliverable via track changes functionality.

The SEAS Vendor shall make updates to the deliverable with the suggested changes according to the approved project schedule as defined in the FX Artifact Management Standards and supporting process definitions. Changes requested by the Agency not recommended by the SEAS Vendor will be marked as *rejected* with a detailed explanation. If the Agency disagrees with the SEAS Vendor's explanation for rejecting a comment, then the Project Manager shall assess whether an issue should be logged.

The SEAS Director (or designee) shall resubmit the updated deliverable for final review and approval with the updated modifications based on the comment review feedback. Upon receipt of modifications, the Agency will review the deliverable to confirm the modifications.

The SEAS Vendor shall store the final, Agency-approved version of a deliverable on the FX Projects Repository. Once final, the SEAS Vendor in the spirit of continuous improvement, shall track needed updates to final version deliverables in the Deliverable Evolution Topics (DET) List. Periodically requested updates shall be applied, and resubmitted for Agency approval, as defined in the DET Process Definition.

SECTION 6   CONTRACT MANAGEMENT

6.1   OVERVIEW

This section describes how the SEAS Vendor delivers the operational and project management activities specified in the SEAS Contract MED191 and all subsequent task orders in order to conduct strategic, programmatic, and technical advisory services, portfolio and program management services, ongoing governance support, and procurement support. This section elaborates on items identified in the SEAS Contract MED191 Appendix 2 - SEAS Scope of Work that provide opportunities for additional description or clarification of roles and responsibilities. In addition, as required in the contract, the SMP explains how the SEAS Vendor shall manage compliance to the approved FX standards, plans, and guidelines. Finally, this section explains how the SEAS Vendor shall develop subsequent task orders, what is included in the task orders, the process of reviewing and approving task orders, and as directed by the SEAS Vendor's final Task Order, execute the SEAS Turnover Plan.

6.2   TASK ORDER WORK PRODUCTS AND DELIVERABLES

The SEAS task orders describe the work products, deliverables, and deliverable updates the SEAS Vendor shall produce in the fiscal year or contractual timeframe. The SEAS Vendor shall produce or update the following contract documents under the current task order.

6.2.1   MONTHLY DOCUMENTATION

The SEAS Vendor shall provide written report of work performed by SEAS resources towards work approved in the current task. The written report will include:

- Identification number and description of task order(s) completed by the vendor during the prior month
- Identification number and description of partially completed task orders by the vendor during the prior month
- Electronic task order report in a format agreed upon with the Agency for each vendor staff person that includes name, total hours performed towards the completion of each approved task order, task order identification number and name, and hourly rate for all approved task orders completed and partially completed by the vendor during the prior month. The electronic report shall also include a summary of total hours for each approved task order, summary of task orders completed, and task orders partially completed with percent complete during the prior month
- Specific to the current task order, a summary of progression against the Summary of Service Tasks described within each domain (Strategic, Programmatic, and Technical) shall be provided as part of the Monthly Documentation

6.2.2 ANNUAL DELIVERABLE REFRESH

Conducted at the direction of the Agency the Annual Deliverable Refresh is based on deliverable contract requirements and is in accordance to the deliverable review process described in this SMP for the 17 initial SEAS deliverables, plus SEAS deliverable O-2: FX EPMO Charter and Program Management Plan. In addition, any subsequent artifacts developed according to previous task orders identified in the current task order shall be maintained as directed by the Agency.

6.2.3 WORK PRODUCTS

The SEAS Vendor shall produce the work products authorized via approved task orders.

6.2.4 MONTHLY WORK PLAN

Pursuant to SEAS Contract MED191, the Monthly Work Plan Report is only applicable to approved task orders and approved task order amendments.

- The SEAS Vendor shall present a detailed Monthly Work Plan no later than ten (10) business days prior to the upcoming month for Agency review and approval. This may be accomplished during the second (2nd) Weekly Schedule Review meeting of each month or via a separately scheduled meeting.

- The Monthly Work Plan shall include:
  - › Identifier and description of task order(s) to be completed or worked by the SEAS Vendor during the upcoming month with estimated percent to be completed
  - › Priority ranking for each task order, as determined through FX Governance, the FX Strategic Plan, and/or consultation with the Agency, as applicable
  - › Activities to be completed by the SEAS Vendor during the upcoming month for each task order, identified with the corresponding task order
  - › Proposed timelines for completion of SEAS Vendor activities

- The SEAS Vendor shall present a revised Monthly Work Plan to the Agency for review and approval within five (5) business days following approval of a task order amendment, or upon a schedule agreed upon in writing with the Agency.

- Interested parties (i.e., AHCA staff, IV&V Vendor staff, and SEAS Vendor staff) may view baselined schedules at any time. ONLY ASSIGNED PROJECT MANAGERS, THE FX EPMO SCHEDULE MANAGER, OR DESIGNEES SHALL EDIT PROJECT SCHEDULES. Interested parties may save local copies of the project schedules if they wish to run scenarios or perform analyses.

- Project schedules may be found on the FX Projects Repository.

6.2.5 HUMAN RESOURCE AND STAFF MANAGEMENT PLAN

The SEAS Human Resource and Staff Management Plan, found on the FX Projects Repository, describes the procedures to be followed during the contract to plan and control SEAS project staffing. The Human Resource and Staff Management Plan describes the staffing processes for the SEAS Contract. Each section provides SEAS leadership with key information to make informed staffing decisions.

The processes and tools to manage the recruitment, onboarding, and off-boarding of SEAS resources providing services against the SEAS Contract MED191 includes the following:

- Staff organizational chart identifying staff by name, position title, and staff position
- Roles, responsibilities, and authority for staff
- Staff acquisition and release dates
- Resource calendars
- Staff physical location, working hours, and percentage of work time allocated to the contract
- Staff acquisition plan
- Plan for identification, tracking and resolution of staffing level deficiencies, and reporting staffing level deficiencies to the Agency
- Description of the automated tool for tracking and reporting staff allocation and hours across task orders
- Training requirements
- Regulations, standards, and policy compliance requirements

6.2.6 SEAS OPERATIONAL SCHEDULE

The SEAS Vendor develops and maintains an Operational Schedule based upon Agency-approved SEAS task orders. The SEAS Operational Schedule includes only SEAS operational activities (refer to SEAS Vendor Contract MED191 for descriptions of SEAS operational tasks); project activities are included in project-specific schedules. Updates to the SEAS Operational Schedule are reviewed by the Agency and approved for baseline at the start of each fiscal year. The SEAS operational schedule for FY 2019-20 includes and is not limited to the following, based on task order SEAS004:

- Annual Assessment and Update of approved plans
- Project and Program Management
- Management of the SEAS Contract
- Governance
- Portfolio Management

- Strategic Planning and Advisory Services
- Legislative Budget Request (LBR) Support
- Advanced Planning Documents
- Schedule IV-B
- Operational Work Plans
- Technical Architecture Development
- Information Architecture Development
- Technical Advisory Services Support
- MITA SS-A Update
- Medicaid Enterprise Certification Management
- Manage Integrated Organizational Change Management
- Business Modeling and Procurement Support to include negotiation support
- Quarterly Federal Financial Management Reporting
- Programmatic Advisory Services
- Coordination with IV&V and integrating responses to suggestions

6.2.7 OPERATIONAL SCHEDULE PROCESS

The SEAS Operational Schedule shall be maintained and updated based upon the SEAS Weekly Schedule Updates to the SEAS Operational Schedule process definition located on the FX Projects Repository. This process outlines the current procedure for posting weekly and bi-weekly schedule updates to the SEAS Operational Project Schedule and associated file uploads to the Schedule directory located on the FX Projects Repository.

6.2.8 FX PROJECTS REPOSITORY

The Agency will lead the redesign and development of the FX Projects Repository, is responsible for regular back-up and archiving the FX Projects Repository, and conducting periodic testing to confirm that files, folders, and sites can be restored, if needed. The SEAS Vendor is responsible for saving project artifacts to the FX Projects Repository, and creating Project Artifact Directory folders when FX Projects are authorized by the FX Portfolio.

6.3 CONTRACT COMPLIANCE

As detailed in **Exhibit 2-1: Roles and Responsibilities**, the SEAS leadership team is accountable for the SEAS Vendor properly executing the requirements described in the SEAS Contract MED191 and subsequent task orders. Included in the requirements is adherence to State and federal rules and regulations:

- 48 CFR 9.505: The general rules in 9.505-1 through 9.505-4 prescribe limitations on contracting as the means of avoiding, neutralizing, or mitigating organizational conflicts of interest that might otherwise exist in the stated situations.

- Section 287.057(17), Florida Statutes (F.S.): The competitive solicitation processes authorized in this section shall be used for procurement of commodities or contractual services in excess of the threshold amount provided for category two (2) in Section 287.017, F.S.

- DMS requirements:

  › Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, F.A.C.
  › The Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C.
  › The Information Technology Architecture Standards for Identity Management described in Florida Administrative Rule 60GG-5.001 through 60GG-5.003, F.A.C.

- 45 CFR 95.626: Independent Verification and Validation of the State's system development efforts which may be required to minimize risk of Advance Planning Documents (APD) projects missing critical milestones, failure, major delay, cost overrun, missing statutory and regulatory deadlines, or need for total system redesign.

6.3.1 DEPARTMENT OF MANAGEMENT SERVICES (DMS) OVERSIGHT

Appointed by the Florida Legislature, DMS establishes information technology policy for the management of the State's information technology resources.

The SEAS Vendor maintains DMS compliance as required in the rules listed above through the following activities:

- Providing required documentation supporting AHCA's participation in DMS oversight activities
- Preparing and maintaining project artifacts in accordance with DMS' administrative rules
- Verifying subcontractors to the SEAS Vendor adhere to DMS requirements

6.3.2 INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

Pursuant to Section I.1. SEAS Management Plan (subsection b (4)) of MED191, the SEAS Vendor shall comply with IV&V Vendor requirements in accordance with direction provided by the Agency. The IV&V Vendor shall perform verification and validation assessments of the SEAS Vendor activities including:

- Document Review
- Contract compliance
- Executing to approved documented standards, plans, strategies, or techniques

It is expected the IV&V Vendor shall communicate exclusively through the AHCA IV&V Contract Manager, the AHCA SEAS Contract Manager, or FX Project Director to the SEAS Director, or their designees, to facilitate the required IV&V activities. Any document reviews or monthly assessment reports performed by the IV&V Vendor regarding the SEAS Vendor activities will be assessed by the Agency. Actionable items shall be addressed by the SEAS Vendor at the request of the Agency.

Actionable items found in the IV&V monthly report to be addressed by the SEAS Vendor shall be logged by the Agency in the Action Items Log of the FX Projects Repository, assigned to SEAS and denoted as a corrective action in the description, the corrective action check box should also be selected according to the Corrective Action Process Definition. The SEAS Director (or designee) shall address the corrective action. If the SEAS Vendor has questions or concerns about any IV&V finding, an issue shall be recorded in the Issue Log, and the standard issue resolution process shall be followed.

Further, the Agency will make deliverables and work products available to AHCA's IV&V Vendor for review, including initial deliverables and any deliverables requested under an approved Task Order.

The Agency will provide further guidance to the SEAS Vendor on when to include the IV&V Vendor in project communications and project activities.

6.4 CONTRACT ISSUE RESOLUTION

The SEAS Vendor strives to provide the professional services stated in SEAS Contract MED191 according to the standards identified in previous sections. In the event an issue or dispute arises regarding the SEAS Vendor's performance to the contract, or there is a disagreement in the interpretation of what is required, the SEAS Vendor and the Agency will make all efforts to resolve through a consensual dispute resolution path identified below in **Exhibit 6-2: Path to Resolution**.

PATH TO CONTRACTUAL RESOLUTION	SEAS	AGENCY	DESCRIPTION
Step 1	SEAS Contract Manager	AHCA SEAS Contract Manager	- When a project team identifies an issue that is contractually based, the Contract Managers meet and attempt to resolve - Contract Managers notify appropriate staff within their respective hierarchy

PATH TO CONTRACTUAL RESOLUTION	SEAS	AGENCY	DESCRIPTION
Step 2	SEAS Director	FX Project Director	▪ Contract issues that cannot be resolved by the Contract Managers are escalated to the respective Directors
Step 3	North Highland Client Lead	AHCA Deputy Secretary's Designee	▪ Contract issues that cannot be resolved by the Directors are escalated to the North Highland Client Lead and the AHCA Deputy Secretary Designee
Step 4	North Highland Client Executive	AHCA Deputy Secretary	▪ Contract issues that cannot be resolved by the Client Lead and the AHCA Deputy Secretary's Designee are escalated to the North Highland Client Executive and the AHCA Deputy Secretary ▪ These parties will determine the path for further escalation, if required

Exhibit 6-2: Path to Resolution

This process varies slightly from the project issue resolution process identified in the FX Project Management Standards. Given the contractual nature of the dispute, the SEAS Vendor and Agency escalation paths may require input beyond the FX Leadership (not to include Governance). If the consensual dispute resolution process fails to achieve a consensus outcome, standard external mediation efforts may be required.

6.5 SEAS TURNOVER

In accordance with SEAS Contract MED191, the SEAS Vendor shall document a SEAS Turnover Plan, due twelve (12) months before the end of the contract term and begin executing six (6) months prior to end of the contract. It will conclude the turnover activities within six (6) months after the end of the contract. The following Turnover Requirements, including applicable processes, shall be included in the external turnover plan to be submitted one year prior to contract end:

- Documenting inventory and migrating to an Agency-hosted SharePoint repository for any applicable documentation not stored on an Agency hosted SharePoint repository at the time of turnover, including transferring any paper copies to electronic format for transfer, and shredding all remaining hardcopies

- Resource requirements for turnover and the retention of resources through the end of the contract term

- Off-boarding and onboarding of transitioning resources

- Process shadowing to accelerate knowledge transfer

- Documenting skill sets and training needs required for transitioning resources

- Financial reconciliation of this contract, including liquidated damages, if applicable

- Project plan and activity list for the turnover activities; and ATTACHMENT I SCOPE OF SERVICES AHCA Contract No. MED191, Attachment I, Page 36 of 47
- Proposed schedule for the turnover activities

SECTION 7   CONFLICT OF INTEREST

The SEAS Vendor shall maintain independence and objectivity adhering to the conflict of interest requirements described in 48 CFR 9.505, and section 287.057(17), F.S., throughout the SEAS Contract MED191 term.

To maintain independence and objectivity, the SEAS Vendor has developed the following mitigation responses.

SOURCE FOR CONFLICT OF INTEREST	SEAS VENDOR RESPONSE
Access to information not available to the public and would assist the vendor in obtaining the contract	▪ SEAS Vendor has signed appropriate non-disclosures ▪ As part of onboarding new staff, education will be provided on 48 CFR 9.505 and section 287.057(17), F.S. ▪ SEAS Vendor has developed a Document Management Plan which requires documents be stored in the FX Projects Repository ▪ As new procurements are started, the SEAS Vendor shall re-communicate to staff the importance of objectivity in providing advisory services to AHCA ▪ As new procurements are started, the SEAS Vendor shall disclose to the Agency any FX Project Vendor responding to the procurement with whom the SEAS Vendor may partner in the future (if known) ▪ The SEAS Vendor shall utilize the FX Projects Repository to verify proper policy and physical controls are in place to safeguard Agency and other vendor data which is not publicly available to other vendors
Source selection information which is relevant to the contract and is not available to all competitors and that would assist the vendor in obtaining the contract	▪ If any contact is required by the SEAS Vendor with other potential FX Project Vendors, the SEAS Vendor shall work with the AHCA SEAS Contract Manager to determine communication channels and messaging
A person who receives a contract which has not been procured pursuant to subsections (1)-(3) to perform a feasibility study of the potential implementation of a subsequent contract, who participates in the drafting of a solicitation, or who develops a program for future implementation, is not eligible to contract with the Agency for any other contracts dealing with that specific subject matter, and any firm in which such person has any interest is not eligible to receive such contract. However, this prohibition does not prevent a vendor who responds to a request for information from being eligible to contract with an agency.	▪ Based on the current contract, the SEAS Vendor and its sub-contractors are excluded from responding to solicitations it helped draft (other than task orders associated with SEAS Contract MED191) ▪ If potential conflicts are identified, the SEAS Vendor shall develop mitigation plans and secure agreement from the Agency regarding the adequacy of mitigation plans

Exhibit 7-1: Conflict of Interest Approach

SECTION 8   BUDGETING SUPPORT

The SEAS Vendor, as directed by the Agency, shall provide budgetary support to verify FX initiatives operate within budget. This section focuses on the efforts taken by the SEAS Vendor to support the Agency in the development of necessary budget planning documents and the ongoing monitoring of the Spending Plan.

8.1 KEY BUDGET DOCUMENTS

Upon direction of the Agency, the SEAS Vendor shall support the development of the following budget documents related to the SEAS Contract MED191:

- Legislative Budget Requests, including D-3As and Schedule IV-Bs
- Spending Plans
- Advance Planning Documents
- Operational Work Plans

Additionally, the Agency may request the SEAS Vendor support Benefits Realization tracking (e.g., Return on Investment) and quarterly reporting required by the Governor's Office of Policy and Budget for Information Technology projects.

Although the documents have different purposes, the SEAS Vendor shall follow a consistent process for completing the documents. As the SEAS Vendor produces the document, it shall rely on existing guidelines the Agency has for each budget document.

The process for creating or updating the budget documents is defined below:

- **Initiate** – Begins with direction from the Agency. The SEAS Director assigns staff to fulfill the request.

- **Discovery** – Gathers and assimilates existing artifacts and information obtained by the SEAS Vendor from the Agency and/or key stakeholders. The SEAS Vendor shall advise whether new analysis or research is needed to complete the budget document.

- **Analyze** – Using the information obtained during Discovery, the SEAS Vendor shall complete the analysis required to complete the budget document.

- **Submit** – Packages the work products and decisions from prior steps and submits to the Agency.

- **Support** – The SEAS Vendor shall assist the Agency in responding to questions or requests for clarification after budget documents have been delivered to appropriate stakeholders.

8.2   MONTHLY SPENDING PLAN

The Agency maintains the Spending Plan which tracks the planned and actual costs for all FX projects. The SEAS Vendor's level of involvement will be commensurate to the SEAS Vendor's responsibility to effectively manage the FX Portfolio, programs, and projects.

The Spending Plan includes:

- Planned invoice amounts for the SEAS Vendor—and other vendors—for the State Fiscal Year

- Amounts invoiced by the SEAS Vendor—and other vendors

- Total Planned Costs, Total Actual Costs, and Variances

- Reasons for any variances provided by the SEAS Vendor—and other vendors—at the time of invoicing

Planned Budget	SFY 2017-2018 Baseline		July 2017 Planned	Actual	August 2017 Planned	Actual	September 2017 Planned	Actual	October 2017 Planned	Actual	November 2017 Planned	Actual	December 2017 Planned	Actual
State Staff	0.0	$ -	0.0												
OPS Staff	0.0	$ -	0.0												
		$ 248,405.45										$248,405.45			
		$ 679,990.70												$ 679,990.70	
		$ 414,895.35													
		$ 691,579.06													
		$ 474,731.21													
		$ 240,878.10												$ 240,878.10	
Strategic Enterprise Advisory Services (SEAS) Vendor		$ 151,235.12										$151,235.12			
		$ 146,915.12												$ 146,915.12	
		$ 174,251.99													
		$ 411,641.81													
		$ 293,013.41													
		$ 253,241.36													
		$ 526,180.47													
		$ 130,764.68													
		$ 103,814.34													
		$ 105,977.69													
		$ 110,296.10													
Activities		$ 442,188.04													
	0.0	$ 5,600,000.00	0.0 $ -	0.0 $ -	0.0 $ -	0.0 $ -	0.0 $ -	0.0 $ -	0.0 $ -	0.0 $ -	0.0 $399,640.57	0.0 $ -	0.0 $1,067,783.92	0.0 $ -

Exhibit 8-1: Monthly Spending Plan

ATTACHMENTS

Attachment A: SEAS Communication Channels