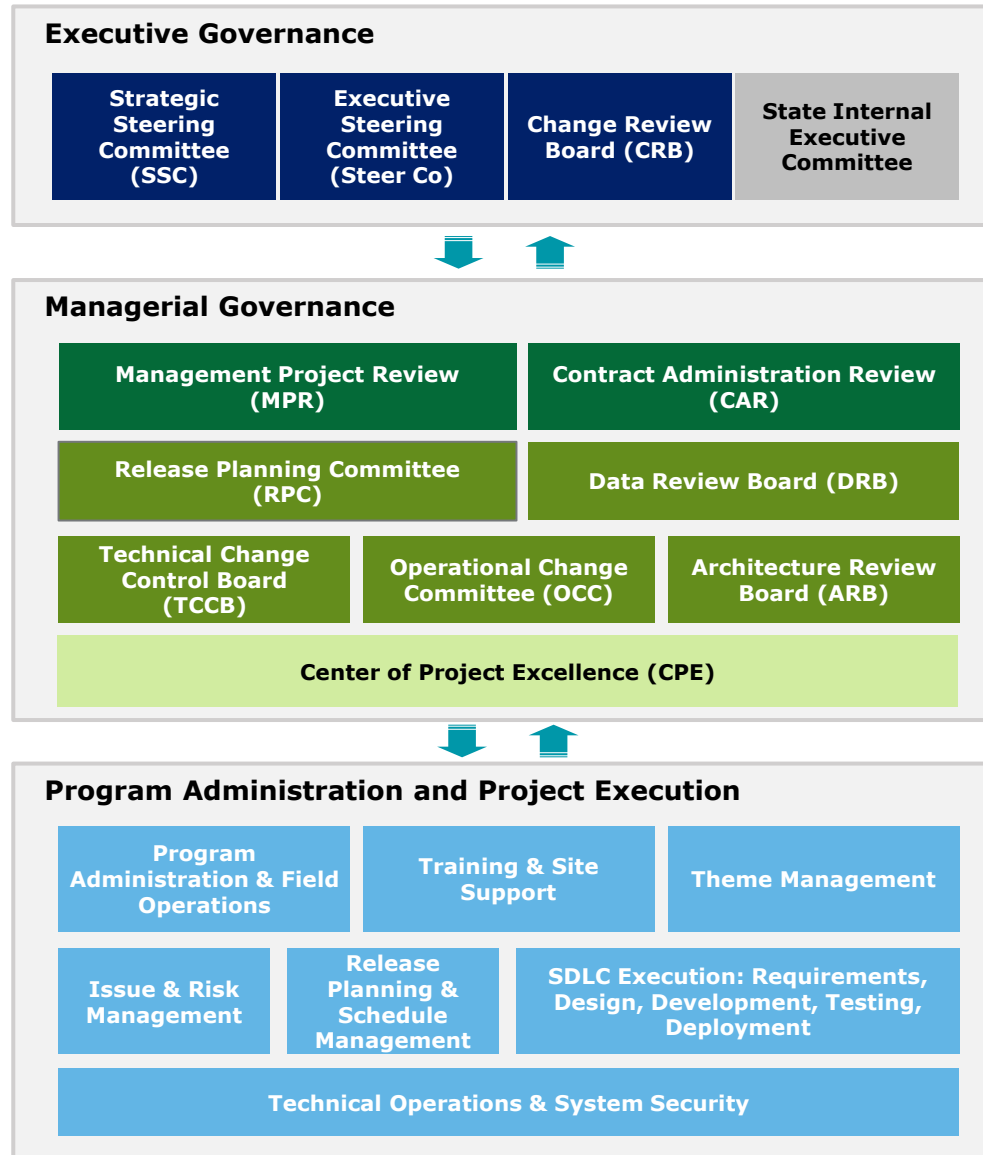




# State of Rhode Island (RI) Unified Health Infrastructure Project (UHIP) Governance Overview Slides



# RI Bridges IT Governance Structure



**Executive Review + Decision-Making:** Sets the overall direction and guiding priorities, provides executive sponsorship of Program goals, makes escalated decisions that drive project execution in concert with State priorities

**Analysis + Coordination:** Performs analysis; manages project status, risks, issues, and outcomes; finalizes inputs to support EPR and escalates to executives as needed for decision-making

**Production Control:** Makes decisions regarding production-impacting activities; including data fixes, application releases, technical changes, batch runs. Escalates issues, risks, decisions as needed

**Continuous Improvement:** Identifies, prioritizes, and executes against opportunities for continuous improvement

**Program Administration and Project Execution:** Joint State and Deloitte teams execute processes that yield inputs into governance analysis and decisions

**Program Management Office (PMO)** facilitates effective governance execution and cross-program integration

| Executive Governance                           |  |
|--|--|
| <b>Strategic Steering Committee (SSC)</b>      | Provides a forum for strategic discussions with the Executive Leadership to review business priorities / outcomes and set overall direction for the project and ensure resources are aligned accordingly.  |
| <b>Executive Steering Committee (Steer Co)</b> | Provides an Executive-level forum to discuss key aspects of the project including progress updates and associated business and IT metrics, escalated risks and issues and the overall project priorities to enable effective oversight as well as informed decision-making across all aspects of the project.  |
| <b>Change Review Board (CRB)</b>               | Review and approve all requests to spend contract hours to ensure work aligns to project budgets and priorities.   |
| Managerial Governance                          |  |
| <b>Management Project Review (MPR)</b>         | The primary forum for the Management team to assess the overall status of releases as well as progress towards project goals and business outcomes. Proposing and approving scope including enhancements, problem tickets and service requests based on Agency priorities will be discussed as part of release planning activities. In addition, the team will identify and remedy project risks and issues with escalation to EPR when appropriate (L3, L4) and prioritize improvement opportunities. |
| <b>Contract Administration Review</b>          | Address ongoing activities related to the administration of the contract; ensure escalation of missed SLAs or KPIs to EPR.   |
| <b>Release Planning Committee (RPC)</b>        | Review and maintain the project runway, coordinate release logistics and deployment schedules, validate release readiness (technical + business) per checklists, assess proposed changes to release plan to identify risks and secure PROD approvals.  |
| <b>Data Review Board (DRB)</b>                 | Provide proactive review, testing, and sign-off of significant data changes being made in production.  |
| <b>Technical Change Control Board (TCCB)</b>   | Review and approve technical and security changes in PROD and proactively manage patching/upgrade calendars.   |
| <b>Operational Change Committee (OCC)</b>      | Review and monitor RI Bridges operational health and proactively manage batch and annual activity calendars.   |
| <b>Architecture Review Board (ARB)</b>         | Review and approve architectural changes related to major system enhancements or technical upgrades.   |
| <b>Center of Project Excellence (CPE)</b>      | Develop, rollout, monitor, and evaluate success of continuous improvement initiatives for any of the processes, methods, or tools related to our Governance framework, IT capabilities, or other aspects of project delivery.  |

# Governance Meeting Cadence

*Draft: For review and discussion purposes only*

| Time     | Monday                             | Tuesday                         | Wednesday                          | Thursday                                |                         |                                    | Friday                    |
|----------|------------------------------------|---------------------------------|------------------------------------|---|-------------------------|------------------------------------|---------------------------|
| 8:30 AM  |                                    |                                 | Executive Design Review (EDR)      | Executive Steering Committee (Steer Co) | CRB                     | Strategic Steering Committee (SSC) |                           |
| 9:00 AM  |                                    |                                 |                                    |   |                         |                                    |                           |
| 9:30 AM  | PODS                               | PODS                            | PODS                               | Center of Project Excellence (CPE)      | PODS                    |                                    |                           |
| 10:00 AM |                                    | Management Project Review (MPR) | Problem Management 2.0             |   |                         |                                    |                           |
| 10:30 AM |                                    |                                 |                                    |   |                         |                                    |                           |
| 11:00 AM |                                    |                                 |                                    | TCCB (Part 1)                           | Data Review Board (DRB) |                                    | Weekly Actuals Touchpoint |
| 11:30 AM |                                    |                                 |                                    |   |                         |                                    |                           |
| 12:00 PM |                                    |                                 |                                    |   |                         |                                    |                           |
| 12:30 PM | Leadership Standup                 |                                 |                                    |   |                         |                                    |                           |
| 1:00 PM  |                                    |                                 | TCCB (Part 2)                      |   |                         |                                    |                           |
| 1:30 PM  |                                    |                                 |                                    |   |                         |                                    |                           |
| 2:00 PM  | Operational Change Committee (OCC) |                                 |                                    | Release Planning Committee (RPC)        |                         |                                    |                           |
| 2:30 PM  |                                    |                                 |                                    | Joint PMO                               |                         |                                    |                           |
| 3:00 PM  |                                    |                                 |                                    |   |                         |                                    |                           |
| 3:30 PM  | Test Management                    |                                 |                                    |   |                         |                                    |                           |
| 4:00 PM  |                                    | Contract Administration Review  | State Internal Executive Committee |   |                         |                                    |                           |
| 4:30 PM  |                                    |                                 |                                    |   |                         |                                    |                           |

Not listed: Monthly Infrastructure & Operations Meeting  
 Not listed: Monthly Architecture Review Board 3

■ Weekly schedule  
 ■ Biweekly schedule  
 ■ Bi-monthly schedule  
 ■ As needed

# **Risks + Issues (PMOCs)**

# PMOC Escalation Levels

| Escalation Level | Governing Body   | Description  | Escalation Pathway  | Examples   |
|------------------|--|--|---|--|
| 1                | Theme Teams  | General project risks / issues being managed by the theme teams  | <ol style="list-style-type: none"> <li>1. Review weekly at theme team meeting</li> <li>2. If action/awareness needed from Agency Leads or Joint IT Team, escalate to L2</li> <li>3. This adds it to the MPR agenda</li> </ol> |  |
| 2                | Management Project Review (MPR)  | General project risks / issues requiring the attention of the management team but not requiring immediate escalation   | <ol style="list-style-type: none"> <li>1. Review weekly at MPR</li> <li>2. If action/awareness needed from Executives, escalate to L3 for review at EPR</li> </ol>  | <ol style="list-style-type: none"> <li>1. Recoverable scorecard risks with clear mitigation pathways; SDLC phases may be at risk but the release date itself is not</li> <li>2. Document approvals delayed</li> </ol>  |
| 3                | <p>Management Project Review (MPR) manages and prepares updates</p> <p>Executive Project Review (EPR) reviews updates, makes decisions</p> | Key project risks / issues having significant project impact requiring input or decisions from the Management Team and Directors                             | <ol style="list-style-type: none"> <li>1. Review weekly at MPR and EPR</li> <li>2. If risk / issue is evaluated as having significant project-wide impact, a decision may be made to escalate to L4</li> </ol>                | <ol style="list-style-type: none"> <li>1. Benefit-impacting or system availability-impacting production issues or activities with a significant number of impacted cases</li> <li>2. Contractual exceptions (e.g. missed KPIs, SLAs, deadlines, or warranty concerns)</li> </ol> |
| 4                |  | The highest level project risks / issues with the potential of having wide spread project impact and therefore requiring the full attention of the Directors | Please note: All Level 4 PMOCs are listed in the Risks + Issues section of the Executive Status Report which is distributed to federal partners on a weekly basis   | <ol style="list-style-type: none"> <li>1. Initial impact of COVID-19</li> </ol>  |

# **Executive Priority List (EPL)**

# Executive Priority List Overview

## What is it?

The Executive Priority List (EPL) is a current list of the items requiring the highest level of focus and attention from the project management team for some period of time.

- The EPL will drive the agenda for the weekly Executive Project Review in order to provide frequent updates to the Directors and to obtain their input or decisions
- Materials will be developed as needed to facilitate the EPL discussion at EPR
- The list will change frequently based on input from any of the executive forums including SSC, EPR or Exec Co
- The Executives will prioritize “above the line” items based on criticality and availability of resources
- As items are worked through completion, they will be removed from the list
- L3 & 4 PMOCs will continue to be used to track key risks / issues
- Items considered “below the line” will be addressed in the future based on prioritization by the Directors



### Key inputs to the Executive Priority List

#### Executive Priority List (EPL)

| ABOVE THE LINE                          |  |                     |            |        |  |
|---|--|---------------------|------------|--------|--|
| Priority                                | Purpose / Goal(s)  | Primary Owners      | Date Added | Agency | Action Required?   |
| Increase RiteShare Enrollment           | Facilitate the implementation of the RiteShare roadmap to increase enrollment & increase revenue for the State | Shaffer, Fitzgerald | 3/1        | EOHHS  | Being covered at RS Exec Reviews   |
| Develop solution for Asset Verification | Determine solution to meet immediate CMS reqmts PMOC: 1438   | Tichenor, Rohan     | 8/5        |        | Scheduled for 12/4 release; Confirm reqmts for dashboard & remove and track with L3 PMOC   |
| Governance Refresh                      | Review existing governance structure & propose recommendations to refresh model                                | Rota, Edwards       | 8/1        | All    | Develop recommendations to share with Executives & begin implementation in early September |
| IM Annual Strategic Planning            | Conduct planning to identify strategic priorities for IM   | Rota, Edwards       | 8/10       | All    | Agency Lead target for IM priorities; Exec review planned for 9/24                         |
| P-EBT                                   | Develop solution for P-EBT   | Rohan               | 8/31       | DHS    | 8:30 mtg on 9/2  |
| MA COVID Recovery dashboard             | Revisit end-to-end process & corresponding dashboard   | Tichenor, Murugesu  | 8/31       | EOHHS  |  |

**The EPL and L3 PMOCs will drive the agenda for EPR**

**Decisions to add or remove items will be made based on progress updates at EPR**

#### Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item   | Timing     | Inputs (inc. Metrics, Data)   | Outputs  |
|---|------------|---|--|
| <b>L3 + L4 Risks and Issues</b>                                   | 15 minutes | L3 + L4 PMOCs escalated by Agency Leads, with relevant data to inform decisions | Executive decisions, including but not limited to next steps, closure, downgrade, escalate to L4 |
| <b>Executive Batch Decisions</b>                                  | 5 minutes  | Dry run results for batches requiring exec approval                             | Executive approval to run the batch documented in the minutes                                    |
| <b>Deep Dive for above the line Executive Priority List (EPL)</b> | 25 minutes | Progress vs Executive Priority List (EPL), supported by relevant data points    | Revised Executive Priority List (EPL)<br>Marching orders for the week ahead                      |

# Executive Priority List (EPL)

Draft: For review and discussion purposes only

Last updated: 7/28/22

| ABOVE THE LINE    |  |   |                 |            |        |  |
|-------------------|--|---|-----------------|------------|--------|--|
| Priority          | Purpose / Goal(s)  | Draft Success Metric  | Primary Owners  | Date Added | Agency | Action Required?   |
| PHE Unwind IPT    | Plan comprehensively for the end of the Public Health Emergency as it impacts Medicaid eligibility, processing, etc. | What: Cases still impacted by COVID Mitigations<br>Where: <a href="#">Tableau</a> | Rajit, Brian    | 8/31/21    | EOHHS  | IPT is owning this thread, with biweekly Director updates. CA-05 is pending execution and CA-06 pending submission to federal partners. November Release scope has been finalized and the team is working on the March Release scope proposal.<br><br>Awaiting info regarding changes to IPT governance structure. |
| SNAP Reinvestment | Improve SNAP QC error rate   | What: SNAP QC Error Rate<br>Where: <a href="#">FNS Website</a>                    | Gaurvi, Bethany | 1/7/21     | DHS    | Met with DHS on Friday 7/22 to review Jan 2022 sampling results. We identified some improvement opportunities related to address discrepancies and are evaluating delivery feasibility. Continuing to work with DHS to analyze other error patterns.   |
| Cloud Planning    | Explore SFY24 budget approval to migrate RI Bridges to Cloud   | N/A   | Rakesh, Phil    | 1/6/22     | All    | Business case and approach to vendor assessment shared at previous SteerCo meetings. Vendor quotes received last week. Preparing Cloud Financials Summary for upcoming SteerCo.  |
| OE Planning       | Potential for ARPA extension to impact regular OE planning (e.g. extension happens post AR run)                      | TBD   | Vijay, Matt     | 7/6/22     | HSRI   | AR run is currently planned to run in production on 10/8. Dry run plan has been shared with State. If ARPA extension happens post AR run, we will apply the changes and run Mass update to reflect new changes.  |

SAMPLE



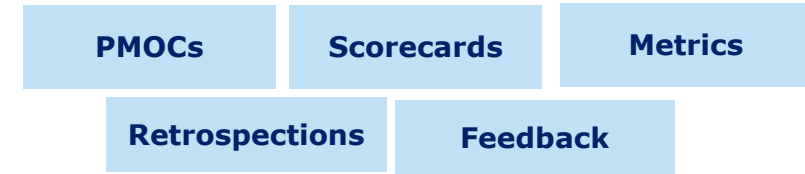
# **Process Excellence Initiative List (PEIL)**

# Project Excellence Initiative List

## What is it?

The Project Excellence Initiative List is a current list of the improvement opportunities being governed by the Center of Process Excellence (CPE).

- The PEIL will track the initiatives currently being managed by the CPE team
- Progress updates for each “above the line” initiative will be reviewed at the bi-weekly CPE meetings
- New items may be added to the list for consideration based on the team’s review of scorecards, release retrospections, metrics, PMOCs or feedback sessions
- The CPE Team will prioritize “above the line” items based on criticality and availability of resources
- As items are worked through completion, they will be removed from the list but may be monitored to ensure improvement goals continue to be met
- Sub-teams may be formed to work on specific PEIL initiatives with direction from the CPE team
- The CPE team may bring forward updates to the Executive team via EPR or SSC
- Items considered “below the line” will be considered for future initiatives based on prioritization by the CPE



**Key inputs to the Process Excellence Initiative List**

### Project Excellence Initiatives List (PEIL)

| ABOVE THE LINE        |   |                     |            |          |                                      |
|-----------------------|---|---------------------|------------|----------|--------------------------------------|
| Priority              | Purpose / Goal(s)   | Primary Owners      | Date Added | Agency   | Action Required?                     |
| Reduce defect leakage | Move defects leftward in SDLC; meet UAT Pass Rate SLA for Major Release | Ravi, Mattie        | March      | Joint IT | Draft lessons learned for executives |
| PMOC-1450             | Prevent future occurrences of missed batch runs                         | Gaurvi, Mattie, Liz | August     | Joint IT |                                      |

**The PEIL will drive the agenda for CPE**

**Decisions to add or remove items will be made based on progress updates at CPE**

| Standing Agenda with Inputs (inc. Metrics, Data) and Outputs |               |  |   |
|--|---------------|--|---|
| Agenda Item  | Timing        | Inputs (inc. Metrics, Data)                                  | Outputs   |
| Review Progress of Initiatives                               | 20 minutes    | Process Excellence Initiatives List (PEIL)                   | Updated PEIL status; Action Items   |
| Review Quality Scorecards                                    | 5 minutes     | Application + IM + Data Quality Scorecards                   | Proposed additions / prioritization decisions of items on the PEIL                |
| Release Retrospective (Monthly)                              | 30 minutes    | Analysis/learnings for UAT and PROD defects                  | Proposed additions & prioritization of PEIL                                       |
| Working Session Time   | 15-45 minutes | Above-the-line Continuous Improvement Initiative List (PEIL) | Progress made against above-the-line PEIL items; work continues offline as needed |

## Process Excellence Initiatives List (PEIL)

| ABOVE THE LINE               |   |                     |            |          |                                      |
|------------------------------|---|---------------------|------------|----------|--------------------------------------|
| Priority                     | Purpose / Goal(s)   | Primary Owners      | Date Added | Agency   | Action Required?                     |
| <b>Reduce defect leakage</b> | Move defects leftward in SDLC; meet UAT Pass Rate SLA for Major Release | Ravi, Mattie        | March      | Joint IT | Draft lessons learned for executives |
| <b>PMOC-1450</b>             | Prevent future occurrences of missed batch runs                         | Gaurvi, Mattie, Liz | August     | Joint IT |                                      |

| BELOW THE LINE   |   |                                 |            |           |                                     |
|--|---|---------------------------------|------------|-----------|-------------------------------------|
| Priority   | Purpose / Goal(s)   | Primary Owners                  | Date Added | Agency    | Action Required?                    |
| <b>Non-Exec Meeting Refresh</b>                                  | Evaluate whether there are opportunities to streamline governance below the executive level   | Lori, Harry                     | August     | Joint PMO | Complete Exec Meeting refresh first |
| <b>Reporting Refresh</b>   | Evaluate which existing project reporting is proving most valuable and pilot moving one such report out of powerpoint and into JIRA/Tableau | Lori, Harry                     | August     | Joint PMO | Complete Exec Meeting refresh first |
| <b>Leaderboard Process Efficiencies</b>                          | Streamline the Leaderboard process especially for SRs   | Lori, Harry                     | August     | Joint PMO |                                     |
| <b>Iterative Project Delivery: Lessons Learned Retrospective</b> | Conduct a retrospective on COVID-19 and RItShare activities which involved innovative SDLCs and figure out what we can carry forward        | Lori, Jim, Mattie, Rohan Gaurvi | August     | Joint IT  |                                     |
| <b>PMOC-1421</b>   | Make minor changes to improve JIRA permissions  | Mattie, Harry                   | July       | Joint IT  |                                     |

# **Annual Business Outcomes (ABOs)**

# Annual Business Outcomes (ABOs)

Annual Business Outcomes (ABOs) are the list of business outcomes which are defined each year during each the annual planning process and then managed through to completion by the joint team throughout the year.

- The list can be amended by executives via our established Change Review Board (CRB) processes, and broader resets may surface from Strategic Steering Committee (SSC) discussions inclusive of future annual planning processes.
- With few exceptions, all items being approved by the CRB ought to map to one of these outcomes; it essentially serves as a guide for recommended uses of CRB budgets.
- Each outcome ought to be mapped to a success metric: the venue for these metrics can be determined during annual planning
- The list may overlap with the Executive Priority List (EPL): when it does, then data-driven updates will come to Steer Co

# **Sample Meeting Charters**

# Strategic Steering Committee (SSC) Charter

## Objective

Provides a forum for strategic discussions with the Executive Leadership to review business priorities / outcomes and set overall direction for the project and ensure resources are aligned accordingly.

## Cadence, Timing, Process

Thursday 8:30-10:00am or as Scheduled

Bimonthly to start

Depending on the Agenda, Executives may be expected to review Business + IT metrics in advance of the meeting and come prepared with observations, asks etc. This can include:

1. Contract KPIs + SLAs
2. Programmatic Metrics existing in Tableau
3. Success Metrics associated with Annual Business Outcomes
4. IT Metrics (incidents, problem tickets, data fixes, impacted cases)

## Participants

**State Chair:** Lori Rota

**Deloitte Chair:** Ryan Fitzgerald

| Agency          | Executive   | Lead             | Other Attendees  |
|-----------------|---|------------------|--|
| <b>DHS</b>      | Yvette Mendez                                       |                  |  |
| <b>HSRI</b>     | Lindsay Lang  |                  |  |
| <b>EOHHS</b>    | Kristin Sousa                                       |                  | Nicole Nelson  |
| <b>EPMO</b>     | Lori Rota   |                  |  |
| <b>DoIT</b>     | Beth Tyler  |                  |  |
| <b>Deloitte</b> | Ryan Fitzgerald,<br>Kenny Smith<br>(when available) | Rohan<br>Khopkar | Rakesh Chandrasekaran, Gaurvi Jain,<br>Harry Edwards, Guest presenters |

## Standing Agenda\* with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item  | Timing | Inputs (inc. Metrics, Data)  | Outputs   |
|--|--------|--|---|
| <b>Open forum for executives to discuss business challenges or strategic topics (e.g. Annual Planning) and to revisit project priorities</b> | TBD    | Executive observations from advance review of business + IT metrics<br><br>Annually: relevant inputs for annual planning discussions (e.g. capacity, trends, strategic investment opportunities)<br><br>Demos / Guest Speakers<br><br>Executive Priority List (EPL)<br><br>Annual Business Outcomes (ABOs)<br><br>Process Excellence Initiatives List (PIEL) | Meeting Notes<br><br>Revised Executive Priority List (EPL)<br><br>Revised Annual Business Outcomes (ABOs)<br><br>Revised Process Excellence Initiatives List (PIEL) |

\*Agenda for each SSC will be approved in advance by RIB Executive Committee

# Steering Committee (Steer Co) Charter

## Objective

Provide an Executive-level forum to discuss key aspects of the project including progress updates with associated business and IT metrics, escalated risks and issues and the overall project priorities to enable effective oversight as well as informed decision-making across all aspects of the project.

## Cadence, Timing, Process

Wednesday 8:30-9:30am  
Weekly

## Participants

**State Chair:** Lori Rota

**Deloitte Chair:** Harry Edwards

| Agency          | Executive       | Lead          | Other Attendees                    |
|-----------------|-----------------|---------------|------------------------------------|
| <b>DHS</b>      | Yvette Mendez   | Saurabh Gosai |                                    |
| <b>HSRI</b>     | Lindsay Lang    | Matt Goupil   |                                    |
| <b>EOHHS</b>    | Kristin Sousa   | Nicole Nelson | Brian Tichenor                     |
| <b>EPMO</b>     |                 | Lori Rota     |                                    |
| <b>DoIT</b>     |                 | Jim Ritter    | Phil Silva, Mattie Nookala         |
| <b>Deloitte</b> | Ryan Fitzgerald | Rohan Khopkar | Rakesh Chandrasekaran, Gaurvi Jain |

## Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item   | Timing     | Inputs (inc. Metrics, Data)   | Outputs  |
|---|------------|---|--|
| <b>L3 + L4 Risks and Issues</b>                                   | 15 minutes | L3 + L4 PMOCs escalated by Agency Leads, with relevant data to inform decisions | Executive decisions, including but not limited to next steps, closure, downgrade, escalate to L4 |
| <b>Executive Batch Decisions</b>                                  | 5 minutes  | Dry run results for batches requiring exec approval                             | Executive approval to run the batch documented in the minutes                                    |
| <b>Deep Dive for above the line Executive Priority List (EPL)</b> | 40 minutes | Progress vs Executive Priority List (EPL), supported by relevant data points    | <b>Revised</b> Executive Priority List (EPL)<br>Marching orders for the week ahead               |



# Change Review Board (CRB) Charter

## Objective

Review and approve all requests to spend contract hours to ensure work aligns to project budgets and priorities.

## Cadence, Timing, Process

Thursday 8:30-9:00am

Biweekly (alternating with the Executive Design Review so that inputs can flow from the Executive Design Review into CRB allowing turnaround time)

Pre-read shared at State Exec Co. Wed 4pm; no edits after that time

## Participants

**State Chair:** Lori Rota

**Deloitte Chair:** Harry Edwards

| Agency          | Executive       | Lead          | Other Attendees                    |
|-----------------|-----------------|---------------|------------------------------------|
| <b>EPMO</b>     |                 | Lori Rota     |                                    |
| <b>DHS</b>      | Yvette Mendez   | Saurabh Gosai |                                    |
| <b>HSRI</b>     | Lindsay Lang    | Matt Goupil   |                                    |
| <b>EOHHS</b>    | Kristin Sousa   | Nicole Nelson |                                    |
| <b>DoIT</b>     |                 | Beth Tyler    |                                    |
| <b>DoA</b>      |                 | Maureen Wu    |                                    |
| <b>Deloitte</b> | Ryan Fitzgerald | Rohan Khopkar | Rakesh Chandrasekaran, Gaurvi Jain |

## Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item                                      | Timing     | Inputs (inc. Metrics, Data)  | Outputs   |
|--|------------|--|---|
| <b>Actuals vs Estimates Review (Monthly)</b>     | 5 minutes  | CRB estimates for a given month<br>Actual hours worked in the same month   | Hourly-Based Services Progress Report   |
| <b>Approvals vs CRB Budgets for BRRs and SRs</b> | 25 minutes | CRB Dashboards (ppt) showing impact of approving proposed items, each of which was vetted by Business and IT at MPR<br>Mapping of each item on the agenda to Annual Business Outcomes (ABOs) | CRB decisions documented in the minutes and reflected in the CRB Master Tracker; Finance Forecast File; Hourly-Based Services Progress Report; JIRA |

# Management Project Review (MPR) Charter

## Objective

The primary forum for the Management team to assess the overall status of releases as well as progress towards project goals and business outcomes. Proposing and approving scope including enhancements, problem tickets and service requests based on Agency priorities will be discussed as part of release planning activities. In addition, the team will identify and remedy project risks and issues with escalation to EPR when appropriate (Levels 3, 4) and prioritize improvement opportunities for the CPE.

## Cadence, Timing, Process

Tuesday 10am-12pm  
Weekly

## Participants

**State Chair:** Lori Rota

**Deloitte Chair:** Harry Edwards

| Agency          | Lead                          | Other Attendees                             |
|-----------------|-------------------------------|---|
| <b>EPMO</b>     | Lori Rota                     | Marisa Appolonia, Frank Dempsey, Phil Soter |
| <b>DHS</b>      | Saurabh Gosai                 | Sterl Carpenter                             |
| <b>HSRI</b>     | Matt Goupil                   |   |
| <b>EOHHS</b>    | Brian Tichenor                |   |
| <b>DoIT</b>     | Phil Silva,<br>Mattie Nookala | Avinash Kumar                               |
| <b>Deloitte</b> | Rohan Khopkar                 | Rakesh Chandrasekaran, Gaurvi Jain, others  |

## Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item                                  | Timing     | Inputs (inc. Metrics, Data)   | Outputs  |
|--|------------|---|--|
| <b>Status (Scorecard Review)</b>             | 20 minutes | Release Scorecards; IT Metrics  | Decisions to upgrade to L3 for exec attention  |
| <b>Release Planning &amp; Prioritization</b> | 10 minutes | Deloitte-feasible proposed additions/removals of problem ticket and BRR scope (includes IM scope)<br>Proposed Service Requests + Operational Requests                     | Business approvals provided by Agencies<br>IT approvals provided by State UAT, Rel Mgt                             |
| <b>BRR + SR Scope (CRB Prep)</b>             | 20 minutes | Off-Week: Agency Leaderboards; proposals to proceed with IT Assessments for BRR/SRs<br>CRB Week: ROMs and CRB Dashboards (ppt) showing impact of approving proposed items | Off-Week: Approvals to proceed with IT Assessments for BRRs/SRs; approved ORs<br>CRB Week: finalized CRB materials |
| <b>Executive Priorities (EPL)</b>            | 30 minutes | Executive Priority List (EPL)<br>Draft EPR Materials  | Finalized EPR Materials  |
| <b>Risks and Issues</b>                      | 30 minutes | L2 + L3 + L4 PMOCs<br>Draft EPR Materials   | Decisions to upgrade to L3 for exec attention<br>Finalized EPR Materials   |
| <b>PIEL Management</b>                       | 10 minutes | PEIL with up-to-date status for above-the-line initiatives; list of proposed additions  | Revised Project Excellence Initiatives List (PEIL)   |

# Center of Project Excellence (CPE) Charter

## Objective

Provide oversight for the ongoing continuous improvement initiatives for the project. This includes managing and prioritizing the list of opportunities and reviewing relevant scorecards and other project metrics to inform and evaluate progress towards improvement goals. In addition, the team will work with sub-teams to develop and implement solutions to target specific improvements to project governance, IT capabilities, or other aspects of project delivery.

## Cadence, Timing, Process

Thursday 9:30-10:30am

Biweekly

For any given initiative, separate small-group working sessions may be needed to work through the details before coming back to this large group

## Participants

**State Chair:** Lori Rota

**Deloitte Chair:** Harry Edwards

| Agency          | Lead                       | Other Attendees  |
|-----------------|----------------------------|--|
| <b>EPMO</b>     | Lori Rota                  | Frank Dempsey  |
| <b>DoIT</b>     | Phil Silva, Mattie Nookala |  |
| <b>Agencies</b> | N/A                        | 1 designated member from each Agency*                                  |
| <b>Deloitte</b> | Rohan Khopkar              | Rakesh Chandrasekaran, Gaurvi Jain, Bala Thirumurthy, others as needed |

\*Agency Leads to select a member

## Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item                            | Timing        | Inputs (inc. Metrics, Data)                              | Outputs   |
|--|---------------|--|---|
| <b>Review Progress of Initiatives</b>  | 20 minutes    | Project Excellence Initiatives List (PEIL)               | Updated PEIL status; Action Items   |
| <b>Review Quality Scorecards</b>       | 5 minutes     | Application + IM + Data Quality Scorecards               | Proposed additions / prioritization decisions of items on the PEIL                |
| <b>Release Retrospective (Monthly)</b> | 30 minutes    | Analysis/learnings for UAT and PROD defects              | Proposed additions & prioritization of PIEL                                       |
| <b>Working Session Time</b>            | 15-45 minutes | Above-the-line Project Excellence Initiative List (PEIL) | Progress made against above-the-line PEIL items; work continues offline as needed |

# Contract Administration Review Charter

## Objective

Address ongoing activities related to the administration of the contract and ensure escalation of missed SLAs or KPIs to Executive Project Review (EPR) or other relevant forums.

## Cadence, Timing, Process

Tuesday 4:00-4:30pm  
 Biweekly  
 Exceptions (e.g. missed SLAs or KPIs) are escalated to executives as L3 EPR PMOCs.

## Participants

**State Chair:** Lori Rota

**Deloitte Chair:** Ryan Fitzgerald

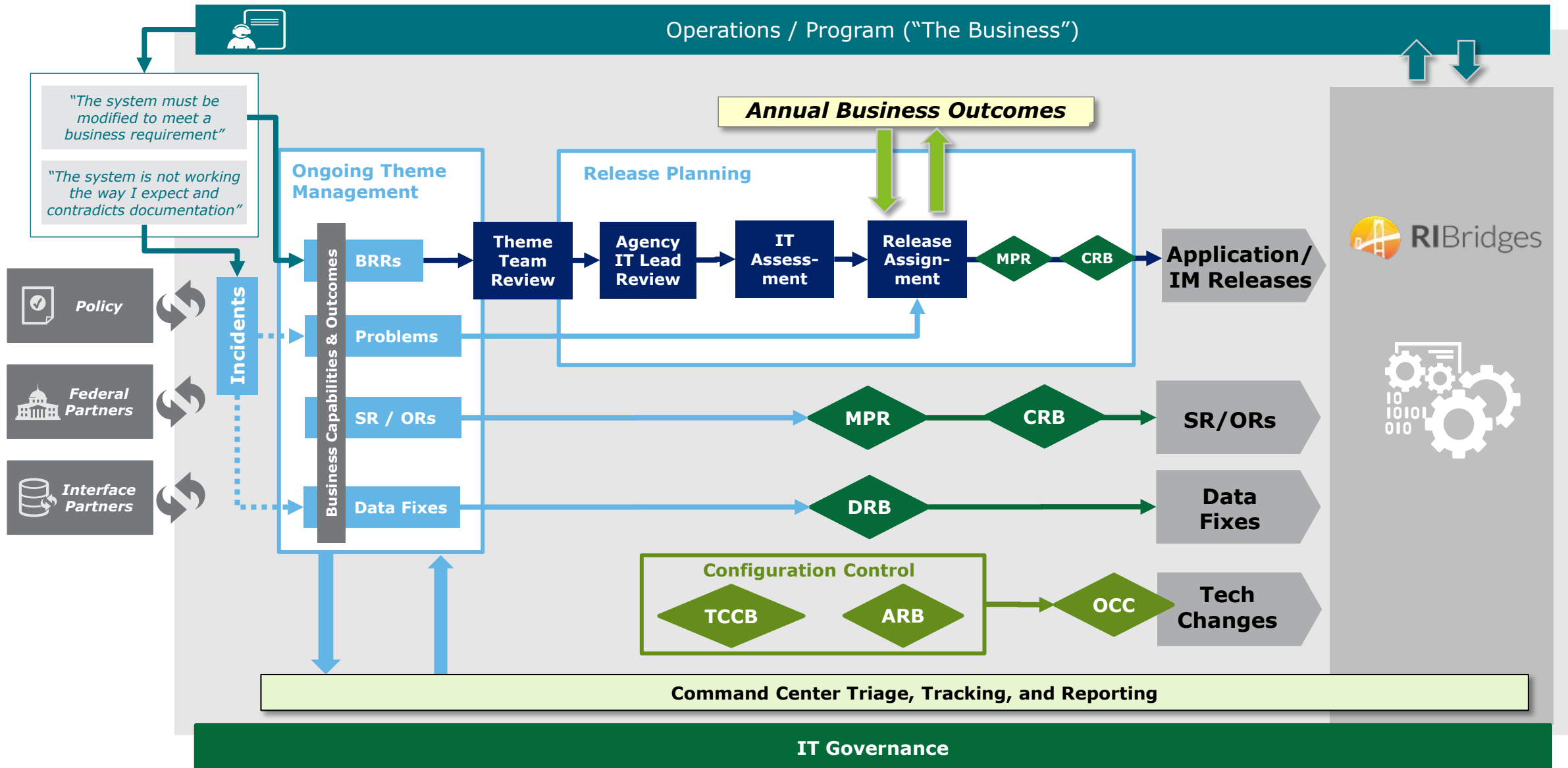
| Agency          | Executive       | Lead                         | Other Attendees                                    |
|-----------------|-----------------|------------------------------|--|
| <b>EPMO</b>     |                 | Lori Rota<br>Jamie Weinstein |  |
| <b>DoIT</b>     |                 | Phil Silva                   |  |
| <b>DoA</b>      |                 | Maureen Wu                   |  |
| <b>Deloitte</b> | Ryan Fitzgerald | Rohan Khopkar                | Rakesh Chandrasekaran, Harry Edwards, Kerry Annett |

## Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

| Agenda Item                      | Timing     | Inputs (inc. Metrics, Data)   | Outputs   |
|----------------------------------|------------|---|---|
| <b>Contract Amendments</b>       | 5 minutes  | Joint updates on in-flight CAs  | L3 EPR PMOCs if needed  |
| <b>Contract Correspondence</b>   | 5 minutes  | Contract Correspondence Report  | L3 EPR PMOCs if needed  |
| <b>Invoices</b>                  | 5 minutes  | Invoicing Status Report   | L3 EPR PMOCs if needed  |
| <b>Monthly Contract Report</b>   | 10 minutes | Monthly Contract Report   | L3 EPR PMOCs if needed  |
| <b>Financial Forecast Review</b> | 5 minutes  | Deloitte Forecast File in State SP, driven by proposals going to CRB in the same week | State Finance to communicate any concerns via State Exec Co. and/or CRB |

# Key Process Flows

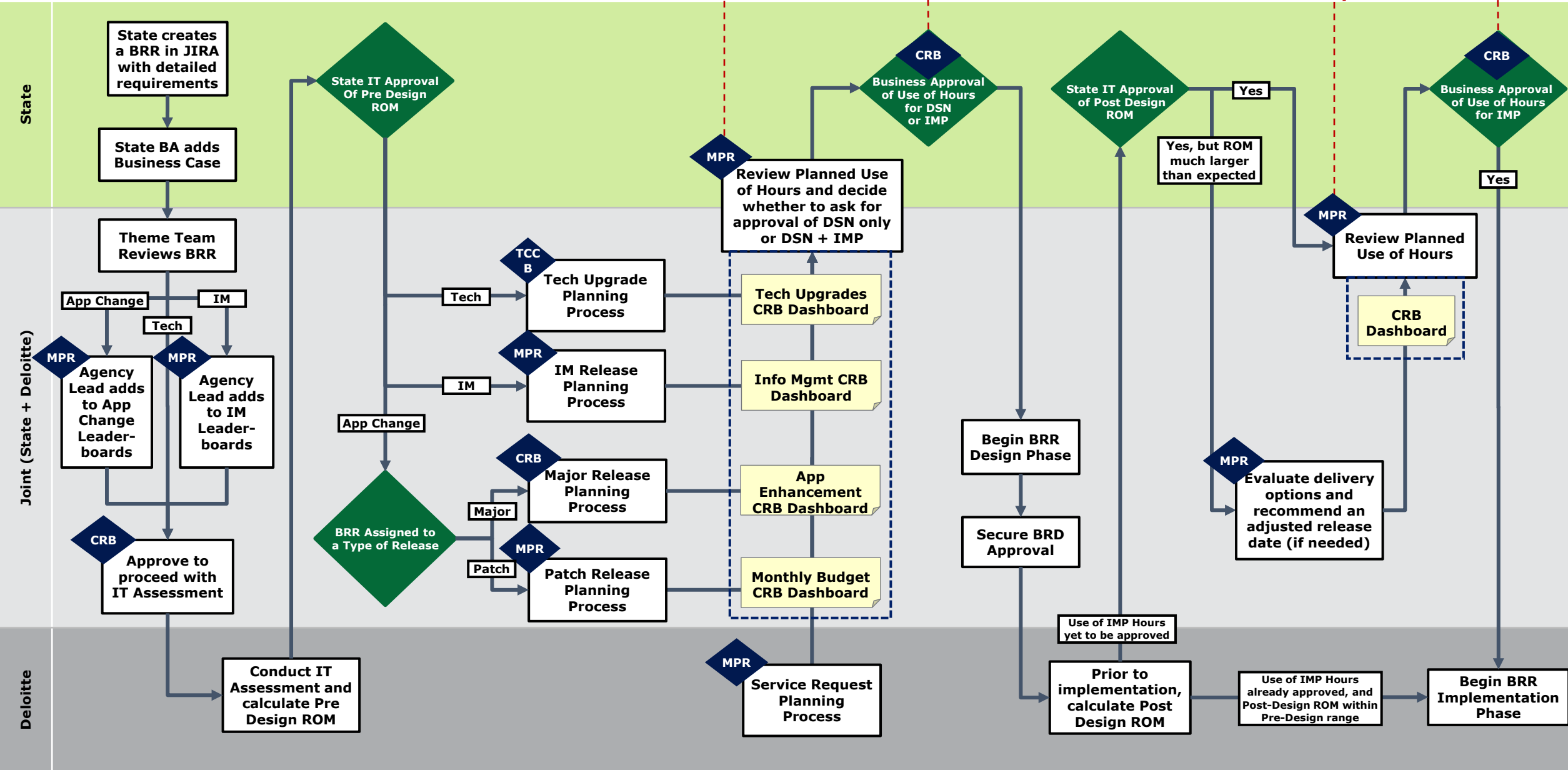
# Simplified Overview of IT Governance



# BRRs: Process for Approval of Use of Hours

Tuesday AM      Thursday AM      Tuesday AM      Thursday AM

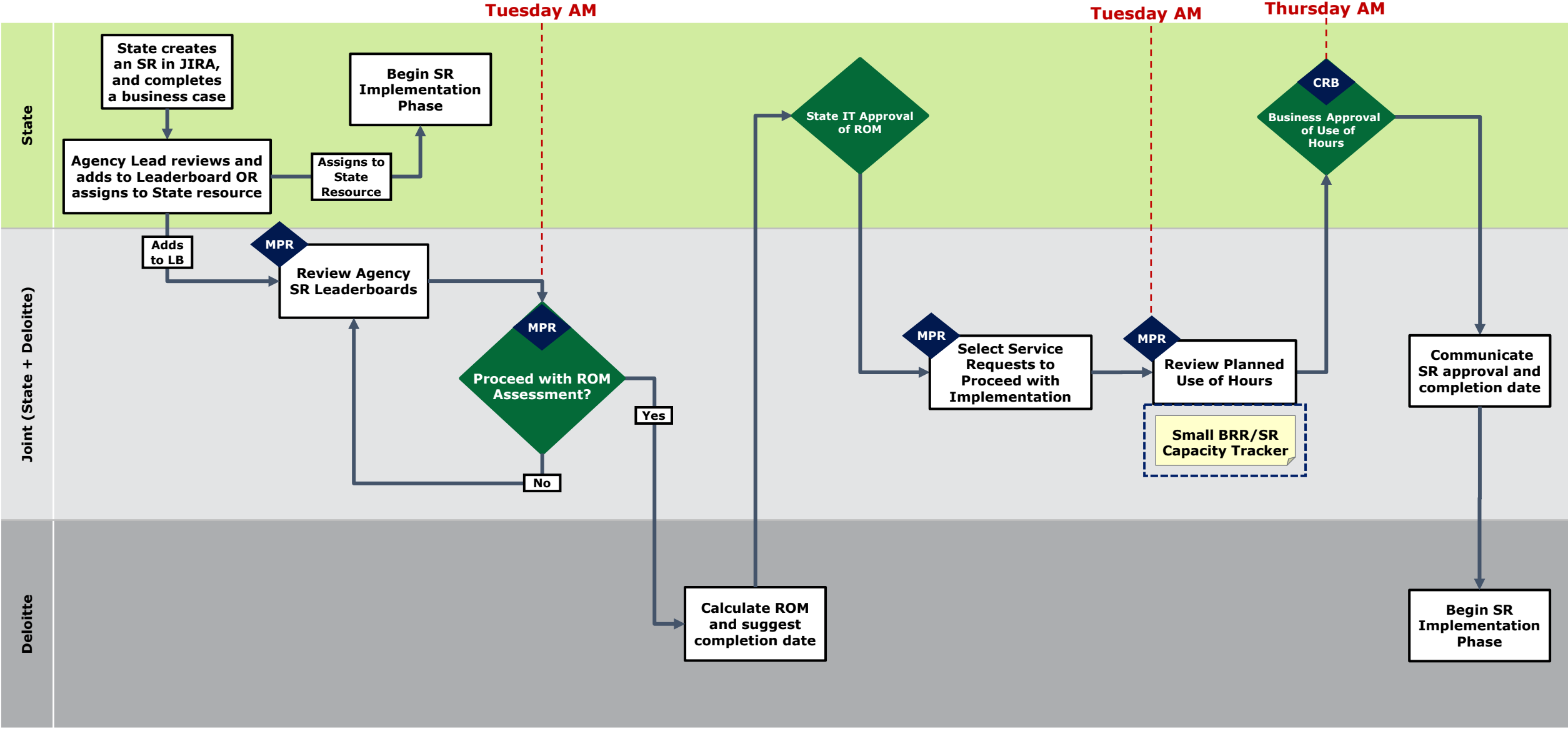
*Draft: For review and discussion purposes only*



**Escalation path for approvals required urgently:** Deloitte PMO sends an email to Executives requesting approval, after reviewing with State IT + PMO lead. The email must include the impact on hours remaining.

# SRs: Process for Approval of Use of Hours

Draft: For review and discussion purposes only



**Escalation path for approvals required urgently:** State designee from the Pre-CRB meeting to send an email to Executives requesting approval. The email would include the dashboard(s) showing impact on hours remaining.



# Appendix

## Definitions

### **Executive Priority List (EPL) Item:**

An activity requiring the highest level of focus from the project management team and requiring frequent updates to the Directors to facilitate their input or decision-making. Items above the line are actively being worked while below the line items will be addressed in the future based on prioritization by the Directors as well as the availability of resources.

### **Issue (or Risk):**

An impact (or a potential impact) to the team's ability to execute M&O activities and/or achieve progress toward business outcomes or other project objectives while remaining within scope, schedule, and budget.

### **Project Excellence Initiative List (PEIL) Item:**

A potential improvement to any of the processes, methods or tools related to our governance framework, IT capabilities or to any other areas affecting project delivery.

### **IT Metrics:**

Existing IT metrics dashboards available in Tableau.

### **Business Metrics:**

Existing programmatic dashboards available in Tableau.

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