



AMMP Plans, Guides, and Templates TOC

Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP)

Prepared for:

Alabama Medicaid Agency

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Revision History

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1 Introduction

This document contains a listing of and a brief description of the Program Wide Deliverables and Templates for the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP).

2 Deliverables

2.1 COM-3: Project Organization and Staffing

The purpose of this deliverable is to document the key and required positions for each vendor as part of the Modularity Program and share the processes and procedures used to determine and maintain the appropriate staffing for the project. The COM-3 plan supplements the overall Project Management Plan (PMP) and covers the staffing requirements for the program. The Project Organization and Staffing Plan is intended to be a living document. The COM-3-02: Project Organization and Staffing Details artifact contains the details of this area for each vendor. Each vendor will have their own artifact to maintain. The artifact is to be updated six (6) weeks after a new vendor starts or two (2) weeks after a vendor adds a team member or has other staff changes. The sections that require details to be completed in COM-3-02 will be indicated accordingly.

The scope of the COM-3: Project Organization and Staffing plan is specific to the Medicaid Enterprise Systems (MES) vendor contracts.

2.1.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose and Scope*
- 1.3 *Risk Management*
- 2 *Approach*
- 2.1 *Determine Project Objectives*
- 2.2 *Create Staffing Plan*
- 2.3 *Develop Effective Hiring and On-going Training*
- 2.4 *Review and Execute*
- 2.5 *Staffing Considerations*
- 2.5.1 *Backfill Current Positions or Staff New Position*
- 3 *Organizational Charts and Staff Requirements*
- 3.1 *Organization Chart*
- 3.2 *Staff Requirements*
- 3.3 *Project Staff Key Roles*
- 3.4 *Identify Staffing and People Needs*

2.2 COM-3-01: Project Organization Chart

This is document contains the Organization Chart for the PMO Service vendor.

2.3 COM-6-A: Responsibility Assignment Matrix

The Responsibility Assignment Matrix contains information by role who is responsible, approves, contributes, supports and is informed for each process/activity for the program

2.3.1 Sections Included

The following sections are included in this deliverable:

Phases

Processes / Activities

Accountable Party

For each role for each process indicate:

BLANK = no action for the activity

A = To whom "R" is Accountable, who must Approve

R = Responsible, owns/facilitates activity

A/R = Has both A and R responsibilities

C = To be Consulted or provides Contributions

S = Provides Support for activity

I = Informed of results, but need not be consulted

N/A = Not Applicable

2.4 COM-8: Meeting Protocol Reference Guide

This guide, COM-8: Meeting Protocols Reference Guide, addresses meeting processes and procedures. This deliverable will cover the necessary steps required to schedule, facilitate, scribe, create and distribute agendas/minutes, track action items, and obtain approval of meeting minutes. It will also provide guidance on the tools and templates used throughout the process. All Modules within the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) will use this reference guide. The modules that make up the AMMP are as follows; Program Management Office (PMO), Module, Electronic Visit Verification (MEVV), System Integrator (SI), Electronic Data Warehouse (EDW), and Claims Processing and Management Services (CPMS).

The purpose of a Meeting Protocols Reference Guide is to define guidelines for meeting facilitators, scribes, and attendees, so that meetings are efficient, have a clear purpose, meet objectives, and are productive.

2.4.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose and Scope*
- 1.3 *Meeting Expectations*
- 2 *Meeting Planning and Execution*
- 2.1 *Pre-Meeting Planning*
- 2.2 *Meeting Execution*
- 2.2.1 *Meeting Facilitation*
- 2.2.2 *Meeting Scribe*
- 2.2.3 *Meeting Participation*
- 2.3 *Post-Meeting Execution*
- 2.3.1 *Meeting Minutes*
- 2.3.2 *Action Item Follow-up*

- 2.4 *Roles and Responsibilities*
- 3 *Meeting and Minutes Workflow*
- 3.1 *Schedule Meeting*
- 3.2 *Facilitate Meeting*
- 3.3 *Complete Meeting Minutes*
- 3.4 *Quality Control of Meeting Minutes*
- 3.5 *Invitee/Attendee Review and Approval of Meeting Minutes*
- 3.6 *Metrics and Reporting of Meeting Minutes*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*
- Appendix C. *MES Meeting Agenda and Minutes*
- Appendix D. *MES Meeting Minutes Protocols*
- Appendix E. *SharePoint Lists*
- Appendix F. *Meeting Documents Library in SharePoint*
- Appendix G. *CMS Meeting Minutes Workflow*

2.5 COM-9: Corrective Action Plan

This deliverable, COM-9: Corrective Action Plan (CAP), addresses Corrective Action Plan processes and procedures. This deliverable covers the necessary steps to request, develop, submit, approve, monitor, report, close and/or determine if liquidated damages will be assessed for non-compliance. It also provides guidance on the tools and templates used throughout the process. All MES program vendors - System Integrator (SI), Program Management Office (PMO), Organizational Change Management (OCM), Medicaid Enterprise Architecture (MEA), and Requirements and Business Process Management (RBPM)—will use this deliverable as a reference in standardizing Corrective Action Plans.

The Corrective Action Plan defines the end-to-end process and procedures for documenting and defining MES program deficiencies. This includes, but is not limited to the Agency requesting CAPs, Vendor developing/submitting CAPs, monitoring and reporting on CAPs and ultimately the resolution of the CAP either through closure or assessment of liquidated damages.

The scope of the COM-9: Corrective Action Plan is specific to the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) for each Vendor.

2.5.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose and Scope*
- 1.2 *Referenced Deliverables and Artifacts*
- 1.3 *Roles and Responsibilities*
- 1.4 *Corrective Action Plan Overview*
- 2 *Corrective Action Plan – Process and Procedures*
- 2.1 *Corrective Action Plan Workflow*
- 2.2 *MES PMO Request for a Corrective Action Plan*
- 2.3 *Vendor Development of a Corrective Action Plan*
- 2.4 *Vendor Submission of Corrective Action Plan*
- 2.5 *Collaborative Review of Corrective Action Plan*
- 2.6 *Approval to Execute Corrective Action Plan*
- 2.7 *Execute Corrective Action Plan*
- 2.8 *Approval to Close Corrective Action Plan*
- 2.9 *Liquidated Damages*
- Appendix A. *Acronyms/Glossary*

Appendix B. Applicable Project, Federal, State, or Industry Standards

2.6 COM-10: Scope Change Management Plan

The purpose of the Scope (Change) Management Plan is to define the standard processes for identifying, documenting, analyzing, approving/rejecting, and implementing changes to the baseline scope, schedule, contract, and if necessary, cost to the project. Scope management ensures:

- All scope changes are managed at the module level and coordinated across the entire MES program
- Project Change Requests are well written with supporting material available for proper decision making
- All significant changes are reviewed and approved prior to implementation
- The Change Control Board (CCB) and the Executive Oversight Committee (EOC) provide a governance structure for approval or rejection
- The PMO, EOC, and other project stakeholders and governance structures are notified of changes through the Scope Change Management process
- Conduct project, as well, as program level change request meetings
- Verification of change implementation

2.6.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose*
- 1.3 *Scope*
- 1.4 *Approach*
- 1.5 *Roles and Responsibilities*
- 2 *Change Control Establishment*
- 2.1 *Change Control Board (CCB)*
- 2.2 *Change Identification*
- 2.3 *Scope and Change Management Tracking*
- 2.4 *Scope and Change Management Process*
- 2.4.1 *PCR Development with Initial Analysis*
- 2.4.2 *PCR Submission*
- 2.4.3 *Module CCB Review*
- 2.4.4 *Module creates Impact Analysis*
- 2.4.5 *MES CCB Review*
- 2.4.6 *PCR Implementation / Verification*
- 2.4.7 *Change Requests Escalations*
- 2.5 *Business Process Impacts*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*
- Appendix C. Project Change Request Form*
- Appendix D. PCR Classification Method*
- Appendix E. Project Change Management List*
- Appendix F. Module CCB Members*

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2.7 COM-11: Communication Management Plan

Clear, timely and comprehensive communication throughout the Medicaid Enterprise System (MES) Program and Modular Projects is essential to the success of both design, development and implementation (DDI) efforts and ongoing operations. This overarching Communication Management Plan (CMP) addresses challenges that are magnified in modular projects, including:

- Stakeholder turnover
- Larger numbers of stakeholders with varying communication needs
- Diverse terminologies used across modules
- Coordination of consistent communication across all stakeholders and vendors
- Differing levels of government healthcare experience between vendors
- The need for modular vendors to protect their intellectual property from potential competitors working on the same modular solution

The Alabama Medicaid Enterprise System (MES) affects multiple departments and divisions within the Alabama Medicaid Agency (AMA), as well as diverse and varied groups external to the agency. These external organizations include other State agencies (e.g., OIT, ADPH) or Federal Agencies (e.g., CMS), special interest and advocacy groups, public advisory boards, commissions, councils and *interfacing vendors to the systems* (e.g., Gainwell). Refer to the AMA Org Chart.

The CMP provides a framework that serves as a guide linking project staff, sponsors and internal stakeholders via available communication methods. Communications with external stakeholders will be managed in coordination with the AMA MES through the Organizational Change Management (OCM) process. The plan ensures that the correct individuals get the required information they need in a timely manner throughout the lifecycle of the MES Program/Projects and helps ensure the successful outcome of the MES Program and modular projects.

The AMA MES CMP is a living document and is expected to change throughout the course of the project, according to communication needs and the effectiveness of communication vehicles.

The plan defines the approach and methodology used to create a detailed communication process and appropriate measurements and feedback mechanisms. The activities in this plan are mapped against common events, AMA MES milestones, and/or deliverables.

The CMP is intended to address the specific internal coordination challenges inherent in multi-vendor, multi-module projects. The plan lays the foundation for communications during subsequent phases of the AMA MES and serves as a model or template for ongoing communication efforts.

2.7.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Goals and Outcomes*
- 1.3 *Methodology*
- 1.4 *Document Maintenance*
- 1.5 *Audience*
- 2 *Communication Principles and Objectives*
- 2.1 *Communication Principles*
- 2.2 *Communication Objectives*
- 2.3 *Validation and Approval Process*
- 2.3.1 *Validation and Approval Steps*

- 3 *Stakeholders*
 - 3.1 *Relationship Building*
 - 3.2 *Identify and Group Stakeholders*
 - 3.3 *Stakeholder Matrix*
 - 3.4 *Mapped Stakeholder Matrix*
 - 3.5 *Stakeholder Information Needs*
 - 3.5.1 *Alabama Medicaid Executive Leadership*
 - 3.5.2 *MES Program Manager*
 - 3.5.3 *Alabama Medicaid Agency Functional Management and Operational Staff*
 - 3.5.4 *MES Director*
 - 3.5.5 *Module Vendor Project Team*
 - 3.5.6 *Legacy Vendor Project Team*
 - 3.5.7 *IV&V Project Team*
 - 3.5.8 *Executive Oversight Committee*
 - 3.5.9 *Change Control Board*
 - 3.5.10 *Business Review Board*
 - 3.5.11 *Enterprise Architecture Board*
 - 3.5.12 *Information Security Office (ISO)*
 - 3.5.13 *Medicaid IT PPMO*
- 4 *Roles and Responsibilities*
- 5 *Key Messages and Media Analysis*
 - 5.1 *Types of Media and Vehicles*
 - 5.1.1 *Face-to-Face*
 - 5.1.2 *Printed*
 - 5.1.3 *Electronic Communication Vehicles*
 - 5.2 *Key Messages*
 - 5.2.1 *Alabama Commitment Messages*
 - 5.2.2 *Capability Messages*
- 6 *Communication Schedule*
 - 6.1 *Mapped Communication Matrix*
 - 6.2 *Communication Event Description*
 - 6.2.1 *Meetings*
 - 6.2.2 *Status Reporting*
 - 6.2.3 *Presentations*
 - 6.2.4 *Interviews*
 - 6.3 *Communication Artifacts and Storage*
- 7 *Communication Standards*
 - 7.1 *Agency Distribution Lists*
 - 7.2 *Agency Policy for Handling Information*
 - 7.3 *Escalation Process*
- 8 *Collect Feedback*
 - 8.1 *Informal Evaluation Mechanisms*
 - 8.2 *Formal Evaluation Mechanisms*
 - 8.3 *Project Feedback Approach*
- 9 *Stakeholder Register Contents*
- 10 *OCM Communication Protocols*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Alabama Medicaid Agency Organization Chart*
- Appendix C. *AMA MES Organization Chart*
- Appendix D. *Subsystem Function Process Owners*

2.8 COM-11-01: Stakeholder Register

The Stakeholder Register is a lister of the various AMMP stakeholders.

2.8.1 Sections Included

The contractor is to include the following information in their documentation associated with this deliverable:

Name
Organization
Title/Department
Email
Office Phone Number
Location

2.9 COM-15: Cleanup and Conversion Management Plan

During MES program vendor implementations, data will be migrated from the Legacy systems into new, modular systems. The migration of data will inherently involve cleanup and conversion activities to ensure data integrity, and transformation to the format native to the new system. This document provides information about how the Program Management Office (PMO) Services Vendor of the Agency's MES program will oversee data cleanup and conversion to ensure a successful migration.

The following topics are covered in this document:

- Anticipated data sources
- Approach to data cleanup and conversion
- Data cleanup and conversion planning
- Process development and execution
- Test plans
- Roles and responsibilities

2.9.1 Sections Included

The following sections are included in this deliverable:

1 *Introduction*
1.1 *Purpose and Scope*
1.2 *Referenced Deliverables and Artifacts*
2 *Data Cleanup and Conversion*
2.1 *Anticipated Data Sources*
2.2 *Approach*
2.3 *Planning*
2.4 *Process Development and Execution*
2.5 *Test Plans*
2.6 *Cleanup and Conversion Management Reporting*
3 *Roles and Responsibilities*

2.10 COM-15-A: Cleanup and Conversion Reporting

Per the Program Management Office (PMO) Services Request for Proposal , COM-15 Cleanup and Conversion Management Plan includes the Plan, Templates, Management and execution of Data Cleanup and Conversion. The specific verbiage from the Request for Proposal is as follows, "The PMO Vendor shall develop a data Cleanup and Conversion Management Plan. The plan shall define how the PMO Vendor shall be actively involved in managing and providing guidance for all data cleanup and

conversion activities. During the initial phase of the contract, the PMO Vendor shall be responsible for defining the requirements needed for data cleanup and conversion from the Medicaid Management Information System (MMIS) and all ancillary systems. The data cleanup and conversion requirements shall be included in the applicable Request for Proposal (RFP)/ Request for Bid (RFB) going forward. The PMO Vendor shall provide guidance and written recommendations regarding data sources, data modeling, data analysis, data cleanup and data conversion plans. The PMO Vendor shall also address written recommendations regarding the process, scheduling, and timelines for data cleanup and conversion, as well as identify issues and obstacles with suggested solutions. Due to the critical nature of the MMIS data, the PMO Vendor shall have experience in projects involving the data clean up and conversion from large complex systems. The data conversion strategy and plans will be deliverables for future RFPs/RFBs. However, the PMO Vendor shall manage all business and vendor activities and schedules related to data cleanup and conversion plans. The plan shall include at the minimum, the objectives, strategy, standards, methods, procedures, roles, responsibilities, data requirements, data mapping and designs, exception handling, risks & mitigation strategies, data conversion procedures and controls, data cleansing, conversion rollout, reports for conversion results, accuracy rates, and statistics and data conversion schedule. In addition, the PMO Vendor shall monitor, track, confirm and report on all results from test and production conversion runs and validate that results are accurately reported including full and interim conversion runs. The PMO Vendor shall produce a Data Clean-up report and a Data Conversion report within three (3) business days of each conversion run. The format and content of the Data Clean-up Report and the Data Conversion report will be defined after the start of the contract and must be approved by the Agency. The PMO Vendor shall facilitate and oversee that the vendors maximize their capability to convert data without manual cleanup as much as possible.”

2.10.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

2.11 COM-16 Certification Management Plan

The Alabama Medicaid Enterprise Systems (MES) Certification Support Management Plan (CSMP) outlines the processes each project or module will use to manage its certification phases. Each module vendor will develop their own Certification Management Plan to align with the CSMP. The Alabama Medicaid Agency seeks to certify its MES using the CMS Outcomes-Based Certification (OBC) or Streamlined Modular Certification (SMC) processes. CMS has not yet defined any specific differences between OBC and SMC, however it is understood the overall focus for certification is to determine outcomes, metrics and criteria that successfully demonstrate support for the business needs. The process used will be determined and approved, for each module, by CMS and AMA.

The Program Management Office (PMO) vendor will be responsible for tracking, monitoring, and validating the content, submitted by the module vendors, for the established certification process.

2.11.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*

- 1.4 *Roles and Responsibilities*
- 2 *Outcomes-Based Certification Overview*
- 2.1 *Standards*
- 2.2 *Program Certification Schedule*
- 3 *Planning - Structure of OBC/SMC Certifications*
- 3.1 *Enterprise Outcomes, Metrics, Criteria, and Reporting Schedule*
- 3.1.1 *Module 1 - EVV Outcomes, Metrics, Criteria, and Reporting Schedule*
- 3.1.2 *Module 2 - Enterprise Data Warehouse (EDW) Outcomes, Metrics, Criteria, and Reporting Schedule*
- 3.1.3 *Module 3 - Provider Management Outcomes, Metrics, Criteria, and Reporting Schedule*
- 3.1.4 *Module 4- Core Outcomes, Metrics, Criteria, and Reporting Schedule*
- 4 *Development*
- 5 *Implementation - Operational Readiness Review*
- 6 *Operations and Management - Certification Review (CR)*
- Appendix A. Acronyms/Glossary*
- Appendix B. EVV Certification Intake Form*

2.12 COM-20-01 Executive Level Dashboard – User Guide

This user guide, COM-20-01: Executive Level Dashboard - User Guide, is to simplify and enhance the end user's experience when using the Executive Dashboard. It provides a written guide, associated images, with language used to match to the intended audience expectations. The user guide is to help end users by giving them the means to quickly understand the Dashboard and its high-level functionality.

The purpose of this dashboard is for executive level stakeholders to gain a high-level view of the overall health of their Program of Projects, with drill through capabilities to more specific data that represents the health of specific Projects within the Alabama MES Modernization Program (AMMP). This allows executives to review Key Performance Indicators (KPIs)/Metrics easily and seamlessly from the Program down to the individual Project level. It is not intended for use as a comprehensive project management tool.

2.12.1 Sections Included

The following sections are included in this deliverable:

- 1 Introduction
- 1.1 Purpose and Scope
- 1.2 Overview
- 1.3 Referenced Deliverables and Artifacts
- 2 Dashboard
- 2.1 Performance Dashboard
- 2.1.1 Key Performance Indicators (Summary)
- 2.1.2 Program/Project Health Indicators
- 2.1.3 Program View (Drill Through)
- 2.1.4 Critical Issues and Critical Risks
- 2.1.5 Leadership and Status Summary
- 2.1.6 Project View – Performance Dashboard
- 3 Frequently Asked Questions

2.13 EA-d-c: MITA Business Services

A business service defines a standard interface and functionality for a business process that aligns the common factors of the State Medicaid Agency (SMA) design with the Medicaid Enterprise requirements. A Medicaid Information Technology Architecture (MITA) Business Service allows two (2) things:

1. **Modularity** – A new deployment replaces an individual service with a new business service without affecting the rest of the enterprise. For example, an enterprise replaces a service that is currently a wrapped Common Business Oriented Language (COBOL) application with a Commercial Off-the-Shelf (COTS) product or Oracle Java Platform, Enterprise Edition (J2EE) C++ program without changing any of the external interfaces
2. **Interoperability** – A system changes an external user of a service (e.g., delete, add, or modify external services or clients) without changing the service itself. For example, a new service is an application, or a client added to the enterprise that takes the output from an existing service as an input

The Technical Architecture (TA) defines business services for the MITA Framework as Service-Oriented Architecture (SOA) based services established to perform a specific Medicaid business need. A business service is implementation-neutral and does not specify platform, binding protocols, programming models, operating systems, underlying infrastructure technologies, or other execution details to deploy the function.

Business services provide business functionality derived from the MITA Business Process Model (BPM), as described in Part I, Chapter 4, Business Process Model, and the MITA Business Capability Matrix (BCM), as described in Part I, Chapter 5, Business Capability Matrix. Technical services, discussed in Part III, Chapter 4, Technical Services, provides underlying technical functionality (e.g., forms management, security, etc.).

2.13.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 2 *Business Service Details*
- 3 *Business Service Approach*
- 4 *Business Service Development*
- 5 *Business Service Solution Sets*
- 6 *Business Service Flow*
- 7 *Service Contract Development*
- 8 *Business Service Registry*
- 9 *Business Services*
- 9.1 *<Service Name>*
- 9.1.1 *Service Contract*
- 9.1.2 *Business Logic*
- 9.1.3 *Formal Interface Definition*
- 9.1.4 *Configuration Data*
- 9.1.5 *Constraints*
- 9.1.6 *Use Cases*
- 9.1.7 *Solution Set*
- 9.1.8 *Structure Diagram*
- 9.1.9 *Performance Standards*
- 9.1.10 *Test Scenarios and Test Cases*
- 9.1.11 *Map to MITA Data Models*
- Appendix A. *Acronyms/Glossary*

Appendix B. Applicable Project, Federal, State, or Industry Standards
Appendix C. MEA Glossary

2.14 EA-d-d: MITA Technical Services

Independence is an important characteristic of a technical service. A different service can easily replace an independent service, provided the new service meets the needs of the user. Services should also be location independent because, in today's IT environment, a service does not have to collocate with the users of that service.

Module vendors document how the service performs so other computers can use the service. The documentation includes the functions included in the service (e.g., expected output, error checking, accuracy, etc.) and describes how to obtain the service and how other systems may request the service. To achieve a high level of loose coupling, these services should not specify platform, binding protocols, programming models, operating systems, underlying infrastructure technologies, or other execution details to deploy the service.

2.14.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Scope*
- 1.2 *Referenced Deliverables*
- 2 *Technical Services*
- 2.1 *<Service Name>*
- 2.2 *Purpose*
- 2.3 *Business Logic*
- 2.4 *Constraints*
- 2.5 *Formal Interface Definition*
- 2.6 *Use Cases*
- 2.7 *Solution Set*
- 2.8 *Structure and Activity Diagrams*
- 2.9 *Performance Standards*
- 2.10 *Test Scenarios and Test Cases*
- 2.11 *Map to MITA Data Models*
- Appendix A. Acronyms*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*
- Appendix C. MEA Glossary*

2.15 EA-d-g: MITA Technical Capability Matrix

A technical capability describes a technical function at a specific Medicaid Information Technology (IT) Architecture (MITA) Maturity Level (MML). The Technical Architecture (TA) assigns technical capabilities to a maturity level based on the maturity level of the business usage they enable. Technical capabilities can affect multiple business processes in order to provide benefits to stakeholders. Whereas business capabilities define business services, the TA maps technical capabilities to technical services. Technical capabilities associate themselves with IT solutions or enablers.

The Technical Capability Matrix (TCM) consists of technical capabilities allocated to five (5) maturity levels for all technical functions. Each technical capability corresponds to technical functionality providing the technologies for one or more of the following:

- Enabling one or more business capability (e.g., forms management and workflow for automating provider enrollment)
- Realizing one or more MITA goals or objectives. For example, the technical capabilities that are part of a Service-Oriented Architecture (SOA) enable the goal “promote reusable components – modularity.” An Enterprise Service Bus (ESB) would be an example of such a technical capability
- Enabling the transition of a legacy system or process to the MITA Framework
- Alignment with the Enhanced Funding Requirements: Seven Conditions and Standards (a.k.a. Seven Standards and Conditions)

Health care IT systems are evolving along the continuum of technical capabilities. The MITA technical capabilities support the MITA goals and objectives and align with the Seven Standards and Conditions. The capability descriptions below provide guidance as the Medicaid Enterprise evolves.

1. **Level 1 Capabilities** – The State Medicaid Agency (SMA) uses predominantly manually intensive technical processes that do not use current industry standards.
2. **Level 2 Capabilities** – The SMA uses a mix of manually intensive processes and electronic transactions or functionality. Accessibility expands to include multiple types of delivery (e.g., browser, kiosk, voice response system, or mobile phone).
3. **Level 3 Capabilities** – The SMA utilizes an ESB to promote interoperability. Partners include one or more of the following: intrastate and interstate agencies, federal entities, and external health care stakeholders.
4. **Level 4 Capabilities** – The SMA promotes interoperability between interstate agencies, federal partners, Health Insurance Exchange (HIX), Health Information Exchange (HIE), and other external health care stakeholders.
5. **Level 5 Capabilities** – The SMA promotes Cloud Computing functionality, such as, real-time access to information.

The purpose of the TCM is to describe the boundaries and behavior of each MITA technical function in the context of the five (5) levels of MITA maturity. Business capabilities illustrate how a business process matures and improves over time. Information capabilities include data management strategies, data models, and data identified in the business capabilities that enable technical capabilities. Technical capabilities are enablers of business capabilities. Technical capabilities are enablers that support the business process at specific levels of maturity or technologies that promote MITA goals and objectives (e.g., flexibility, adaptability, and interoperability). There is no one-to-one match between business, information, and technical capabilities. The TCM is the primary tool for selecting the appropriate level of maturity for the TA.

The Agency plans to build the TCM in the iServer Enterprise Architecture Framework, and then use the TCM to track the MITA maturity of each MITA technical function through time. As the MITA maturity changes over time, the TCM will be updated to reflect those changes.

2.15.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*

1.3	<i>Referenced Deliverables and Artifacts</i>
2	<i>Business Relationship Management</i>
2.1	<i>AS IS</i>
2.2	<i>TO BE</i>
3	<i>Care Management</i>
3.1	<i>AS IS</i>
3.2	<i>TO BE</i>
4	<i>Contractor Management</i>
4.1	<i>AS IS</i>
4.2	<i>TO BE</i>
5	<i>Eligibility & Enrollment Management</i>
5.1	<i>AS IS</i>
5.2	<i>TO BE</i>
6	<i>Financial Management</i>
6.1	<i>AS IS</i>
6.2	<i>TO BE</i>
7	<i>Operations Management</i>
7.1	<i>AS IS</i>
7.2	<i>TO BE</i>
8	<i>Performance Management</i>
8.1	<i>AS IS</i>
8.2	<i>TO BE</i>
9	<i>Plan Management</i>
9.1	<i>AS IS</i>
9.2	<i>TO BE</i>
10	<i>Provider Management</i>
10.1	<i>AS IS</i>
10.2	<i>TO BE</i>
Appendix A.	<i>Acronyms</i>
Appendix B.	<i>Applicable Project, Federal, State, or Industry Standards</i>
Appendix C.	<i>MEA Glossary</i>

2.16 EA-e-b: MITA Data Management Strategy

The Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) will implement a modular architecture for the Medicaid Management Information System (MMIS) that replaces the existing monolithic system. The AMMP business outcome and goal will be to improve the efficiency of administering the Alabama Medicaid programs, using a combination of technology-based procurements, related services, and business process outsourcing. The Agency's vision for the future is that the improved MMIS will enable us to improve member health outcomes. To achieve this, the AMMP must have the capability to support informed and timely decision-making, both at the policy administration level and at point of care, while promoting service coordination, transparency, and accountability.

The AMMP will support the Agency in meeting the requirements for Federal Financial Participation (FFP) for the design, development, installation and enhancement of mechanized claims and encounter processing and information retrieval, as specified under 42 Code of Federal Regulations (CFR) 433.112, by implementing a modernized and modular system that meets the conditions specified by federal regulation.

The Alabama Medicaid Agency (Agency) will utilize the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture Framework (MITA) 3.0 as supporting documentation for the AMMP.

As part of CMS MITA 3.0, a Data Management Strategy (DMS) is required under the Information Architecture section, and the DMS has become an artifact the Agency must produce as part of the MITA

Self-Assessment. The purpose of the DMS is to document the data management processes, techniques, and products needed by the Medicaid Enterprise to achieve optimal sharing of Medicaid Enterprise information.

The DMS provides a structure to guide development of enhanced internal and external data sharing. Data sharing helps make information more readily available, which improves the State Medicaid Agency's overall performance of its mission. The implementation of the DMS will provide the techniques, processes, and products to meet the need for timely, accurate information. It will also provide a vehicle for the State Medicaid Enterprise to better understand its data and how that data fits into the total pool of Medicaid information. The DMS addresses fundamental aspects to enable information-sharing opportunities and to position the State Medicaid Agency to operate in an environment of global information.

2.16.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *CMS Requirements and Purpose*
- 1.3 *Scope*
- 2 *Data Management Strategy*
- 2.1 *Data Governance and Stewardship*
- 2.2 *Enterprise Data Management*
- 2.3 *Document and Content Management*
- 2.4 *Data Warehousing*
- 2.5 *Data Architecture*
- 2.6 *Enterprise Data Models*
- 2.6.1 *Conceptual Data Model*
- 2.6.2 *Logical Data Model*
- 2.7 *Enterprise Metadata*
- 2.8 *Data Sharing Architecture*
- 2.8.1 *Data Sharing Services*
- 2.8.2 *Health Information Exchange*
- 2.8.3 *CMS Interoperability and Patient Access Final Rule*
- 2.9 *Data Transformation*
- 2.9.1 *Data Transformation Plan*
- 2.9.2 *Data Transformation Challenges*
- 3 *Initiatives and Projects Influencing Data Management Maturity*
- 4 *Data Management Strategy Summary*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*

2.17 EA-e-c: MITA Conceptual Data Model (CDM)

The Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) will implement a modular architecture for the Medicaid Management Information System (MMIS) that replaces the existing monolithic system. The modular AMMP business outcome and goal will be to improve the efficiency of administering the Alabama Medicaid programs, using a combination of technology-based procurements, related services, and business process outsourcing. The Agency's vision for the future is that the improved MMIS will enable us to improve member health outcomes. To achieve this, the MES must have the capability to support informed and timely decision-making, both at the policy administration level and at point of care, while promoting service coordination, transparency, and accountability.

The AMMP will support the Agency in meeting the requirements for Federal Financial Participation (FFP) for the design, development, installation and enhancement of mechanized claims and encounter processing and information retrieval, as specified under 42 Code of Federal Regulations (CFR) 433.112, by implementing a modernized and modular system that meets the conditions specified by federal regulation.

The Alabama Medicaid Agency (AMA) will utilize the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture Framework (MITA) 3.0 as supporting documentation during the MES program to implement a modular MMIS.

As part of CMS MITA 3.0, a Conceptual Data Model (CDM) is required under the Information Architecture section, and the CDM has become an artifact the AMA must produce as part of the MITA Self-Assessment.

The CDM is a tool to bridge the knowledge gap between Medicaid subject matter experts, IT architects, and designers. The model depicts the major business information objects in their relationships to each other, using business terminology. In addition, the CDM provides the basis for development of a Logical Data Model (LDM) – reviewed in MITA Part II, Chapter 4, Logical Data Model. It also provides an initial mechanism for ensuring the completeness of the business model and serves as a tool that enables the reengineering of Medicaid business processes. Using a shared data model, States will achieve the true plug-and-play capabilities of services and interoperability.

Key activities for the CDM development include the following:

- **Collaboration** – Participating in design discussions to review and receive input from stakeholders and industry organizations on desired or expected outcomes and areas of concern.
- **Definition** – Defining of parameters and scope of the conceptual data.
- **Model** – Creating the visual representation of the high-level data passing from external entities as well as between business processes within each business area.
- **Use** – Expanding CDM abstractions, visual representations, entities, and descriptions to include attribute data types and vocabulary necessary to develop a more detailed LDM.

2.17.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
 - 1.1 *CMS Requirements and Purpose*
 - 1.2 *Scope*
 - 1.3 *Referenced Deliverables and Artifacts*
- 2 *Conceptual Data Model*
 - 2.1 *Business Relationship Management Conceptual Data Model*
 - 2.1.1 *Conceptual Data Model Diagram*
 - 2.2 *Care Management Conceptual Data Model*
 - 2.2.1 *Conceptual Data Model Diagram*
 - 2.3 *Contractor Management Conceptual Data Model*
 - 2.3.1 *Conceptual Data Model Diagram*
 - 2.4 *Eligibility and Enrollment Management Conceptual Data Model*
 - 2.4.1 *Conceptual Data Model Diagram*
 - 2.5 *Financial Management Conceptual Data Model*

- 2.5.1 *Conceptual Data Model Diagram*
- 2.6 *Member Management Conceptual Data Model*
- 2.6.1 *Conceptual Data Model Diagram*
- 2.7 *Operations Management Conceptual Data Model*
- 2.7.1 *Conceptual Data Model Diagram*
- 2.8 *Performance Management Conceptual Data Model*
- 2.8.1 *Conceptual Data Model Diagram*
- 2.9 *Plan Management Conceptual Data Model*
- 2.9.1 *Conceptual Data Model Diagram*
- 2.10 *Provider Management Conceptual Data Model*
- 2.10.1 *Conceptual Data Model Diagram*
- 3 *Entities, Definitions, Sources, and Messages*
- 3.1 *Definitions*
- 3.2 *Entities and Sources*
- 3.3 *Messages*
- 4 *Conceptual Data Model Summary*
- Appendix A. *Acronyms*

2.18 EA-e-d: MITA Logical Data Model

The Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) will implement a modular architecture for the Medicaid Management Information System (MMIS) that replaces the existing monolithic system. The modular AMMP business outcome and goal will be to improve the efficiency of administering the Alabama Medicaid programs, using a combination of technology-based procurements, related services, and business process outsourcing. The Agency's vision for the future is that the improved MMIS will enable us to improve member health outcomes. To achieve this, the MES must have the capability to support informed and timely decision-making, both at the policy administration level and at point of care, while promoting service coordination, transparency, and accountability.

The AMMP will support the Agency in meeting the requirements for Federal Financial Participation (FFP) for the design, development, installation and enhancement of mechanized claims and encounter processing and information retrieval, as specified under 42 Code of Federal Regulations (CFR) 433.112, by implementing a modernized and modular system that meets the conditions specified by federal regulation.

The Alabama Medicaid Agency (AMA) will utilize the Centers for Medicare and Medicaid Services (CMS) MITA 3.0 as supporting documentation during the AMMP to implement a modular MMIS.

As part of CMS MITA 3.0, a Logical Data Model (LDM) is required under the Information Architecture section, and the Conceptual Data Model (CDM) has become an artifact the Agency must produce as part of the MITA Self-Assessment.

The LDM provides the mechanism for ensuring the completeness of the business model and serves as a tool that enables the reengineering of Medicaid business processes. Using a shared data model, the Agency will achieve true plug-and-play capabilities of services and interoperability.

The LDM provides the following:

- A focus on the data that comprises the organizational business processes rather than individual business processes
- Facilitation of business-focused data analysis
- Aid in understanding enterprise-wide standardized business rule definitions and business data usage as well as help in uncovering existing data defects
- A basis for performing data integration and harmonization

- Improved data quality

2.18.1 Sections Included

The following sections are included in this deliverable:

1	<i>Introduction</i>
1.1	<i>CMS Requirements and Purpose</i>
1.2	<i>Scope</i>
1.3	<i>Referenced Deliverables and Artifacts</i>
2	<i>Logical Data Model</i>
2.1	<i>Business Relationship Management Logical Data Model</i>
2.1.1	<i>Business Relationship Management Entity Relationship Diagram</i>
2.1.2	<i>Business Relationship Management Logical Data Model Details</i>
2.2	<i>Care Management Logical Data Model</i>
2.2.1	<i>Care Management Entity Relationship Diagram</i>
2.2.2	<i>Care Management Logical Data Model Details</i>
2.3	<i>Contractor Management Logical Data Model</i>
2.3.1	<i>Contractor Management Entity Relationship Diagram</i>
2.3.2	<i>Contractor Management Logical Data Model Details</i>
2.4	<i>Eligibility and Enrollment Management Logical Data Model</i>
2.4.1	<i>Eligibility and Enrollment Management Entity Relationship Diagram</i>
2.4.2	<i>Eligibility and Enrollment Logical Management Data Model Details</i>
2.5	<i>Financial Management Logical Data Model</i>
2.5.1	<i>Financial Management Entity Relationship Diagram</i>
2.5.2	<i>Financial Management Logical Data Model Details</i>
2.6	<i>Member Management Logical Data Model</i>
2.6.1	<i>Member Management Entity Relationship Diagram</i>
2.6.2	<i>Member Management Logical Data Model Details</i>
2.7	<i>Operations Management Logical Data Model</i>
2.7.1	<i>Operations Management Entity Relationship Diagram</i>
2.7.2	<i>Operations Management Logical Data Model Details</i>
2.8	<i>Performance Management Logical Data Model</i>
2.8.1	<i>Performance Management Entity Relationship Diagram</i>
2.8.2	<i>Performance Management Logical Data Model Details</i>
2.9	<i>Plan Management Logical Data Model</i>
2.9.1	<i>Plan Management Entity Relationship Diagram</i>
2.9.2	<i>Plan Management Logical Data Model Details</i>
2.10	<i>Provider Management Logical Data Model</i>
2.10.1	<i>Provider Management Entity Relationship Diagram</i>
2.10.2	<i>Provider Management Logical Data Model Details</i>
3	<i>Logical Data Model Summary</i>
Appendix A.	<i>Acronyms</i>

2.19 EA-e-f: MITA Information Capability Matrix

The Alabama Medicaid Agency (AMA) will utilize the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) Framework 3.0 as supporting documentation during the MES program to implement a modular MMIS.

As part of CMS MITA 3.0, an Information Capability Matrix (ICM) is required. The full details of the MITA ICM can be found in MITA 3.0, Part 2, Chapter 6, Information Capability Matrix.

The purpose of the ICM is to describe the boundaries and behavior of each MITA business area in the context of the five (5) levels of the MITA Maturity Model (MMM) as described in MITA 3.0, Part 1, Chapter 3, Maturity Model, and in the MITA principles, goals, and objects (Front Matter, Chapter 6, Introduction to the MITA Framework). The ICM is one of the principal building blocks of the MITA Framework. Business and Technical Services use information enabled by the Information Architecture (IA) capabilities (see MITA 3.0, Part 3, Chapter 4, Technical Services). It is important for readers to see the ICM as the middle link between the Business Architecture (BA) and the Technical Architecture (TA). The ICM supports enabling technologies that align with Medicaid business processes and technologies. The ICM relates in purpose and format to the Business Capability Matrix (BCM) and the Technical Capability Matrix (TCM).

The ICM defines the information capabilities used in a business process and informs the identification of technical capabilities. The ICM includes four (4) primary components: Data Management Strategy (DMS), Conceptual Data Model (CDM), Logical Data Model (LDM), and Data Standards.

The ICM discusses the data identified in the business process that enables technical capabilities. The BCM discusses the business capabilities associated with a business process and the TCM discusses technical capabilities that enable business capabilities. There is no one-to-one match among business, information, and technical capabilities. This document focuses exclusively on information capabilities as expressed in the ICM.

2.19.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose*
- 1.3 *Scope*
- 2 *Information Capability Matrix*
- 2.1 *Business Relationship Management*
- 2.1.1 *AS IS*
- 2.1.2 *TO BE*
- 2.2 *Care Management*
- 2.2.1 *AS IS*
- 2.2.2 *TO BE*
- 2.3 *Contractor Management*
- 2.3.1 *AS IS*
- 2.3.2 *TO BE*
- 2.4 *Eligibility & Enrollment Management*
- 2.4.1 *AS IS*
- 2.4.2 *TO BE*
- 2.5 *Financial Management*
- 2.5.1 *AS IS*
- 2.5.2 *TO BE*
- 2.6 *Member Management*
- 2.6.1 *AS IS*
- 2.6.2 *TO BE*
- 2.7 *Operations Management*
- 2.7.1 *AS IS*
- 2.7.2 *TO BE*
- 2.8 *Performance Management*
- 2.8.1 *AS IS*
- 2.8.2 *TO BE*
- 2.9 *Plan Management*
- 2.9.1 *AS IS*

- 2.9.2 *TO BE*
- 2.10 *Provider Management*
- 2.10.1 *AS IS*
- 2.10.2 *TO BE*
- Appendix A. *Acronyms*

2.20 EA-f-1: MITA Concept of Operations

The document is the Medicaid Information Technology Architect (MITA) Concept of Operations (ConOps). The ConOps is based on information found in the Agency's Medicaid State Self-Assessment 2019.

The Centers for Medicare and Medicaid Services (CMS) defines the Medicaid Information Technology Architecture (MITA) as both a framework and an initiative. The MITA framework provides State Medicaid Agencies (SMAs) with a common structure for describing their Medicaid operations and for defining future state processes and technical transformations within their Medicaid programs. The following Concept of Operations (COO) report can be used by the Alabama Medicaid Agency to organize their current (AS IS) operations and define future (TO BE) vision and describe the impact of planned improvements on stakeholders, information exchanges, Medicaid operations, and health care outcomes.

AMA's COO is organized into the following sections:

- Concept of Operations Introduction
- Mission, Vision and Values of the Alabama State Medicaid Agency
- Alabama Medicaid Agency Stakeholders
- Medicaid Enterprise Information and Data
- MITA Drivers and Enablers
- Alabama Medicaid Agency AS IS Operations
- Alabama Medicaid Agency TO BE Environment
- Alabama Medicaid Agency MITA Business Improvements

2.20.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 2 *Report Overview*
- 2.1 *MITA Business Process Model*
- 3 *Concept of Operations Introduction*
- 3.1 *Medicaid Mission and Goals*
- 3.2 *MITA Mission, Goals and Objectives*
- 4 *Mission, Vision, and Values of the Alabama State Medicaid Agency*
- 5 *Alabama Medicaid Agency Stakeholders*
- 5.1 *Alabama Medicaid Agency Organizational Units*
- 5.2 *Alabama Medicaid Agency MITA Process AS IS and TO BE Responsibilities*
- 5.3 *Alabama Transformation of Stakeholder Roles*
- 6 *Medicaid Enterprise Information and Data*
- 7 *MITA Drivers and Enablers*
- 7.1 *Alabama Medicaid Drivers and Enablers*
- 7.1.1 *Alabama Coordinated Health Network (ACHN)*
- 7.1.2 *Integrated Care Networks (ICN)*
- 7.1.3 *Centralized Alabama Recipient Eligibility System (CARES)*
- 8 *Alabama Medicaid Agency AS IS Operations*
- 8.1 *Technical Aspects of the Alabama AS IS Environment*

- 8.1.1 *Eligibility is in Transition*
- 8.1.2 *No Enterprise Service Bus (ESB), Rules Engine, or Service-Oriented Architecture*
- 8.1.3 *Standards Management and Enterprise Architecture*
- 8.1.4 *Connectivity Model*
- 8.1.5 *Document Management and Workflow*
- 8.1.6 *Identity and Access Management*
- 9 *Alabama Medicaid Agency TO BE Environment*
- 9.1 *Technical Aspects of the Alabama TO BE Environment*
- 9.1.1 *Single System Eligibility*
- 9.1.2 *ESB, Rules Engine, and SOA*
- 9.1.3 *Standards Management and Enterprise Architecture*
- 9.1.4 *Connectivity Model*
- 9.1.5 *Document Management and Workflow*
- 9.1.6 *Identity and Access Management (IAM)*
- 10 *Alabama Medicaid Agency MITA Business Improvements*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*
- Appendix C. *MEA Terminology*

2.21 EA-j: Technical Requirements

The Technical Requirements deliverable contains the set of technical requirements to define the enterprise-wide infrastructure of Medicaid. The Program Management Office (PMO) Services Vendor shall oversee and evaluate the technical requirements during all phases of the program. The PMO Services Vendor shall work with the System Integrator (SI) and other vendors to develop, validate and update technical requirements to ensure the Medicaid Management Information System (MMIS) and the Medicaid enterprise technical needs are met.

Technical requirements, in the context of software development and systems engineering, are the factors required to deliver a desired function or behavior from a system to satisfy a user's standards and needs. Technical requirements can refer to systems like software, electronic hardware devices or software-driven electronic devices. The technical requirements will reside in the Requirements Traceability Matrix (RTM) with all other requirements for MES.

2.21.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 2 *Technical Requirements*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*
- Appendix C. *MEA Glossary*

2.22 OCM-2-b: OCM Kick-off Meeting

This is a PowerPoint presentation that contains the slides used during the Project Kick-off meeting.

2.23 OCM-2-c1: OCM Strategic Plan

The MES PMO Services Vendor responsibilities include supporting the effective execution of OCM activities with stakeholders and impacted Agency team. The OCM team is responsible for developing an OCM approach and strategy to transition Alabama Medicaid Agency stakeholders from the current state to the future state. Effective change management must match the unique characteristics and attributes of the modularity change and the people who are impacted by the change. The AMMP change initiative is large and complex and requires a significant OCM effort to fully realize the intended benefits.

The OCM strategy defines the OCM planning which will be used throughout AMMP. This strategy will be applied to AMMP, as well as all the projects and vendors which are contracted to provide modules for the system. This strategy provides the framework for how the OCM team will prepare the business areas for upcoming changes and ensure that the system is adopted. The strategy defines how OCM will assist the program with delivering the project objectives and outcomes.

2.23.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *OCM Definition and Scope*
- 1.3 *AMA Vision and Mission*
- 1.4 *OCM Goals*
- 1.5 *OCM Process*
- 2 *Stakeholder and Impact Identification and Tools*
- 2.1 *Phase 1 – Preparing for Change*
- 2.1.1 *Stakeholder Identification and Interviews*
- 2.1.2 *OCM Impact Identification*
- 2.1.3 *Prosci® Change Impact Index*
- 2.1.4 *Prosci® Organizational Attributes Assessment*
- 2.1.5 *Individual User Change Readiness Assessment*
- 2.1.6 *Change Management Competency Assessment*
- 2.1.7 *Sponsor Evaluation*
- 2.2 *Phase 2 – Managing Change*
- 2.3 *Phase 3 – Reinforcing Change*
- 3 *Governance and Reporting Framework*
- 3.1 *Organization*
- 3.2 *Program Governance*
- 3.3 *Program Sponsor Coalition and Reporting Framework*
- 3.4 *Change Champions*
- 3.5 *OCM Team Responsibility Assignment Matrix*
- 4 *OCM Survey Process*
- 4.1 *Create the Survey*
- 4.1.1 *Survey Best Practices*
- 4.1.2 *Survey Opening and Closing Messages*
- 4.1.3 *Survey Questions*
- 4.1.4 *Survey Timeframe*
- 4.1.5 *Testing the Survey*
- 4.2 *Sending the Survey*
- 4.3 *Survey Analysis and Reporting*
- 4.3.1 *SurveyMonkey Report Generation*
- 4.3.2 *Survey Reporting*
- 5 *OCM Effectiveness Evaluations*
- 6 *Business Transition Plan and Artifacts*

- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

2.24 OCM-2-c2: OCM Change Readiness Assessments

This deliverable contains the questions and descriptions used for the various OCM Change Readiness Assessments.

2.24.1 Sections Included

The following assessments are included in this deliverable:

- Sponsor Evaluation*
- PCT Assessment*
- Change Impact Assessment*
- Organizational Attributes Assessment*
- Managers Assessment*
- Stakeholder User Assessment*

2.25 OCM-2-c2-01: OCM Change Readiness Assessments Templates User Guide

The Medicaid Enterprise System (MES) responsibilities include OCM. The OCM Team is responsible for developing an OCM approach and strategy to transition Alabama Medicaid Agency stakeholders from the current state to the new future state. Effective change management must match the unique characteristics and attributes of the MES change and the people who are impacted by the change. The Medicaid Program change initiative is large and complex and requires a significant OCM effort to fully realize the intended benefits. It is critical to assess change readiness regularly so any needed adjustments to OCM techniques can be made early.

This OCM Change Readiness Templates User Guide defines the process for using the change readiness templates to assess stakeholder preparedness throughout the project lifecycle, to ensure the business areas and cohorts are ready for upcoming changes.

2.25.1 Sections Included

The following sections are included in this deliverable:

- 1 Introduction*
 - 1.1 Referenced Deliverables and Artifacts*
 - 1.2 OCM Process and Evaluations*
- 2 OCM Assessments*
 - 2.1 Sponsor Evaluation*
 - 2.1.1 Primary Sponsor Questions*
 - 2.1.2 Deputy Commissioner Questions*
 - 2.1.3 Sponsor Evaluation Spreadsheet*
 - 2.2 Project Change Triangle (PCT)[™] Assessments*
 - 2.2.1 Purpose*
 - 2.3 Change Impact Assessment and Organizational Attributes*
 - 2.3.1 FPO Questions*
 - 2.3.2 Change Impact Assessment*
 - 2.3.3 Organizational Attributes Assessment*
 - 2.4 Stakeholder User Assessments*

2.5	<i>FPO Managers Assessments</i>
3	<i>OCM Assessment Reporting</i>
Appendix A.	<i>Acronyms/Glossary</i>
Appendix B.	<i>Applicable Project, Federal, State, or Industry Standards</i>

2.26 OCM-2-d1: OCM Communication Plan

The AMA has a team of Medicaid business and technical professionals performing PMO activities in concert with Agency subject matter experts (SMEs). The MES OCM team is responsible for developing an OCM approach and strategy to transition AMA stakeholders from the current state to the new future state. Effective organizational change management must match the unique characteristics and attributes of the MES change and the people who are impacted by the change. The MES program change initiative is large and complex and that will require a significant OCM effort to fully realize the intended benefits. Some modules and projects will require more change management than others. The OCM-2-d1: OCM Communication Plan provides a framework for the OCM communications.

This document describes the OCM communications planning which will be used throughout AMMP. This plan will be applied to the AMMP, as well as all the other vendors which are contracted to provide modules for the system. This approach provides the framework for how the OCM team will prepare the business areas for upcoming changes and ensure that the modular system is adopted. The plan sets the stage for how OCM will assist the program with delivering the program objectives and defines the methodology for achieving these outcomes via communications.

2.26.1 Sections Included

The following sections are included in this deliverable:

1	<i>Introduction</i>
1.1	<i>Referenced Deliverables and Artifacts</i>
1.2	<i>Purpose</i>
1.3	<i>Goals and Outcomes</i>
1.4	<i>Methodology</i>
1.5	<i>OCM Communication Principles and Objectives</i>
1.5.1	<i>Principles and Best Practices</i>
1.5.2	<i>Objectives</i>
1.6	<i>Validation and Approval Process</i>
2	<i>Stakeholder Categorization</i>
3	<i>Roles and Responsibilities</i>
4	<i>Media Analysis</i>
5	<i>OCM Communication Tracking</i>
Appendix A.	<i>Acronyms/Glossary</i>
Appendix B.	<i>Applicable Project, Federal, State, or Industry Standards</i>

2.27 OCM-2-d2: OCM Communication Matrix

The OCM Communication Matrix contain color-coded three sets of worksheets created to track the OCM communication activities and details of each. The sets include:

- Worksheet set 1 – Key Messages, Readiness Assessments, Newsletter, Lessons Learned
 - These dark worksheets contain key messages, summary information about the readiness assessments performed, and links to the actual assessments, newsletter planning and approval details, and OCM-specific lessons learned

- Worksheet set 2 – Survey Summary and Survey Details
 - These worksheets are where OCM track's high-level details about focus groups and surveys that have been sent, and detailed results and follow-up actions
- Worksheet set 3 – Modularity SharePoint site
 - These worksheets, the content and status of the SharePoint site is documented. Each page within the site has a separate worksheet

2.27.1 Sections Included

The following sections are included in this deliverable:

- *Worksheet set 1*
 - *Key Messages*
 - *Media*
 - *Assessments*
 - *Newsletter*
 - *Lessons Learned*
- *Worksheet set 2*
 - *Survey Summary*
 - *Survey Detail*
- *Worksheet set 3*
 - *SP Links*
 - *SP Pages*
 - *FAQs*

2.28 OCM-2-e1: OCM Training Plan

The MES PMO Services Vendor responsibilities include OCM. The OCM team is responsible for developing an OCM approach and strategy to train and transition Alabama Medicaid Agency stakeholders from the current state to the new future state. Effective change management must match the unique characteristics and attributes of the modularity change and the people who are impacted by the change. The AMMP change initiative is large and complex and requires a significant OCM effort to fully realize the intended benefits. Some modules and projects will require more training and change management than others. The OCM-2-e1: OCM Training Plan provides a framework for the OCM training planning.

This document describes the OCM training plan which will be used throughout the AMMP. This strategy will be applied to each module of the system. This plan provides the framework for how the OCM team will prepare the business areas for upcoming process changes and work with the vendor system trainers to ensure that the users know how to do their work in the new system. The plan defines how OCM will assist the program with delivering the training objectives and outcomes.

2.28.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose*
- 1.3 *Recurrence*
- 1.4 *OCM Process*
- 2 *OCM Training Development Methodology*
- 2.1 *Analysis Phase*

- 2.2 *Design Phase*
- 2.3 *Development Phase*
- 2.4 *Implementation Phase*
- 2.5 *Evaluation Phase*
- 2.6 *Assumptions and Constraints*
- 2.7 *Key Decisions*
- 3 *OCM Training Roles and Responsibilities*
- 4 *Training Needs Assessment*
- 5 *Training Systems*
- 5.1 *Training Environment*
- 5.2 *Simulations*
- 5.3 *Sandbox*
- 5.4 *Training Facilities*
- 5.5 *System and Facilities Support*
- 6 *Training Structure*
- 6.1 *OCM Business Process Training vs. System Training*
- 6.2 *Instructor-Led Training vs. Technology Driven Training*
- 6.3 *Training Audiences*
- 7 *Training Development*
- 7.1 *End-User Training*
- 7.2 *Train-the-Trainer*
- 7.3 *Refresher Training*
- 8 *Curriculum Development*
- 8.1 *Curriculum Map*
- 8.2 *Training Prerequisites*
- 8.3 *Specialized and Remedial Training*
- 8.4 *Ad-Hoc Training*
- 8.5 *Coaching, Question and Answer Sessions*
- 9 *Training Materials*
- 9.1 *Training Materials and Schedule of Materials Development*
- 9.2 *Materials Quality Control and Testing*
- 10 *Training Activity Tracking*
- 10.1 *Detailed Training Activities*
- 11 *Training Surveys*
- 11.1 *Evaluation Reporting*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*

2.29 OCM-2-e2: OCM Training Matrix

The OCM-2-e2: OCM Training Matrix is used by the Organizational Change Management (OCM) team and Change Champions to track the preparation of the business areas for the modular implementation. A separate but similar tracking matrix will be developed for each module, as per OCM-2-f1: OCM Implementation or Vendor Implementation Plan. These matrices will be used for tracing and monitoring the OCM training needs analysis, design, development, implementation and evaluation throughout the lifecycle of the program and projects, to ensure each identified need is addressed in training (formal or informal).

2.29.1 Sections Included

The following sections are included in this deliverable:

- Training Needs Assessment*
- OCM Training Media*
- Mock Training Curriculum*

OCM Training Rollout
Vendor Training Evaluation
Training Delivery
Assumptions and Constraints
Training Surveys

2.30 OCM-2-g2: OCM Master Tracking Matrix

The OCM-2-g2: OCM Master Tracking Matrix is used by the OCM team to track the preparation of the business areas for AMMP. A separate but similar tracking matrix will be developed for each module, as per OCM-2-g1: OCM Implementation or Vendor Tracking Matrix. These matrices will be used for tracing and monitoring the Organizational Change Management (OCM) significant differences throughout the lifecycle of the program and projects, to ensure each difference is addressed in training (formal or informal) and/or OCM communications.

2.30.1 Sections Included

The following sections are included in this deliverable:

Master ID
Module
Impacted Group / Cohort
Number of Users in Group
Description of Difference
Difference Type
Impact Rating
KPI
Multiple Modules?
Documentation
Status
Comments
Estimated % Adoption without OCM
Creation Date
Modified Date
Functional Area Assignments
Functional Area
Acronym
RBPM BA
OCM
"FPO
(backup)"
Agency Program Areas (Subsystems)
Functional Area Stakeholders
Change Champion
BPM status
BPM mtg date
Sign Diff Status
Additional Notes
Note Details/References

2.31 PMO-2-a: Detailed Initiation and Approach Plan

The scope of the PMO-2-a: Detailed Initiation and Approach Plan is specific to the Medicaid Enterprise Systems (MES) vendor contract and NTT DATA's PMO contract with Alabama Medicaid Agency as

outlined in the State of Alabama request for proposal (RFP) 2019-PMO-01 PMO Services. The purpose of this deliverable is to develop a detailed initiation and approach for the Program Management Office with a focus on multi-vendor projects. It defines the approach to be used by the Program Management Office to guide program activities, project execution, and program and project control across multiple vendors.

2.31.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose and Scope*
- 1.3 *Intended Audience*
- 2 *Program Description Overview*
- 2.1 *Justification for Establishing the Program*
- 2.2 *Vision and Strategic Alignment*
- 2.3 *Authority*
- 2.4 *Program Scope*
- 2.4.1 *Scope Statement*
- 2.4.2 *Scope Assumptions and Constraints*
- 2.4.3 *Constraint Recommendations*
- 2.5 *Modularity Roadmap*
- 2.5.1 *Roadmap Overview*
- 2.5.2 *Phases and Major Milestones*
- 2.6 *Program Approach*
- 3 *Program Governance*
- 3.1 *Governance Committees*
- 3.1.1 *MES Executive Oversight Committee (EOC)*
- 3.1.2 *MES Change Control Board (CCB)*
- 3.1.3 *MES Business Review Board (BRB)*
- 3.1.4 *MES Enterprise Architecture Board (EAB)*
- 3.2 *Program Reporting*
- 4 *Integrated Plans, Controls and Processes*
- 4.1 *Integrated Master Schedule Management Plan*
- 4.1.1 *Individual Project Schedules*
- 4.1.2 *Scope and Change Management*
- 4.1.3 *Risk and Issue Management*
- 4.2 *Requirements Strategy*
- 4.3 *Staff Management*
- 4.4 *Financial Management*
- 4.5 *Performance Metrics and Reporting*
- 4.6 *Quality Management*
- 4.7 *Project Quality Assurance (PQA) Collaboration*
- 4.8 *Certification (Compliance) Management Strategy*
- 4.9 *RASCI Charts*
- 4.10 *Test Strategy*
- 5 *Stakeholders*
- 5.1 *Organizational Change Management Strategy*
- 5.2 *Communication Management Plan*
- 6 *Program Management Common Processes*

2.32 PMO-2-b: Onboarding Plan and Checklist

The PMO-2-b: Onboarding/Off boarding Plan and Checklist describes the procedures performed to assist new project team members that are joining the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) program. It includes general information for security, network sign-on, office logistics, Medicaid email, training, and SharePoint, as well as an onboarding checklist. New project team members should be fully productive within three business days of the start date whenever the Onboarding Coordinator (Appendix C) is given a one-week notice of the start date.

This information is applicable for every new vendor project team member but does not cover their specific vendor processes and tools. New team members that are also new to their vendor company should use this Onboarding Plan and Checklist to supplement their company-specific onboarding activities. There is also a Vendor Startup Guide which provides information of how an entire Module Vendor is integrated into the Program. For further details please refer to PMO-2-o: Vendor Startup Guide for more information.

2.32.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 2 *Onboarding*
- 2.1 *MES Program Site and Logistics*
- 2.1.1 *Office Location*
- 2.1.2 *Parking*
- 2.1.3 *Office Hours*
- 2.1.4 *Building Access and Security Information*
- 2.1.5 *Dress Code*
- 2.1.6 *Wi-Fi and Internet Access*
- 2.1.7 *Office Equipment*
- 2.1.8 *Office Supplies*
- 2.1.9 *Phone List*
- 2.1.10 *Welcome to Montgomery*
- 2.1.11 *Emergency Procedures*
- 2.1.12 *Working Off-Site*
- 2.1.13 *Out of Office Notifications*
- 2.1.14 *Lost and Found*
- 2.1.15 *COVID-19*
- 2.2 *Alabama Medicaid Account Requirements*
- 2.2.1 *Medicaid Email*
- 2.2.2 *Online Meetings and Instant Messaging*
- 2.2.3 *On-Site Meeting Room Reservations*
- 2.2.4 *Alabama Medicaid Agency Password*
- 2.2.5 *Alabama Medicaid Agency Required Training*
- 2.2.6 *Network Storage*
- 2.2.7 *SharePoint Site*
- 3 *AMMP Program Organization*
- 3.1 *AMMP Organization Chart*
- 3.2 *PMO Organization Chart*
- 4 *Onboarding Checklists*
- 4.1 *Onboarding Coordinator Checklist*
- 4.2 *MES New Project Team Member Checklist*
- 5 *Offboarding*
- 5.1 *Project Team Member Transition Plan and Checklist*
- 5.2 *Offboarding Team Member Checklist*

- 5.3 *Offboarding Coordinator Checklist*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*
- Appendix C. *Onboarding Roles*

2.33 PMO-2-c1: Kick-off Meetings Protocol Guide

The Program Management Office (PMO) Services Vendor is responsible for scheduling, developing and coordinating all Kick-off meetings for the Alabama Medicaid Enterprise System (MES) Modularity Program (AMMP). The PMO Services Vendor is responsible for an initial kick-off for each module of AMMP. A kick-off meeting is a meeting between the project team and the project stakeholders, who can either be internal or external. The PMO Services Project Manager for the module will schedule the Kick-off, in collaboration with the module vendor. The purpose of a Kick-off meeting is to lay the foundation for a successful project. The meeting is an opportunity to get the right people together, introduced to each other, and discuss everything that will guide the project to success. The Organizational Change Management (OCM) Team will provide support and help develop the Kick-off presentations for each phase of the program and various projects.

The purpose of the Phase Level Kick-off will be to inform the business area of the phase, timeline, project contact list, tasks, and the actions required of the project's impact business areas. The PMO Services Vendor and the Alabama Medicaid Agency shall work together to define the Kick-off schedule and the contents.

2.33.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 2 *Project Phases that Require a Kick-off*
- 2.1 *Procurement*
- 2.2 *Beginning of Contract*
- 2.3 *OCM Specific Kick-offs*
- 2.4 *Design, Develop, and Implement*
- 2.5 *Testing*
- 2.6 *Post Implementation/Lessons Learned*
- 3 *Kick-off Meeting Workflow and Expectations*
- 3.1 *Kick-off Assessment Meetings*
- 3.2 *Kick-off Meeting Expectation Sessions*
- 3.3 *Development and Approval of Agenda and Supporting Materials*
- 3.4 *OCM Kick-off Meeting Preparation Recommendation*
- 3.5 *Kick-off Meeting Dry-Run*
- 4 *Kick-off Meeting Facilitation*
- 4.1 *Tips and OCM Best Practices*
- 4.2 *Best Practices for Kick-off Day*
- 4.3 *Closedown*
- Appendix A. *Acronyms/Glossary and Football Terminology Guide*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*

2.34 PMO-2-i: Risk Management Plan

The Alabama Medicaid Agency (AMA) established a Program Management Office (PMO) to provide Program Management, Requirements and Business Process Management (RBPM), Enterprise

Architecture (EA) and Organizational Change Management (OCM) services for the modular Medicaid Management Information System (MMIS) implementation project.

The PMO developed a Program Management Plan that provides an overview of the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) and contains the templates, tools, and processes the PMO uses to manage the project schedule, budget and quality. This Risk Management Plan is one component of the Project Management Plan (PMP).

The purpose of Risk Management is to systematically identify, analyze, monitor, and respond to risk. This Risk Management Plan introduces the concepts of risk management, describes the components of the PMO's methodology and explains why the program team manages risks this way. The plan also lists roles and responsibilities in administering the various risk management processes. Finally, it provides a detailed description of the risk management processes that the PMO uses during the AMMP phases. There are five projects in the AMMP: Modular Electronic Visit Verification (MEVV); System Integrator (SI); Enterprise Data Warehouse (EDW); Claims Processing and Management Services (CPMS) and Project Management Office (PMO). All AMMP projects (MEVV, SI, EDW, CPMS, PMO) will use this deliverable as a reference in standardizing Risk Management.

2.34.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
 - 1.1 *Referenced Deliverables and Artifacts*
 - 1.2 *Purpose*
 - 1.3 *Goals and Objective*
- 2 *Definition of Risk*
 - 2.1 *Key Success Factors*
- 3 *Risk Management Scope*
 - 3.1 *Categories*
 - 3.2 *Roles and Responsibilities*
- 4 *Risk Management Methodology*
 - 4.1 *Risk Identification*
 - 4.1.1 *Introduction*
 - 4.1.2 *Initial Risk Identification*
 - 4.1.3 *Ongoing Risk Identification*
 - 4.1.4 *SMART Risks*
 - 4.2 *Risk Quantitative and Qualitative Analysis*
 - 4.2.1 *Introduction*
 - 4.2.2 *Risk Analysis Approach*
 - 4.2.3 *Risk Assessment*
 - 4.2.4 *Risk Strategy*
 - 4.2.5 *Risk Identification Approach*
 - 4.2.6 *Risk Validation*
 - 4.3 *Risk Monitoring*
 - 4.3.1 *Risk Tracking Tool*
 - 4.3.2 *Introduction*
 - 4.3.3 *Updating Risks Information*
 - 4.3.4 *Risk Monitoring Activities*
 - 4.3.5 *Mitigation*
 - 4.3.6 *Action Plan*
 - 4.3.7 *Risk Reporting*
 - 4.4 *Resolution*
 - 4.4.1 *Introduction*
 - 4.4.2 *Resolution Approach*

<i>Appendix A.</i>	<i>Acronyms/Glossary</i>
<i>Appendix B.</i>	<i>Risk Questionnaire (PMO-2-i-02)</i>
<i>Appendix C.</i>	<i>Risks and Issues Submission Form (PMO-2-i-01)</i>
<i>Appendix D.</i>	<i>Applicable Project, Federal, State, or Industry Standards</i>
<i>Appendix E.</i>	<i>Meeting Participants</i>

2.35 PMO-2-i-02: Risk Questionnaire

The Risk Assessment Questionnaire is used to help identify the risks as checkpoint milestones. This questionnaire does not take away from risks being identified at any time, this just allows for a more focused effort on identifying risks.

Risk Categories align with what you will find in the Risk Management Plan, along with the risk ratings of: Very Low; Low; Moderate; High; and, Very High

To complete the questionnaire, for each characteristic, choose the phrase that best depicts your project at the time of assessment. The completed questionnaire will identify the project's risk factors. The results from the completed questionnaire should be used as guidelines. There may be other factors that will lower or raise the risk level. For instance, a large project carries with it an inherently higher risk. This risk may be reduced if an experienced project manager leads the project. Having many high-risk characteristics does not necessarily mean the project will fail. However, it does mean that a plan must be put into place to address each potential high-risk factor.

2.35.1 Sections Included

The following sections are included in this deliverable:

1. *General Information*
2. *Purpose*
3. *Rating Scale*
4. *Risk Categories and Assessment Questionnaire*
5. *High Risk and Very High – Risk Response or Mitigation Actions by Category*

2.36 PMO-2-j: Issue Management Plan

The document provides an overview of the MES Program and contains the templates, tools, and processes the PMO uses to manage the project schedule, budget, and quality. This Issue Management Plan is one component of the Project Management Plan (PMP).

The purpose of Issue Management is to outline the issue management approach, methodology, and tools used to identify, analyze, escalate, communicate, resolve, monitor, control and report the issues that could impact the MES Program. The Issue Management Plan ensures a defined, documented, repeatable and measurable process exists for successful issue management. There are five modules in the MES Program: Modular Electronic Visit Verification (MEVV); System Integrator (SI); Enterprise Data Warehouse (EDW); Medicaid Management Information System - Core (MMIS Core); and Project Management Office (PMO). All of the MES program modules (MEVV, SI, EDS, MMIS Core, PMO) will use this deliverable as a reference in standardizing Issue Management.

2.36.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*

1.1	<i>Referenced Deliverables and Artifacts</i>
1.2	<i>Purpose</i>
1.3	<i>Goals and Objectives</i>
2	<i>Issues Management Scope</i>
3	<i>Definition of Issue</i>
3.1	<i>Categories</i>
3.2	<i>Roles and Responsibilities</i>
4	<i>Issue Management Methodology</i>
4.1	<i>Issue Identification</i>
4.2	<i>Issue Analysis and Assessment</i>
4.3	<i>Impact Assessment</i>
4.4	<i>Issue Score-Criticality</i>
4.5	<i>Issue Monitoring and Tracking</i>
4.6	<i>Issue Meetings</i>
4.7	<i>Issue Categories</i>
4.7.1	<i>Module</i>
4.7.2	<i>Pillar</i>
4.7.3	<i>Enterprise Impact</i>
4.7.4	<i>Date Identified and Assigned Date</i>
4.7.5	<i>Due Date</i>
4.7.6	<i>Issue Status</i>
4.7.7	<i>Issue Owner</i>
4.8	<i>Issue Escalation</i>
4.9	<i>Issue Resolution</i>
4.10	<i>Issue Reporting</i>
Appendix A.	<i>Acronyms/Glossary</i>
Appendix B.	<i>Applicable Project, Federal, State and or Industry Standards</i>
Appendix C.	<i>Meeting Participants</i>
Appendix D.	<i>Risk and Issue Submission Form</i>

2.37 PMO-2-k: Quality Management Plan

Quality Management (QM) is critical to the success of MES. It must support all the program's participants including the various module vendors. One person is not responsible for quality. Quality is realized only when everyone in the organization is committed to delivering quality for the Program. The term "quality" refers to process, activity, product, and governance. The Quality Management Plan describes the methodologies, tools, standards, tasks/activities, reports, templates, deliverables, and schedule for conducting the QA assessments/reviews.

The Quality Assurance Quality Control (QAQC) effort is driven to prudently apply quality checks and balances with the understanding that poor quality directly relates to increased costs associated with rework and non-standardized processes. With this understanding, the QAQC effort is committed to supporting MES by advancing the key indicators in the Medicaid Information Technology Architecture (MITA) categories including, but not limited to:

- Timeliness of Process
- Data Access and Accuracy
- Effort to Perform, Efficiency
- Cost Effectiveness
- Utility or Value to Stakeholders

The plan provides the approach and processes the AMMP PMO uses or plans to use within the AMMP to proactively monitor, measure, and report on the following areas:

- Quality of work being performed as it relates to requirements and deliverables

- Compliance to approved policy, process(es), and/or procedure(s)
- Status of corrective actions

The AMMP QMP is built around Continual Improvement (CI). A well-established and disciplined quality management framework:

- Drastically reduces the risk of failure or unacceptable implementation delays
- Implements effective processes to support arrangements for good governance and accountability
- Reduces issues and risks
- Promotes understanding of the root cause of a defect or issue
- Supports end-to-end requirements traceability as detailed in REQ-2-c: Requirements Management Plan
- Provides thorough documented evidence throughout the life of the project

2.37.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Overview*
- 1.3 *Purpose*
- 2 *Scope*
- 2.1 *Overall Quality Objectives*
- 3 *Roles and Responsibilities*
- 4 *Quality Strategy*
- 4.1 *Quality Assurance*
- 4.2 *Quality Control*
- 4.3 *Integrating Quality-Continuous Improvement*
- 4.4 *Quality Management Activities*
- 4.5 *Quality Key Performance Indicators (KPI)*
- 4.6 *Lessons Learned*
- 4.7 *Tools*
- 4.8 *Quality Schedule*

2.38 PMO-2-k1: Quality Management and Artifact Deliverable

The purpose of this artifact is to provide guidelines and checklist for Meeting Minutes, Deliverables and Schedules to ensure each passes the QC quality checks.

2.38.1 Sections Included

The checklist included:

- Meeting Minutes Checklist*
- Deliverable-Artifact Checklist*
- Schedule Checklist*

2.39 PMO-2-n-02: Action Items Protocol Reference Guide

This guide, Action Items Protocol Reference Guide, addresses processes and procedures for Identifying, Classifying, Monitoring, Controlling, Execution, Closure, and Reporting, of Action Items. This guide will

also provide details on the tools and metrics used throughout the process. All of the MES program responsible areas (Cohorts, SI, PMO, OCM, EA, RBPM) will use this guide as a reference in standardizing action item protocols.

The purpose of this guide is to define a consistent process for the end-to-end life cycle of all Action Items.

2.39.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose and Scope*
- 1.2 *Goals and Objectives*
- 1.3 *Action Item Definition and Expectations*
- 1.3.1 *Action Item Definition*
- 1.3.2 *Action Item Expectations*
- 2 *Action Item Life Cycle (Why, who, what, when)*
- 2.1 *Identification*
- 2.2 *Classification*
- 2.3 *Monitor/Control*
- 2.4 *Execution*
- 2.5 *Closure*
- 2.6 *Escalation*
- 3 *Action Item Procedure*
- 3.1 *Identifying an Action Item*
- 3.2 *Classifying an Action Item*
- 3.3 *Monitoring and Controlling an Action Item*
- 3.4 *Executing an Action Item*
- 3.5 *Closing an Action Item*
- 4 *Metrics*
- 5 *Reporting*
- 5.1 *Action Item Weekly Progress Report*
- 5.2 *Bi-Weekly Status Report*
- Appendix A. *Acronyms*
- Appendix B. *Action Item SharePoint List*

2.40 PMO-2-n-03: Decisions Protocol Reference Guide

The purpose of this guide is to define a consistent process for the end-to-end life cycle of all Decisions. The scope of the Decisions Protocol Reference Guide is specific to the Medicaid Enterprise Systems (MES) vendor contracts and NTT DATA's PMO contract with the Alabama Medicaid Agency.

The goal and objectives for the Decisions Protocol Reference Guide are as follows:

- Clearly define what a Decision is and what it is not
- Set high-level and detailed expectations for Decision processes/procedures
- Define the processes for Identifying, Classifying, Monitoring/Controlling, and Approval/Rejection of Decisions
- Provide details of the metrics to be gathered
- Clarify the reporting expectations for all Decisions

2.40.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose and Scope*
- 1.2 *Goals and Objectives*
- 1.3 *Decision Definition and Expectations*
- 1.3.1 *Decision Definition*
- 1.3.2 *Decision Expectations*
- 2 *Decision Life Cycle*
- 2.1 *Identification*
- 2.2 *Classification*
- 2.3 *Monitor/Control*
- 2.4 *Approved/Rejected*
- 2.5 *Escalation*
- 3 *Decision Procedure*
- 3.1 *Identifying a Decision*
- 3.2 *Classifying a Decision*
- 3.3 *Monitoring and Controlling a Decision*
- 3.5 *Approving or Rejecting a Decision*
- 3.4 *Escalating a Decision*
- 4 *Metrics*
- 5 *Reporting*
- 5.1 *Decision Weekly Progress Report*
- 5.2 *Status Report*
- Appendix A. *Acronyms*
- Appendix B. *Decision SharePoint List*

2.41 PMO-2-n-04: Invoice Protocols Reference Guide

Module Vendor invoices are bound by contractual agreements and therefore must be in alignment with the contract parameters. This Invoice Protocols Reference Guide outlines the steps used to identify, review, approve, and submit an invoice for payment to Medicaid.

This Invoice Protocols Reference Guide promotes an understanding of the Agency's invoice payment processes as they relate to organizational financial planning, payment, and reporting.

This document provides clear step-by-step procedures to ensure that deliverables, services, and activities are invoiced and paid, per contract. The scope of the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) encompasses the following projects; Program Management Office (PMO), Modular Electronic Visit Verification (MEVV), System Integrator (SI), Enterprise Data Warehouse (EDW), Provider, Claims Processing Management Services (CPMS). Each of these projects will use this guide as a reference in standardizing the AMMP invoicing process.

2.41.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Invoicing Expectations*

- 3 *Invoice Planning and Execution*
- 3.1 *Module Vendor Invoice Setup*
- 3.2 *Invoice Creation*
- 3.3 *PMO Vendor Verification*
- 3.4 *Agency Validation Review*
- 3.5 *Agency Deliverable Acceptance Form (DAF) Approval*
- 3.6 *Vendor Invoice Submission*
- 3.7 *Invoice Tracker Updates*
- Appendix A. *Acronyms*
- Appendix B. *Module Vendor Invoice Tracker*
- Appendix C. *Deliverable Verification file*
- Appendix D. *Deliverable Acceptance File (DAF)*
- Appendix E. *Invoice request specifications*

2.42 PMO-2-n-05: Lessons Learned Protocol Reference Guide

Lessons Learned (LL) provide an opportunity to adjust project strategies and practices early so that known benefits can be applied and known pitfalls can be avoided. This Lessons Learned Protocol Reference Guide outlines the activities used to review previously identified Lessons Learned, discover new Lessons Learned, apply corrective action early and document and disseminate the information.

This guide promotes an understanding of the importance of Lessons Learned and how they can be uncovered, analyzed, documented, and used to support current and future project activities. Lessons Learned discovery and application is not a one-time activity. Effective Project Managers (PM) understand the importance of discovering and integrating Lessons Learned into the entire project life cycle.

This document provides a common understanding of the benefits Lessons Learned provide. These benefits include:

- Improved integrated project team productivity and performance
- Reproduced efficiencies that improve product quality or project processes
- Enhanced deliverable quality
- Elimination of deficient practices
- Completed tasks on or ahead of schedule, and within or under budget
- Continuous process improvement
- Improved group understanding and application of the Lessons Learned

2.42.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Goals and Objectives*
- 1.3 *Work Products*
- 1.4 *Roles and Responsibility*
- 2 *Lessons Learned Procedure*
- 2.1 *Reviewing AMMP Lessons Learned*
- 2.2 *Continuous Uncovering of Lessons Learned*
- 2.3 *Documenting Lessons Learned*
- 2.4 *Analyzing Lessons Learned*
- 2.5 *Formulating Action Plan(s)*
- 2.6 *Disseminating Lessons Learned*
- 2.7 *AMMP PMO Review*

- 2.8 *Archive of Lessons Learned*
- 3 *Lessons Learned Lifecycle*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *AMMP Lessons Learned Tracker*
- Appendix C. *SharePoint and File naming convention*
- Appendix D. *Scheduled Tasks*

2.43 PMO-2-o: Vendor Start-up Guide

The PMO-2-o: Vendor Start Up Guide describes the Program Management Office processes and procedures required by the new vendors brought on-board the AMMP program. This includes the program structure as well as descriptions and locations of various documentation, templates, and any other information needed by a new vendor starting with the AMMP program. If additional information is needed, that is not within this document, please reach out to your PMO Service Vendor – Project PM. This PM can be found within COM-6-A: Responsibility Assignment Matrix, Project Stakeholder Registry sheet.

2.43.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *History*
- 1.3 *Overview of State’s Current System Environment*
- 1.4 *Summary Justification of Replacing the System*
- 2 *Program Structure*
- 2.1 *Program Governance*
- 2.2 *Program Pillars*
- 2.3 *Program Sponsor*
- 2.4 *Program Stakeholders*
- 2.4.1 *Centers for Medicare & Medicaid Services*
- 2.4.2 *State of Alabama – Legislature*
- 2.4.3 *Social Security Administration (SSA)*
- 2.4.4 *Internal Revenue Service (IRS)*
- 2.5 *Modularity Roadmap*
- 3 *Vendor Start Up Guide*
- 4 *Program Documentation*
- 4.1 *Program Management Plans*
- 4.1.1 *Onboarding Individuals and/or Vendors*
- 4.1.2 *Meeting Protocols and Reference Guide*
- 4.1.3 *Communication Management Plan*
- 4.1.4 *Organizational Change Management Plan*
- 4.1.5 *Schedule Management Plan*
- 4.1.6 *Risk and Issue Management Plan*
- 4.1.7 *Configuration and Document Validation Plan*
- 4.1.8 *Requirements Management Plan*
- 4.1.9 *Contract Monitoring Plan*
- 4.1.10 *Invoice Protocols Reference Guide*
- 4.1.11 *Quality Management Plan*
- 4.1.12 *Data Governance Office Vendor Compliance Requirements*
- 4.1.13 *Data Governance Office Data Governance Framework*
- 4.1.14 *Information Security Office – Risk Management Strategy*
- 4.1.15 *Information Security Office – Medicaid Enterprise Security Policy – Full Set*
- 4.2 *Vendor Templates*

- 5 *Vendor Tools*
- 5.1 *SharePoint Toolkit*
- 5.2 *Document Repository and Content Management Tool*
- 5.3 *Requirements, Business Process Modeling and Enterprise Architecture Tool*
- 5.4 *Data Governance Office Tools*
- 5.5 *Information Security Office Tools*

2.44 PMO-2-o-01: Vendor Start-up Checklist

This document contains the Vendor Startup Checklist for the Onboarding Coordinator.

2.44.1 Sections Included

The checklist contains the following areas:

- Action*
- Guidance for each Action*
- When each Action should be performed*
- Who is responsible for the Action*

2.45 PMO-2-q: Integrated Master Schedule Management Plan

This Integrated Master Schedule Management Plan is a component of the overall AMMP Program Management Plan. This document contains the details for Project Schedule Management, Integrated Master Project Schedule Management, and the Program/Integrated Schedule Specifications.

The purpose of this document is to define the schedule development and management approach and establish the process for collecting, using, and communicating schedule information (e.g., schedule status, forecasts, upcoming activities) at both the project and program level. It will also define the specifications required to incorporate a detailed module schedule into the Integrated Master Schedule.

The AMMP PMO Master Scheduler will review the Integrated Master Schedule Management Plan every six months or as needed to address project conditions, client input or contract changes.

This document will be subject to formal change control after approval by the Agency. Subsequent changes to this document will be requested, approved, and implemented in accordance with the change management processes defined in the Scope Change Management Plan. Changes to this document will be recorded in the Revision History table.

2.45.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced deliverables*
- 1.2 *Purpose*
- 1.3 *Scope*
- 1.4 *Roles and Responsibilities*
- 2 *Schedule Management Plan*
- 2.1 *Schedule Development*
- 2.2 *The Work Breakdown Structure*
- 3 *Integrated Master Plan*
- 3.1 *Master, Intermediate and Detailed Schedules*

- 3.2 *Default View*
- 3.3 *External Dependencies*
- 3.4 *Baseline Execution Index*
- 3.5 *Schedule Performance Index*
- 3.6 *Task Naming Standards*
- 3.7 *Task Owner*
- 3.8 *Key Milestones, Executive Dashboard, and Deliverables*
- 3.8.1 *Key Milestones*
- 3.8.2 *Executive Dashboard*
- 3.8.3 *Deliverables*
- 3.9 *File Name and Versioning*
- 3.10 *Schedule Development*
- 3.11 *Schedule Checklist*
- 3.12 *Schedule Baseline*
- 3.13 *Schedule Status Updates*
- 3.14 *Schedule Performance Assessment Methodology*
- 3.15 *Collecting Status via Status Sheet*
- 3.16 *Rescheduling Uncompleted Work*
- 3.17 *Schedule Metrics*
- 3.18 *Schedule Dashboard*
- 3.19 *Schedule Risk Assessment*
- 3.20 *Critical Path Analysis*
- 4 *Schedule Specifications and Integrated Master Schedule Specifications*
- 4.1 *Decentralized Master Project*
- 4.2 *Master Project Analysis*
- 4.3 *Subproject Management*
- 4.4 *Integrated Master Schedule Management*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*
- Appendix C. *MES Schedule Template*

2.46 PMO-2-r: Configuration Management and Document Validation

The PMO-2-r Configuration Management and Document Validation document describes the processes required to ensure that documentation configuration changes occur within an identifiable and controlled environment.

The artifacts described in this deliverable (DEL), PMO-2-r Configuration Management and Document Validation; support the modular nature of the AMMP and its multi-vendor participation. The PMO must receipt and track deliverables and artifacts from each vendor and provide traceability throughout the review-and-approval process. The PMO-2-r Configuration Management and Document Validation document works in concert with the quality processes to ensure that each vendor's submissions meet the Agency's expectations and needs.

2.46.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Roles and Responsibilities*
- 1.3 *Plan Maintenance*
- 1.4 *Storage and Updates*
- 2 *Deliverable Process*

- 2.1 *Deliverable Workflow*
- 2.2 *Deliverable Storage*
- 2.3 *Iteration Updates*
- 2.4 *Meeting Documents*
- 2.5 *Access and Security*
- 2.6 *Document Backup, Retention, Archiving, and Audits*
- 2.6.1 *Backups*
- 2.6.2 *Retention, Archiving, Audits, and Transference*
- 3 *Standards and Conventions*
- 3.1 *Naming Standards*
- 3.2 *Versioning Standards*
- 4 *Change Request Management*
- 5 *Multi-Vendor Considerations*
- 6 *Corrective Action*

2.47 PMO-2-x: Contract Monitoring Plan

The purpose of the Contract Monitoring Plan is to detail the approach, methodology and evaluation techniques the project uses to monitor vendor contract performance throughout the life of a Vendor's contract/project. The contract monitoring plan establishes approved practices and reporting mechanisms to compare project progress in defined focus areas to their planned trajectory. The contract monitoring plan identifies specific activities required for decomposition of the project's expectations. Decomposition of the project expectations is done in order to align each vendor contract to Agency goals to define obtainable measurements. Each measure is further decomposed into specific performance metrics.

The PMO Vendor recommends methodologies for measurement, metric standards, and measures for the project. With this foundation, the PMO Vendor works closely with the Agency MES team to identify the measures that best represent the status of the project based on desired outcomes. Continuous monitoring, evaluation and feedback provides transparency to critical performance information that will assist the PMO Vendor and the MES management team in creating action plans to address deficiencies. By identifying expected outcomes and translating them into realistic, understandable statistical models, contract monitoring can be used to make frequent, minor adjustments to project processes to ensure adherence to approved project plans and constraints, while tracking progress to successful execution of the project.

The benefit of a contract monitoring plan is to find insight into what is working well (or not) and find potential areas for focus to improve. The plan supports the flexibility to meet specific and changing project needs and communicates performance to stakeholders with increased transparency.

2.47.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose*
- 1.3 *Scope*
- 2 *Contract Monitoring Approach*
- 2.1 *Objectives and Standards*
- 2.2 *Methodology*
- 2.2.1 *Develop Performance Framework*
- 2.2.2 *Define Performance Measures*
- 2.2.3 *Determine Methods & Tools*
- 2.2.4 *Implement Measurement Reporting*
- 2.2.5 *Turnover*

- 2.3 *Roles and Responsibilities*
- 3 *Data Collection and Analysis*
- 3.1 *Data Collection*
- 3.2 *Analysis*
- 3.3 *Reporting*

2.48 PMO-2-x-02: Contract Monitoring Report Card

The PMO Vendor has created a program wide Contract Monitoring plan (PMO-2-x), which will be used for each vendor/module. The Contract Monitoring Plan contains the processes and procedures that are used by the PMO Vendor and Agency to monitor each vendor's contract that is part of the MES Program. The PMO Vendor works with the Agency to identify the performance metrics, within each Module Contract Monitoring Matrix, and defines the method that shall be used to verify that each vendor's performance meets the requirements defined in the RFP/RFB. After the PMO Vendor defines the performance metrics, they work with the Agency to develop a set of report cards (PMO-2-x1). There will be one report cards for each vendor/contract and a report card that consolidates the information from all vendor/contracts (Program Wide). This Contract Monitoring Matrix is developed ~4 months before each Vendor is onboarded. We will leverage existing Contract Monitoring Matrix for consistency, but also tailor it for the Vendor as they will have differing SLA/KPIs. As part of the Vendor Start-up activities, the Module specific Contract Monitoring Matrix is reviewed with the Vendor during startup.

2.48.1 Sections Included

The following sections are included:

Introduction - Overview of the Contract Monitoring Plan, processes and Table of Contents

Review History - History of changes implemented for document

Deliverable Comment Log - Comments documented by reviewers and how they were addressed

Report Card - Visual representation of Contract Monitoring Metrics, represented in Health Indicator fashion.

Metric Matrix - Definition of all Contract Monitoring metrics to be gathered for the modules (Updated as needed)

NNN-# - Individual excel sheet of the actual metrics gathered and their visual representation

2.49 PMO-2-y: OCM Effectiveness Evaluation Plan

The MES PMO Vendor responsibilities include OCM. The OCM team is responsible for developing an OCM approach and strategy to transition Alabama Medicaid Agency stakeholders from the current state to the new future state. Effective change management must match the unique characteristics and attributes of the modularity change and the people who are impacted by the change. The AMMP change initiative is large and complex and requires a significant OCM effort to fully realize the intended benefits. It is critical to assess OCM effectiveness regularly so any needed adjustments can be made as they are identified.

This OCM Effectiveness Evaluation Plan defines the plan for assessing OCM efficacy throughout the program and individual projects' lifecycle, to ensure the business areas and stakeholders are prepared for upcoming changes. Specifically, this plan will outline the methods for assessing, gathering, reporting, and when deficiencies are uncovered, how we will improve our level of Organizational Change Management through specific corrective actions.

2.49.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *OCM Process and Evaluations*
- 2 *OCM Effectiveness Evaluation Methods of Measurement*
- 2.1 *FPO Managers Assessments*
- 2.2 *Stakeholder User Assessments*
- 2.3 *Project Change Triangle (PCT)™ Assessments*
- 2.3.1 *Leadership/Sponsorship*
- 2.3.2 *Program/Project Management*
- 2.3.3 *Organizational Change Management*
- 2.3.4 *PCT Scoring and Interpretation*
- 3 *OCM Effectiveness Evaluation Report and PCT™ Progress*
- 3.1 *OCM Effectiveness Evaluation Report*
- 3.2 *PCT™ Progress*
- 3.3 *Score Interpretation*
- 3.3.1 *Scoring FPO Manager Assessments*
- 3.3.2 *Scoring Stakeholder User Assessments*
- 3.4 *Scoring PCT Assessments*
- 4 *OCM Effectiveness Responsibility Assignment Matrix*
- 5 *Schedule and Plan for Conducting OCM Effectiveness Evaluations*

2.50 PMO-2-y-01: OCM Effectiveness Evaluation Plan Artifact

This artifact contains the questions included for surveys of various stakeholders.

2.50.1 Sections Included

Currently, the following are included in this artifact:

- Functional Process Owner (FPO) Managers Survey*
- Team Member User Survey*
- Project Change Triangle (PCT) Survey*

2.51 PMO-TST-001: Program Test Approach

The purpose of this document is to provide a high-level description of the Enterprise-level Test Strategy (ETS) for the AMMP multi-vendor, multi-technology, complex business process arena. This approach will be used to achieve testing objectives, defined Test Objectives.

At this early stage of the AMMP, there are many key factors and variables as-yet unknown. This first iteration is authored based on discussion and Question and Answer sessions from other states also in progress of implementing a modular approach to their respective MMIS systems. Research conducted for similarly sized, comparable complexity technology projects contributed to this strategy for the AMMP.

2.51.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*

- 1.1 Purpose
- 1.2 Assumptions and Constraints
- 1.3 Scope
- 1.4 Referenced Deliverables and Artifacts
- 2 Alabama Medicaid Move to Modular
 - 2.1 Exhibit 1 Alabama Medicaid Modular Diagram
- 3 AMMP ETS Teams and Resources
 - 3.1 Alabama Department of Information Systems & Technology (IST) Organization
 - 3.2 AMMP Organization
 - 3.3 Exhibit 2 AMMP Org Chart
 - 3.4 AMMP Enterprise Test Organization
 - 3.5 Exhibit 3 AMMP Enterprise Test Organization
 - 3.6 AMMP ETS - Test Resources and Types Summary
 - 3.7 Exhibit 4 AMMP Identified Test Resources and Resource Types
- 4 AMMP Test Objectives
- 5 AMMP Test Approach
 - 5.1 Standardization
 - 5.2 Collaboration
 - 5.3 Engagement and Buy-In
 - 5.3.1 Approval to Proceed
 - 5.3.2 AMMP ETS Kick Offs
 - 5.4 AMMP ETS Key Performance Indicators (KPIs)
 - 5.5 Exhibit 5 AMMP ETS KPIs
- 6 Alabama TCOE Support
 - 6.1 Vision
 - 6.2 Mission
- 7 AMMP Enterprise Test Strategy (ETS)
- 8 AMMP ETS Test Information
 - 8.1 AMMP ETS Test Life Cycle Phases
 - 8.2 Exhibit 6 STLC Diagram
 - 8.3 AMMP ETS Software Development Life Cycle Phases
 - 8.4 Exhibit 7 SDLC Diagram
 - 8.5 SDLC VS. STLC
 - 8.6 Exhibit 8 SDLC VS. STLC Diagram
- 9 AMMP ETS Testing Process Flow
 - 9.1 Exhibit 9 AMMP ETS Testing Process Flow Diagram
 - 9.2 Conventional Test Stages and Test Types
 - 9.3 Exhibit 10 AMMP Test Stages and Test Types
 - 9.4 AMMP ETS Work Process Flow
 - 9.5 AMMP ETS Work Process Flow Diagram
- 10 AMMP ETS STLC Phases Details
 - 10.1 Exhibit 11 STLC Phases Information Reference Table
 - 10.2 Requirements Analysis Phase
 - 10.2.1 Description
 - 10.2.2 Tasks/Activities
 - 10.2.3 Documentation
 - 10.2.4 Communication
 - 10.3 Test Planning Phase
 - 10.3.1 Description
 - 10.3.2 Tasks/Activities
 - 10.3.3 Documentation
 - 10.3.4 Communication
 - 10.4 Test Design Phase
 - 10.4.1 Description
 - 10.4.2 Tasks/Activities
 - 10.5 Exhibit 12 AMMP ETS Test Design Components

- 10.5.1 *Documentation*
- 10.5.2 *Communication*
- 10.6 *Environment Setup Phase*
 - 10.6.1 *Description*
 - 10.6.2 *Tasks/Activities*
 - 10.6.3 *Documentation*
 - 10.6.4 *Communication*
- 10.7 *Test Execution Phase*
 - 10.7.1 *Description*
 - 10.7.2 *Tasks/Activities*
 - 10.7.3 *Documentation*
 - 10.7.4 *Communication*
- 10.8 *Test Closure Phase*
 - 10.8.1 *Description*
 - 10.8.2 *Tasks/Activities*
 - 10.8.3 *Documentation*
 - 10.8.4 *Communication*
- 11 *Solution Models and Testing Focus*
 - 11.1 *Exhibit 13 AMMP Solution Models and Component Types*
 - 11.2 *AMMP ETS Cloud Based Solutions Test Considerations*
 - 11.3 *AMMP Module Vendor Solution Discovery*
- 12 *AMMP Test Expectations for Module Vendors*
- 13 *AMMP ETS Test Timeline*
 - 13.1 *Exhibit 14 AMMP ETS Test Timeline*
- 14 *AMMP ETS Deliverables Table*
- 15 *End-to-End Testing*
 - 15.1 *Partners*
- 16 *Continuous Quality Improvement*
- 17 *Communication and Status Reporting*
- Appendix A. *Acronyms/Glossary*
- Appendix B. *Applicable Project, Federal, State, or Industry Standards*
- Appendix C. *AMMP ETS Test Process Flow Diagram*
- Appendix D. *AMMP ETS Test Deliverables Table*
- Appendix E. *AMMP ETS Work Process Flow*

2.52 REQ-2-a1: Detailed Approach to Requirements Gathering

This document describes the approach to gathering requirements for the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP). The goal is to develop program requirements that are accurate, clear, consistent, complete, traceable, and conform to the business needs of the Alabama Medicaid Agency (AMA) enterprise. This will be accomplished by evaluating the current system, which is referred to in this document as the Alabama Medicaid Management Information System (AMMIS) or the AS IS system. Then the future state environment will be determined and documented, which is referred to as the TO BE system. The Requirements and Business Process Management (RBPM) team will collaborate with the Agency stakeholders for each functional area in the requirements gathering processes.

2.52.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 2 *Principles and Objectives*
- 3 *Research*

4	<i>Stakeholders</i>
5	<i>Visioning Sessions</i>
6	<i>Business Processes</i>
7	<i>AMMIS Requirements</i>
8	<i>Transitional Requirements</i>
9	<i>Business Rules</i>
10	<i>Requirement Writing</i>
11	<i>Requirements Review</i>
12	<i>Requirement Elements</i>
13	<i>Use Cases</i>
14	<i>Roadmaps</i>
15	<i>Requirement Prioritization</i>
16	<i>Requirement Approval</i>
17	<i>Updates to Requirements</i>
18	<i>Communication</i>
19	<i>Status Reporting</i>
20	<i>Schedule</i>
20.1	<i>Milestones</i>
21	<i>Deliverables</i>
1	<i>Introduction</i>
1.1	<i>Referenced Deliverables and Artifacts</i>
2	<i>Principles and Objectives</i>
3	<i>Research</i>
4	<i>Stakeholders</i>
5	<i>Visioning Sessions</i>
6	<i>Business Processes</i>
7	<i>AMMIS Requirements</i>
8	<i>Transitional Requirements</i>
9	<i>Business Rules</i>
10	<i>Requirement Writing</i>
11	<i>Requirements Review</i>
12	<i>Requirement Elements</i>
13	<i>Use Cases</i>
14	<i>Roadmaps</i>
15	<i>Requirement Prioritization</i>
16	<i>Requirement Approval</i>
17	<i>Updates to Requirements</i>
18	<i>Communication</i>
19	<i>Status Reporting</i>
20	<i>Schedule</i>
20.1	<i>Milestones</i>
21	<i>Deliverables</i>

2.53 REQ-2-b: Business Process Management Plan

The Business Process Management (BPM) Plan is used to define the BPM process, methodology and framework, and tools that will be utilized to meet the program goals of managing business processes, gathering and documenting requirements, and maintaining and reviewing the BPM. It translates the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) team’s vision of business improvement into action plans and aligns required BPM capabilities with the approach that will be taken in improving business processes.

Business Process Management involves identifying and defining the business processes that make the business operate, finding ways to create efficiency in the processes, and continuously reviewing the processes for areas of improvement. The Business Management Plan will expand on the processes used

to ensure that Alabama Medicaid processes are streamlined, and automation is implemented where possible.

The purpose of the BPM plan is to provide insight into the process to be used to define the AS IS environment, determine the TO BE environment, and describe the process to move from the AS IS to the TO BE environment.

The scope of the BPM plan is to define the approach to be used to transition the Agency from the current (AS IS) to the future (TO BE) environment, with the objective of moving the requirements to a higher Medicaid Information Technology Architecture (MITA) maturity level. Items that are out of scope will be prioritized as future requirements. The scope assumes that Agency stakeholders will be able to actively participate in the business process management activities.

2.53.1 Sections Included

The following sections are included in this deliverable:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose and Scope*
- 1.3 *Goals*
- 2 *Methodology and Framework*
- 2.1 *Design*
- 2.2 *Model*
- 2.3 *Execute*
- 2.4 *Monitor*
- 2.5 *Optimize*
- 2.6 *Benefits of Business Process Management*
- 3 *Roles and Responsibilities*
- 4 *Business Process Analysis*
- 5 *Gap Analysis*
- 6 *Requirements Gathering Process*
- 6.1 *Process Modeling Tool*
- 7 *Maintenance and Review*
- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *Purpose and Scope*
- 1.3 *Goals*
- 2 *Methodology and Framework*
- 2.1 *Design*
- 2.2 *Model*
- 2.3 *Execute*
- 2.4 *Monitor*
- 2.5 *Optimize*
- 2.6 *Benefits of Business Process Management*
- 3 *Roles and Responsibilities*
- 4 *Business Process Analysis*
- 5 *Gap Analysis*
- 6 *Requirements Gathering Process*
- 6.1 *Process Modeling Tool*
- 7 *Maintenance and Review*

2.54 REQ-2-c: Requirements Management Plan

The Requirements Management Plan (RMP) is a sub-plan of the PMO-2-n: Project Management Plan (PMP). A successful requirements management process is essential to ensure an effective Alabama Medicaid Modernization Project (AMMP) effort. The RMP defines expectations for managing requirements for a fully functional Alabama modular system. The RMP will document activities that ensure timely and appropriate development, generation, collection, and dissemination of the requirements. The RMP defines requirement sources, baselining, additions, changes, and deletions, as well as prioritizations.

The RMP is a critical component of ensuring that the product developed or modernized provides the functionality and capabilities required to support the organization's operations activities. The plan documents the management processes for the business and technical aspects of managing requirements.

2.54.1 Sections Included

The following sections are included in this deliverable:

1	<i>Introduction</i>
2	<i>Referenced Deliverables and Artifacts</i>
3	<i>Overview</i>
4	<i>Requirements Management Process</i>
5	<i>Requirement Gathering Process</i>
5.1	<i>Research</i>
5.2	<i>Identification of Stakeholder</i>
5.3	<i>Stakeholder Requirements Management Roles and Responsibilities</i>
5.4	<i>Visioning Session</i>
6	<i>Analysis</i>
6.1	<i>Current State</i>
6.2	<i>Market Research</i>
6.3	<i>Future State</i>
7	<i>Requirement Documenting Process</i>
7.1	<i>Documenting Methodology</i>
7.2	<i>Guide to Write Requirements</i>
7.3	<i>Validation Checklist for Requirements</i>
8	<i>Prioritization Methodology</i>
9	<i>Requirement Classification</i>
10	<i>Requirement Numbering Convention</i>
11	<i>Requirement Status</i>
12	<i>Requirement Traceability</i>
13	<i>Requirement Validation Process</i>
13.1	<i>Reviewing and Approval</i>
13.2	<i>Testing</i>
13.3	<i>Certification</i>
14	<i>Requirements Management Tool</i>
14.1	<i>Goals</i>
15	<i>Ongoing Maintenance</i>
15.1	<i>Requirements Maintenance</i>
15.2	<i>Module Vendor Weekly Maintenance</i>
15.3	<i>Deliverable Maintenance</i>
16	<i>Change Management</i>
16.1	<i>Baseline Requirement</i>
16.2	<i>Requirement Change Request</i>
16.3	<i>Quantifiable Metrics and Measures</i>
17	<i>Metrics and Measurement</i>

17.1	<i>Metrics and Measures</i>
18	<i>Assumptions</i>
19	<i>Artifacts</i>
20	<i>Deliverables</i>
21	<i>Communication</i>
22	<i>Schedule</i>
Appendix A.	<i>Acronyms/Glossary</i>
Appendix B.	<i>Applicable Project, Federal, State, or Industry Standards</i>
Appendix C.	<i>iServer Requirements Management Tool</i>
Appendix D.	<i>Requirement Process Flows</i>
Appendix E.	<i>iServer RTM Upload for Modules</i>
Appendix F.	<i>Requirement Numbering Convention Abbreviation Definitions</i>

3 Templates

3.1 AMA-01: AMA Attestation and Agreement Document Template

The Attestation and Agreement Document is intended to document the understanding and compliance by the provided accountable parties, in regard to the requirements set forth within each artifact. AMA considers this attestation and agreement document to be the attestation for the submission of each of the artifacts listed.

3.2 COM-8a: Meeting Agenda and Minutes Template

This is the template used for meeting agendas and minutes.

3.3 COM-9-1: Corrective Action Plan Template

Corrective Action Plans are used by Alabama Medicaid to formally identify and correct issues related to Design, Develop, Implement (DDI) or Operations. The MES PMO (Program Management Office) closely monitors the timely and adequate performance of all vendors during each phase of their Statement of Work. The MES PMO uses Corrective Action Plans (CAPs) for performance deficiencies. The Agency will monitor all CAPs from all Module vendors. CAP requests must be finalized and submitted to the Agency within five (5) days of a request for the plan and approved within five (5) days of the initial submission. The CAP shall be discussed in depth during status meetings. If the Module Vendor fails to produce the CAP or to successfully execute the CAP, liquidated damages shall be assessed as defined in each module vendors Request for Bid (RFB) / Request for Proposal (RFP).

This purpose of this template is to provide all MES Program vendors a consistent method for developing Corrective Action Plans.

3.3.1 Sections Included

The following sections are included in this template:

1	<i>Introduction</i>
1.1	<i>Purpose</i>
1.2	<i>Scope</i>
1.3	<i>Referenced Deliverables and Artifacts</i>
1.4	<i>Roles and Responsibilities</i>
2	<i>Corrective Action Plan</i>
2.1	<i>Overview</i>

- 2.2 *CAP Team*
- 2.3 *References*
- 3 *Root Cause Analysis*
- 4 *Correct Action Plan*
- 4.1 *Schedule of Events*
- 4.2 *Risk Mitigation*
- 4.3 *Preventative Action*
- 4.4 *Contingency Plan*
- 4.5 *Measures of Success*
- 4.6 *Closure*
- 4.7 *Communication*
- 4.8 *Monitoring and Reporting*

3.4 COM-10-01: Project Change Request Template

This template contains the Project Change Request Form.

3.5 COM-11-03: Communication Management Template

The Module Vendor’s Communication Plan will document the detailed communication activities during the Module Vendor’s implementation. The Agency’s expectation is that each Module Vendor include the specific details for their own plan as defined in the Module Vendor’s Request for Bid/Request for Proposal (RFB/RFP). The plan will also need to follow the guidelines established in the Medicaid Enterprise Systems (MES) Program COM-11: Communication Management Plan.

3.5.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Communications*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.6 COM-12-1: Status Reporting Template Module

This is the template for the Module Vendor’s Project Status Report.

3.6.1 Sections Included

The following sections are included in this template:

- 1 *AMMP – Module Project Status Report*
- 1.1 *Overall Project Health*
- 1.2 *Project Highlights*
- 1.3 *Project Schedule*

- 1.4 *Corrective Action Plans*
- 1.5 *Issues*
- 1.6 *Risks*
- 1.7 *Scope*
- 1.8 *Decisions*
- 1.9 *Deliverables*
- 1.9.1 *Deliverables Summary*
- 1.9.2 *Deliverables In-Progress*
- 1.10 *Tools*
- 1.11 *Human Resources*
- 1.12 *Metrics*
- 1.12.1 *Schedule*
- 1.12.2 *Meeting Minutes*
- 1.12.3 *Risks*
- 1.12.4 *Issues*
- 1.12.5 *Action Items*
- 1.12.6 *Decisions*
- 1.13 *Communications*
- 1.14 *Action Items*
- Appendix A. Acronyms/Glossary*
- Appendix B. Project Health Color Coding Definitions*

3.7 COM-15-01: Cleanup and Conversion Management Reporting Template

This Cleanup and Conversion Management Reporting document provides the template for documentation of the results from each cleanup and conversion process execution. The information to populate this report are provided by the vendor responsible for the process

3.7.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 2 *Process Results Report*
- 2.1 *Process Information*
- 2.2 *Statistics*
- 2.3 *Exceptions*
- 2.4 *Exception Remediation Approach*
- 2.4.1 *[Exception Type]*
- 2.5 *Gap Analysis*
- 2.6 *Lessons Learned*
- Appendix A. Acronyms*
- Appendix B. Deliverable Comment Log*

3.8 COM-15-02: Cleanup and Conversion Management Template

The Module Vendor's Data Conversion Plan will document the detailed data cleanup and conversion activities during the Module Vendor's implementation. The Agency's expectation is that each Module Vendor include the specific details for their own plan as defined in the Module Vendor's Request for Bid/Request for Proposal (RFB/RFP). The plan will also need to follow the guidelines established in the Medicaid Enterprise Systems (MES) Program COM-15: Cleanup and Conversion Management Plan.

3.8.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Data Cleanup and Conversion*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.9 COM-16-1 Certification Support and Turnover Plan Template

The Module Vendors Certification Support & Turnover Plan will document the detailed certification activities during the Module Vendors implementation. The Agency's expectation is that each Module Vendor include the specific details for their own plan as defined in the Module Vendor's Request for Bid and Request for Proposal (RFB/RFP). The plan will also need to follow the guidelines established in the MES Program COM-16: Certification Support Management Plan.

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Certification Management and Turnover*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.10 OCM-2-2c: OCM Change Readiness Assessments Report Template

The Alabama Medicaid Agency (AMA) has elected to use the Prosci® methodology for Organizational Change Management (OCM) of its modularity initiative. Prosci® provides sponsor, stakeholder, and organizational readiness assessments for measuring change readiness. These assessments take the form of spreadsheets which can be customized for the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP).

The purpose of the Organizational Change Readiness Assessment is to understand the primary objectives and goals for the executive leadership of the AMMP. This baseline will allow the OCM team to track towards successful progress for those goals. An additional purpose of the assessment is to enable the Agency sponsor coalition's support of the change process by finding their strengths that should be leveraged or challenges to which special tactics can be applied.

3.10.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*

- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Change Readiness Assessment Meeting*
- 2.1 *Interview Summary*
- 3 *Sponsor Evaluation*
- 3.1 *Engagement*
- 3.2 *Coalition Building*
- 3.3 *Communication*
- 4 *Summary Recommendation*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.11 OCM-2-f1: OCM Implementation Plan Template

The Alabama Medicaid Agency (AMA) is updating their Medicaid Enterprise Systems (MES). The updated MES is modular and the name for the program is Alabama MES Modernization Program (AMMP). This transformation will modernize the information systems that fall under the MES umbrella, including the modernization of the Alabama Medicaid Management Information System (AMMIS), Electronic Visit Verification (EVV), and the Eligibility & Enrollment (E&E) system known as the Centralized Alabama Recipient Eligibility System (CARES). The program also includes the implementation of a new modular solution for EVV, and modules such as Provider Management and Enterprise Data Warehouse (EDW) for reporting. A Program Management Office (PMO) was established and a PMO Services Vendor was brought on to provide Program Management, Requirements and Business Process Management (RBPM), Enterprise Architecture (EA) and Organizational Change Management (OCM) services for the AMMP. The AMA has a team of Medicaid business and technical professionals performing PMO activities in concert with Agency subject matter experts (SMEs).

The PMO Services Vendor responsibilities include OCM. The OCM team is responsible for developing an OCM approach and strategy to transition the <insert applicable module> stakeholders from the current state to the modular future state. The <module> solution will be implemented and operated by a vendor.

The <module> change initiative is large and complex and requires a significant OCM effort to fully realize the intended benefits. Effective change management must match the unique characteristics and attributes of the <module> change and the people who are impacted by the change.

This OCM <module> Implementation Plan defines the OCM planning which will be used throughout the <module> implementation. This plan provides the framework for how the OCM team will prepare the stakeholders for the upcoming changes and ensure that the new <module> system is adopted. The plan defines how OCM will assist with delivering the <module> project objectives and outcomes.

3.11.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Referenced Deliverables and Artifacts*
- 1.2 *OCM Definition and Scope*
- 1.3 *OCM Vision*
- 1.4 *OCM Process*
- 2 *Stakeholder and Impact Identification and Tools*
- 2.1 *Stakeholder Identification and Interviews*
- 2.2 *Roles and Responsibilities*
- 2.3 *Stakeholder Responsibility Assignment Matrix (RACSI Chart)*
- 2.4 *OCM Team and Stakeholder Resource Utilization Estimates and Actuals*

- 3 *Governance and Reporting Framework*
- 3.1 *Governance*
- 3.2 *OCM Organization*
- 3.3 *OCM Team Responsibility Assignment Matrix (RASCI)*
- 3.4 *Reporting Framework*
- 3.5 *Change Champions*
- 4 *OCM Impact Identification*
- 5 *Business Transition Plan and Artifacts*
- 5.1 *Updated Business Processes and Flows Approach*
- 5.2 *Transition Plan*
- 5.3 *Current State*
- 5.4 *Future State*
- 5.5 *Transition Roadmap of Business Processes*
- 5.6 *Impacts with severity rating*
- 5.7 *Training Plan*
- 5.7.1 *Training Schedule*
- 5.7.2 *Documentation Updates or Creation*
- 5.7.3 *Knowledge Transfer Plan*
- 5.8 *Communication Plan*
- 5.9 *Production Turnover documents*
- 5.9.1 *Policy Standards and Regulation Updates*
- 5.9.2 *Service Level Agreements*
- 5.9.3 *Business Production Responsibility Assignment Matrix*
- 5.9.4 *Production Monitoring Metrics*
- 5.9.5 *Updated Business Processes*
- 5.9.6 *Business Process Flow*
- 6 *OCM Effectiveness*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.12 OCM-2-f2: OCM Implementation Checklist Template

The checklist / roadmap in this artifact tracks the major activities needed for successful adoption of the module.

The tasks are split among the phases of Organizational Change Management (Prepare, Manage, Reinforce).

3.13 OCM-2-g1: OCM Implementation Tracking Matrix Template

The OCM-2-g2: OCM Master Tracking Matrix is used by the OCM team to track the preparation of the business areas for the modular implementation. The OCM-2-g1 tracking matrix was developed for the Modular Electronic Visit Verification (EVV) Implementation. These matrices will be used for tracking and monitoring the Organizational Change Management (OCM) significant differences throughout the lifecycle of the program and projects to ensure each difference is addressed in training (formal or informal) and/or OCM communications.

This matrix is completed by the OCM team in consultation with the stakeholders from each Medicaid Enterprise Systems (MES) functional business area. The impacts are validated with the Change Champions. Progress on this tracking matrix is reported and discussed in OCM status meetings.

3.13.1 Sections Included

The following fields are included in this template:

- Master ID*
- Impacted Group / Module*
- Number of Users in Group*
- Description of Difference*
- Difference Type*
- Impact Rating*
- KPI (Yes / No)*
- Vendor Name(s)*
- Multiple Cohorts*
- Documentation*
- OCM Communication Method(s)*
- Dates of Communication*
- Name(s) User Material Updated*
- Change Champion Reviewer/Approval Status*
- Comments*
- Estimated % Adoption Without OCM*
- Creation Date*
- Modified Date*

3.14 PMO-2-a-01: Detailed Project Initiation and Approach Template

The Detailed Project Initiation and Approach Plan provides the activities that will occur during the start of the project and the approach or methods that will be used for managing (i.e., planning, monitoring, and controlling) the project. The Agency's expectation is that each Module Vendor include the specific details for their own plan as defined in the Module Vendor's Request for Bid/Request for Proposal (RFB/RFP). The plan will also need to follow the guidelines established in the Medicaid Enterprise Systems (MES) Program PMO-2-a: Detailed Initiation and Approach Plan.

During MES program vendor implementations, the Module Vendor's Detailed Project Initiation and Approach Plan should reflect the approach and strategies the vendor team will use to achieve the desired objectives throughout the Module Vendor's implementation.

3.14.1 Sections Included

The following fields are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Detailed Project Initiation and Approach*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.15 PMO-2-c-01: Kickoff Presentation Template

PowerPoint template of slides to be used for kickoff meetings.

3.16 PMO-2-i-01: Risk and Issues Submission Form Template

Template to be completed when submitting Risks or Issues.

3.17 PMO-2-k-01: Quality Management and Artifact Deliverable Template

The purpose of this template is to provide guidelines and checklist for Meeting Minutes, Deliverables and Schedules to ensure each passes the QC quality checks.

3.17.1 Sections Included

The checklist included:

Meeting Minutes Checklist
Deliverable-Artifact Checklist
Schedule Checklist

3.18 PMO-2-n-04-01: Module Vendor Invoice Tracker Template

During the Module Vendor on-boarding activities, it is the responsibility of the PMO Vendor to create an invoice tracker specific for each vendor. The tracker will include all invoiceable items through the life of the project. Once the Module Vendor is on-boarded and their invoice tracker populated with the deliverables / services / activities, by the PMO Vendor, the PMO Vendor will review each line item in the Module Vendor invoice tracker with the Module Vendor and MES Invoice Coordinator for concurrence and approval. The invoice tracker will be used as the mechanism to track and monitor the invoiceable items.

3.19 PMO-2-n-04-02: Deliverable Verification File Template

To support end to end Invoice protocols, the Vendor will create a “Deliverable Verification file” to document the evidence for the PMO and Agency “Verification and Validation” activities. The “Deliverable Verification file” template (PMO-2-n-04-02), contains two spreadsheets: one for “Deliverables” and another for “Activities”. Not all vendors will use both but are available for vendors as needed.

3.20 PMO-2-n-04-03: Deliverable Acceptance File Template

After the Agency’s Validation Review has validated the “Deliverable Verification file”, the Vendor will create a “Deliverable Acceptance Form” and load to the Module Vendor SharePoint. The DAF is then provided to the Agency, specifically the MES Associated Director, for approval and signature. If the Agency agrees with the DAF, they will provide back a signed DAF to the Module Vendor Invoice coordinator. The Module Vendor Invoice coordinator will store the signed DAF in SharePoint, with the “Deliverable Verification file”, for historical tracking purposes.

3.21 PMO-2-q-02: Integrated Master Schedule Template

The MES PMO has developed an MES Schedule Template that each module will use for their DDI. The MES PMO will provide the Module vendor with the template as well as facilitate a review of the template and Integrated Master Schedule Management Plan.

3.22 PMO-2-r-01: Configuration Management Template

Configuration Management is the process for systematically handling changes to a system in a way that it maintains integrity over time. The Module Vendor's Configuration Management Plan (CMP) will address configuration activities and adequate configuration management throughout the Module Vendor's implementation. The Agency's expectation is that each Module Vendor include the specific details for their own plan as defined in the Module Vendor's Request For Bid/Request For Proposal (RFB/RFP). The plan will also need to follow the guidelines established in the MES Program PMO-2-r: Configuration Management and Document Validation Plan.

3.22.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Configuration Management*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.23 PMO-2-w-01: Deliverable Template

The purpose of this template is to provide a standard format for all vendor deliverables created in MS Word.

3.23.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Purpose*
- 1.2 *Scope*
- 1.3 *Referenced Deliverables and Artifacts*
- 1.4 *Roles and Responsibilities*
- 2 *Section 2*
- 2.1 *Heading 2 Title*
- 2.2 *Heading 2 Title*
- 3 *Section 3*
- Appendix A. Acronyms/Glossary*
- Appendix B. Applicable Project, Federal, State, or Industry Standards*

3.24 PMO-2-w-02: Contract Discovery Template

The Contractor will participate in Contract Discovery sessions to ensure the project team clearly understands the scope of the project, including the Contractor's underlying drivers and proposed solutions. The focus is to increase the likelihood of project success by ensuring the project team understands the objectives of the project. The focus is to increase the likelihood of project success by ensuring the project team understands the objectives of the project. A discovery phase provides a context

for the many decisions that happen daily during the project. The Contractor Discovery Sessions will begin two (2) weeks after the Project Kick-off Meetings.

The Contractor must use the Contract Discovery Template, which is located in the Procurement Library, to document any questions or concerns related to the contract. The Agency must receive the Contractor's version of the Contract Discovery document three (3) business days before the first contract discovery session. The Agency will also develop a Contract Discovery document that contains the questions and concerns identified by the MES team. The Agency will provide their contract discovery document to the Contractor three (3) business days before the first contract discovery session. The Contractor document and the MES document will be merged to provide the agenda for the Contract Discovery sessions. This process will ensure everyone on the project understands the contract and identifies concerns/blockers/risk that need to be addressed.

These sessions will be used to discuss differences between the solicitation documents and the proposal submitted by the Contractor. The sessions will walk through each area of the contract to ensure both sides have the same understanding of what is required for the contract to be a success. During the sessions, all relevant stakeholders will review AMMP plans and guides, deliverable templates, invoicing process, and other topics critical to the success of the project

3.25 PMO-2-x-01: Contract Monitoring Report Card Template

The PMO Vendor has created a program wide Contract Monitoring plan (PMO-2-x), which will be used for each vendor/module. The Contract Monitoring Plan contains the processes and procedures that are used by the PMO Vendor and Agency to monitor each vendor's contract that is part of the MES Program. The PMO Vendor works with the Agency to identify the performance metrics, within each Module Contract Monitoring Matrix, and defines the method that shall be used to verify that each vendor's performance meets the requirements defined in the RFP/RFB. After the PMO Vendor defines the performance metrics, they work with the Agency to develop a set of report cards (PMO-2-x1). There will be one report cards for each vendor/contract and a report card that consolidates the information from all vendor/contracts (Program Wide). This Contract Monitoring Matrix is developed ~4 months before each Vendor is onboarded. We will leverage existing Contract Monitoring Matrix for consistency, but also tailor it for the Vendor as they will have differing SLA/KPIs. As part of the Vendor Start-up activities, the Module specific Contract Monitoring Matrix is reviewed with the Vendor during startup.

3.25.1 Sections Included

The following sections are included in this template:

Introduction - Overview of the Contract Monitoring Plan, processes and Table of Contents

Review History - History of changes implemented for document

Deliverable Comment Log - Comments documented by reviewers and how they were addressed

Report Card - Visual representation of Contract Monitoring Metrics, represented in Health Indicator fashion.

Metric Matrix - Definition of all Contract Monitoring metrics to be gathered for the modules (Updated as needed)

NNN-# - Individual excel sheet of the actual metrics gathered and their visual representation

3.26 REQ-2-a3-1,2,3: [FA] AS IS and TO BE Requirements Template

This template details the AS IS and TO BE requirements, gap analysis, and roadmap for the requirements identified for the [functional area (FA)] business area in the [module name] module.

3.26.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Referenced Deliverables*
- 2 *Business Area Overview*
- 3 *Requirements*
- 3.1 *Business Rules*
- 3.2 *AS IS Requirements*
- 3.3 *TO BE Requirements*
- 4 *Gap Analysis Goals and Objectives*
- 4.1 *Requirement Gap Descriptions*
- 5 *Requirements Roadmap*
- Appendix A. Acronyms/Glossary*

3.27 REQ-2-a3-4: Requirements Traceability and Verification Matrix Template

This template is meant to trace requirements to ensure that all requirements are met and verified.

3.27.1 Sections Included

The matrix includes the following information:

- Field*
- Master ID*
- Requirement ID*
- Requirement Description*
- AS IS Requirement?*
- Link to AS IS ID*
- Date Written*
- Requirement Type*
- Requirement Category*
- Sub-Category*
- Requirement Status*
- Requirement Source*
- Requirement Priority*
- Rank*
- Transitional Requirement?*
- Transitional Linking ID*
- Training?*
- BPM*
- Legacy System Change?*
- Functional Area*
- Secondary Functional Area(s)*
- Functional Process Owner*
- Functional Process Co-Owner*
- Functional Process Owner Role/Description*
- Approved Date - Functional Process Owner*
- Functional Process Owner Name*
- Formal Date Approved*
- Date Updated*
- Requirement Comments*

Change Request ID
Issue ID
Risk ID
Vendor ID
Vendor Name(s)
Primary Vendor
Vendor Status
Multiple Modules?
Module Change?
EVV
EVV Solution Indicator
EVV Status
EDW
EDW Solution Indicator
EDW Status
CPMS
CPMS Solution Indicator
CPMS Status
PROV
PROV Solution Indicator
PROV Status
SI
SI Solution Indicator
SI Status
Requirement Attribute
EVV Change Order #
EDW Change Order #
CPMS Change Order #
PROV Change Order #
SI Change Order #
EVV Defect #
EDW Defect #
CPMS Defect #
PROV Defect #
SI Defect #
EVV - Test Case ID
EVV - No TC Reason
EDW - Test Case ID
EDW - No TC Reason
CPMS - Test Case ID
CPMS - No TC Reason
PROV - Test Case ID
PROV - No TC Reason
SI - Test Case ID
SI - No TC Reason
Phase
Use Case(s)
EVV Procurement?
EDW Procurement?
CPMS Procurement?
PROV Procurement?
SI Procurement?
EVV Implementation Date
EDW Implementation Date
CPMS Implementation Date
PROV Implementation Date

SI Implementation Date
CMS State Plan
AIMS Rule
MECT ID
MITA BA
MITA BP
KPI
SLA
Performance Penalty
Certification Status - EVV
Certification Status - EDW
Certification Status - CPMS
Certification Status - PROV
Certification Status - SI
Date Certified - EVV
Date Certified - EDW
Date Certified - CPMS
Date Certified - PROV
Date Certified - SI
Date Archived
Procurement Library
Artifact for Procurement Library

3.28 REQ-2-a3-5,6,7: [FA] AS IS and TO BE Business Process Models Template

This document details the AS IS and TO BE business process model diagrams, gap analysis, and roadmap for the business processes identified for the [functional area (FA)] business process in the [module name] module.

3.28.1 Sections Included

The following sections are included in this template:

- 1 *Introduction*
- 1.1 *Referenced Deliverables*
- 2 *Business Area Overview*
- 3 *Requirements*
- 3.1 *Business Rules*
- 3.2 *AS IS Requirements*
- 3.3 *TO BE Requirements*
- 4 *Gap Analysis Goals and Objectives*
- 4.1 *Requirement Gap Descriptions*
- 5 *Requirements Roadmap*
- Appendix A. Acronyms/Glossary*

3.29 REQ-2-a3-8: Define Requirements Templates Business Requirements Document

As part of the Alabama Medicaid Enterprise Systems Modernization Program (AMMP), the Program Management Office (PMO) shall create and deliver a Business Requirements Document for each module. The purpose of this document is to provide the template which will be used by the MES Business

Analysts (BAs) to produce the BRD. The template will also be used as a guide for future vendors on the project. The template describes the layout and contents of each section that should be included in the BRD.

3.29.1 Sections Included

The following sections are included in this template:

<i>Purpose</i>	<i>1</i>
<i>1</i>	<i>Introduction</i>
<i>2</i>	<i>Project Scope</i>
<i>3</i>	<i>Project Stakeholders</i>
<i>4</i>	<i>Testing</i>
<i>5</i>	<i>Training</i>
<i>6</i>	<i>[Module] Business Summary</i>
<i>6.1</i>	<i>[Module] Business Goals</i>
<i>6.2</i>	<i>[Module] Business Objectives</i>
<i>6.3</i>	<i>[Module] Business Problem Statement</i>
<i>6.4</i>	<i>[Module] Business Project Description</i>
<i>6.5</i>	<i>[Module] Data Flow Diagram</i>
<i>7</i>	<i>[Functional Area 1] Business Summary</i>
<i>7.1</i>	<i>[Functional Area 1] Business Owners</i>
<i>7.2</i>	<i>[Functional Area 1] Business Goals</i>
<i>7.3</i>	<i>[Functional Area 1] Business Objectives</i>
<i>7.4</i>	<i>[Functional Area 1] Business Problem Statement</i>
<i>7.5</i>	<i>[Functional Area 1] Business Project Description</i>
<i>7.6</i>	<i>[Functional Area 1] Business Assumptions and Dependencies</i>
<i>7.6.1</i>	<i>Assumptions</i>
<i>7.6.2</i>	<i>Dependencies</i>
<i>7.7</i>	<i>[Functional Area 1] Business Rules</i>
<i>7.8</i>	<i>[Functional Area 1] AS IS and TO BE Business Processes Flow Charting and Diagrams</i>
<i>7.8.1</i>	<i>[Functional Area 1] AS IS</i>
<i>7.8.2</i>	<i>[Functional Area 1] TO BE</i>
<i>7.9</i>	<i>[Functional Area 1] Deliverable Requirements</i>
<i>7.10</i>	<i>[Functional Area 1] External Impact</i>
<i>7.11</i>	<i>[Functional Area 1] Critical Success Factors</i>
	<i>Appendix A. Acronyms/Glossary</i>
	<i>Appendix B. Applicable Project, Federal, State, or Industry Standards</i>
	<i>Appendix C. Use Case</i>
	<i>Appendix D. Data Model</i>
	<i>Appendix E. Data Dictionary</i>

Appendix A. Acronyms/Glossary

For a complete list of Acronyms and Glossary of Terms, please reference the [MES Acronyms and Glossary](#).