Project Closeout Report

Submitted to Project Oversight on 09/20/2023

GENERAL INFORMATION

Project Name: MMIS Technical Stack Upgrade (TSU)

Agency Name: Department of Health and Human Services (DHHS)

Project Sponsor: Tory Brabandt

Project Manager: Brenda Bulawa

PROJECT DESCRIPTION

The technical stack or "tech stack" (all of the technology services including infrastructure and software applications) used to run the Health Enterprise Medicaid Management Information System (MMIS) of the North Dakota Department of Human Services' (DHS) Medical Services unit has not been upgraded since the system implementation in 2015 by Conduent. The current tech stack is nearing the end of support. The Tech Stack Upgrade (TSU) will enable the state, along with provider enrollment staff, claims entry staff, and call center staff to use a modern, secure, upgraded MMIS for their Medicaid related claims processing and management reporting.

The TSU project will support the Run section of the Run/Grow/Transform model by upgrading all the tech stack components so that they are fully supported by Conduent and North Dakota Information Technology (NDIT).

The project will increase citizen experience that the DHS staff and the citizens of North Dakota rely upon for Medicare and Medicaid. The project will provide enhanced security, system performance and full product support for MMIS, a critical system for medical providers.

SCHEDULE AND COST METRICS

	Project Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Original Baseline	05/12/2021	05/17/2023	$10,504,000	Federal and General Funds	9/26/23	18%	$9,972,724	-$381,276
Final Baseline		9/18/23	$10,504,000	Federal and General Funds	9/26/23	1%	$9,972,724	-$381,276

Notes:

Funding Source Breakdown:

- 90% Federal Funds
- 10% General Funds

MAJOR SCOPE CHANGES

Change Request 4: UAT and COTIVITI Replacement

UAT tasks were delayed 1 month due to UAT not being 'ready'; OS+, configuration not complete, UC4 Jobs, not available. In addition, DHHS needed to update its National Correct Coding Initiative (NCCI) software. The current

application, COTIVITI, had to be replaced with Change Health Care. Once Change Health Care was implemented all TSU environments had to be updated and retested.

OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Upgrade all versions of software that comprise MMIS to the most recent or near recent version of the software released by the vendor.	100% of all software components of MMIS are upgraded to the most recent or near recent versions.	Met	All software components of MMIS were upgraded.
Replacement of Core Enterprise Hardware with Virtual Machines (VMware).	100% of the Core Enterprise Hardware is replaced with Virtual Machines (VMware).	Met	All Core Enterprise Hardware has been replaced.

KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after the project is completed. This process uses surveys and meetings to determine what happened in the project and identifies actions for improvement going forward. Typical findings include, "What did we do well?" and "What didn't go well and how can we fix it the next time?"

Key Lessons Learned and Success Stories
Lessons Learned:
• State and Conduent teams coordinated very well together. State and Conduent scheduled re-occurring team meeting and had bi-directional communications to address any questions, comments or concerns during the entire project.
• It would be good to have UAT/Sate Validation workflows approach meetings so that Conduent Test team could navigate through the application from an end user's perspective, which could help in reducing user interface (UI) issues.
• Have a better-defined process for tracking requests, defects, issues, and tasks as ServiceNow doesn't seem to be suited for projects. ServiceNow needs to accommodate outside entities better.
• State support subject matter experts (SME's) went through multiple rounds of User Acceptance Testing. Ensure that you sign a primary lead for each area. Weekly communication and defect reviews were held with both State and Conduent during testing period.
• Could have had more productive meetings to go over basic topics with the correct people in the room by ensuring everyone is on-time. That the agenda is published two days in advance of the meeting.
Success Stories:
• Strengthened our security posture for the State and the Citizens of ND. Transitioned to zero trust.
• The whole MMIS infrastructure is now in alignment with NDIT Maintenance and Support Standards.
• New software and hardware deployed will improve maintenance and future deploys.

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