Agency for Health Care Administration

P-3: FX PROJECT MANAGEMENT TOOLKIT

Integrated Tools and Methods
TOPICS

3 Introduction
7 Organization
11 Approach
18 FX Project Process
25 Questions
Introduction

The Project Management Toolkit
Referenced Documents

- The Department of Management Services (DMS), formerly the Agency for State Technology (AST), 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.), also available in the Reference Materials folder on the FX Projects Repository.
- The DMS Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C., as listed in the Technology Standards Reference Guide.
- The DMS Information Technology Architecture Standards for Identity Management described in Florida Administrative Rule 60GG-5.001 through 60GG-5.003, F.A.C., as listed in the Technology Standards Reference Guide.
- DMS’ Tips for Effective Schedule Development and Maintenance.
- CMS MITA Framework.
- SEAS Contract MED-191 including all amendments to the Contract, and subsequent SEAS Task Orders.
- The Invitation to Negotiate (ITN) 001-16/157, Strategic Enterprise Advisory Services (SEAS).
- The FX Organizational Change Management (OCM) Plan, available on the FX Projects Repository.
- FX EPMO Task Estimation Guidance, available on the FX Projects Repository. All initial Agency approved documents are stored and archived in the FX Projects Repository as final drafts with a version 100 according to the Artifact Management processes documented later in this version or in the Project Management Plan template.
Uses for this Guide

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

- Educate FX Project teams to the standards required of all FX projects
- Introduce FX Project teams to the processes, tools, and templates complementing the standards
- Enhance FX Project teams’ efforts toward a successful outcome
Organization

Navigating the FX Organization
Compliance Structure

- FX Project teams adhere to standard compliance requirements
  - FX EPMO – Define project management practices and processes to ensure all FX projects are executed in a predictable and uniform method
  - CMS – Standard reviews and audits assessed on the Agency for system certification and to receive federal matching funds
  - DMS – State administrative rules for management and oversight of IT projects
    - Chapter 60GG-1, F.A.C., Florida Information Technology Project Management and Oversight Standards
FX Governance
Structure and
Associated FX Groups

FX Portfolio
- Refer needs into Governance

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

Secretary
- Secretary or her designee makes all final decisions
- Refer Recommendations to the Secretary

Executive Governance
- Refer Recommendations to Executive Governance

Program Governance

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

FX Data

Workgroups
FX Organization

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

Florida Health Care Connections (FX) Project Management Approach
FX Project Management Standards

• Project Management Institute (PMI) and PMBOK version 6
• AHCA’s current IT Systems Implementation Standards
• Department of Management Services (DMS), formerly the Agency for State Technology (AST), Chapter 60GG-1, F.A.C., Florida Information Technology Project Management and Oversight Standards
• Centers for Medicare and Medicaid Services (CMS) IT eXpedited Life Cycle (XLC)
COMBINATION OF CMS/DMS/PMBOK

FX Project Life Cycle (FXPLC)

- FX Project Life Cycle (FXPLC) is a project life cycle based on the CMS IT eXpedited Life Cycle (XLC) and customized for use by FX projects.
- The DMS risk and complexity levels and CMS XLC sizing were mapped to identify required artifacts and reviews.
The Decision Tree shows how to use project type and project category to complete the Project Process Agreement (PPA) to identify required project artifacts.
Project Process Agreements (PPAs)

- Adapted from XLC methodology
- Cornerstone of project requirements
- Artifacts / Tools / Templates / Reviews
- FX purposed to fit any size and type of project

Note: FX PPA Template located on the FX Projects Repository
FX Projects Repository

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

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

<table>
<thead>
<tr>
<th>CRAIDL Logs</th>
<th>Template Folder</th>
<th>List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Change Log</td>
<td>• DED Template</td>
<td>• Artifact List</td>
</tr>
<tr>
<td>• Risk Log</td>
<td>• Deliverable Template</td>
<td>• Meeting Log</td>
</tr>
<tr>
<td>• Action Item Log</td>
<td>• Project Meeting Agenda Template</td>
<td>• Inventory of Systems</td>
</tr>
<tr>
<td>• Issue Log</td>
<td>• Schedule Release Notes Template</td>
<td>• Project Glossary</td>
</tr>
<tr>
<td>• Decision Log</td>
<td>• BPMN Template</td>
<td>• Technology Standards</td>
</tr>
<tr>
<td>• Lessons Learned Log</td>
<td></td>
<td>Reference Guide</td>
</tr>
</tbody>
</table>
FX Project Process

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

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

<table>
<thead>
<tr>
<th>FOCUS AREA</th>
<th>INITIATING PROCESS GROUP</th>
<th>PLANNING PROCESS GROUP</th>
<th>EXECUTING PROCESS GROUP</th>
<th>MONITOR AND CONTROLLING PROCESS GROUP</th>
<th>CLOSING PROCESS GROUP</th>
</tr>
</thead>
</table>
| Project Management | ▪ Project Site  
▪ PPA  
▪ Project Charter | ▪ Project Management Plan | ▪ Manage Project | ▪ Control Scope | ▪ Project Close Out Report |
| Scope Management | ▪ Plan Scope Management  
▪ WBS Breakdown | | | | |
| Schedule Management | ▪ Plan Schedule Management  
▪ Develop Schedule | | | | |
| CRADL Management | ▪ Plan Change Management  
▪ Plan Risk Management  
▪ Plan Action Items Management  
▪ Plan Issue Management  
▪ Plan Decision Management  
▪ Plan Lessons Learned Management  
▪ Identify Risk  
▪ Validate and Assess Risk | | | | |
| Communication Management | ▪ Plan Communication Management  
▪ Manage organizational engagement communications | | ▪ Weekly Status Reporting  
▪ Monthly Status Reporting | |
| Stakeholder Management | ▪ Preliminary Stakeholder Assessment (Charter)  
▪ Plan Stakeholder Management | ▪ Manage organizational changes impacting Stakeholders | | |
| Performance Management | ▪ Plan Performance Management | | ▪ Monitor Performance  
▪ Report Performance | |
| Document Management | ▪ Plan Document Management  
▪ Identify Deliverables and Milestones  
▪ Manage Artifacts  
▪ Approve Artifacts | | ▪ Archive Project Artifacts | |
| Quality Management | ▪ Plan Quality Management  
▪ Review Deliverables/ Artifacts  
▪ Manage Requirements | | ▪ Monitor Benefits Realization  
▪ Report Benefits Realization | |
| Benefits Realization Management | ▪ Plan Benefits Realization Management | | ▪ Monitor Actual vs. Budgeted Cost (monthly) | |
| Cost Management | ▪ Plan Cost Management  
▪ Estimate Cost and Confirm Budget | | | |
| Resource Management | ▪ Plan Resource Management  
▪ Manage Team | | ▪ Release Resources | |
The FX Project Team confirms stakeholders’ expectations and objectives, and demonstrates understanding of scope, size, and complexity of the endeavor.

• **Project Categorization** – Pre-Charter Risk and Complexity tabs of DMS R&C Assessment

• **PPA** – Select project type and risk and complexity category to identify required artifacts and reviews; confirm adherence

• **Preliminary FX Project Stakeholder Assessment** – Use FX [Stakeholder Analysis](#) to identify key stakeholder groups and subject matter experts

• **Project Charter** – With the list of required artifacts confirmed, the FX Project Manager guides the FX Project Team in drafting the Project Charter using inputs from the FX Portfolio (e.g., business case, assessments) and other organizational assets
Planning Phase

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

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

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

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

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

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

- **Quality Management** – FX Project teams should plan and document Quality Assurance processes to maintain compliance with the FX Project Management Standards.

- **Stakeholder Management** – The intent of Project Stakeholder Management is to identify individuals or groups who could impact the project or be impacted by the project, and to develop appropriate strategies for effectively interacting with them. Stakeholder management activities may be performed in close collaboration with the OCM Services Team.

- **Communication Management** – Communications Management entails all the recommended communications to support an FX Project, e.g., status meetings, status reports, working meetings, document reviews.

- **Team Management** – Team Management is the process of assessing team performance and individual efforts, providing feedback, removing obstacles, minimizing change, and maintaining a cohesive team throughout the project.
The Monitoring and Controlling Process Group consists of actions by the FX Project Team to track, review, and control project progress.

- **Monitor Scope** – FX Project teams control project scope by monitoring the status of the project and managing changes to the scope baseline.

- **Monitor Schedule** – Schedule monitoring and reporting activities must also accurately identify and report when forecasted completion dates differ from baseline dates and whether schedule variances will affect downstream work.

- **Monitor CRAIDL** – The process of managing changes, risks, action items, issues, decisions, and lessons learned to communicate to stakeholders the information needed to make accurate and timely decisions.

- **Performance Metrics and Reporting** – The FX EPMO uses performance measures to monitor the progress FX Project Teams are making toward the completion of project milestones and assessing trends in project performance.
Close Out

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

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

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

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