Portfolio and Project Management for ICD-10 and Other Initiatives:

Selecting the Optimal PMO Model

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APD Regulation

- Published in Federal Register October 28, 2010
- 45 CFR Part 95
- State Systems Advance Planning Document (APD) Process
- Multi-Agency
  - Office of Child Support Enforcement (OCSE)
  - Administration for Children and Families (ACF)
  - Department of Health and Human Services (HHS)
- Final Rule

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Industry Summary Requests

- Simplifying the approval process for obtaining Federal funding for information systems
- Enhancing strategic collaboration among different levels of government
- Obtaining staff expertise in project management and information technology
Planning APD Requirements

- **Problem Statement**
- **Project Management Plan**
  - Planning project organization
  - Planning activities/deliverables
  - State and Contractor resource needs
  - Planning project procurement activities and schedule
- **Budget**
  - Total cost (incl. distribution)
  - Commitment to complete IAPD requirements
  - Commitment to define state functional requirements
- **Additional Planning APD content**
  - Acquisition summary
Broader than direct project management
Objective “eyes and ears”
Provides additional value to ensure on time, on budget, successful execution
Includes
- Project Management Office
- Quality Assurance
- Independent Verification & Validation (IV&V)
Who?
- Project Manager
- Business and Technical Analyst(s)
- Subject Matter Experts

What?
- Component of project assurance services alongside IV&V or QA/QC
- Overarching view of the project activities, management of the schedule and resources, reporting, risk and issue monitoring and mitigation, and other duties as assigned
Where?
- As close to the project teams as possible

When?
- Throughout the lifecycle of the project

Why?
- Executive sponsors and other key stakeholders need real time reporting and the ability to understand a project’s health at a moment’s notice
- Agency staff are already over extended, so they become the eyes and ears on behalf of the agency staff
- Facilitated coordination between vendor and state staff is necessary
- Assure the project has no surprises
Centralized PMO Model

➢ Structure
  ✓ Single Program/Project Management Office
  ✓ Coordinated efforts across multiple projects

➢ Benefits
  ✓ Improved communication/coordination
  ✓ Opportunity to link projects, resources, outcomes (no silos)

➢ Challenges
  ✓ Large office covering multiple projects
  ✓ Additional layer of governance
Distributed PMO Model

- **Structure**
  - Multiple Project Management Offices
  - Ambiguous development

- **Benefits**
  - Closer oversight per project
  - Detailed management by initiative
  - Quicker response time to changes

- **Challenges**
  - Loss of integration/coordination
  - Silo execution
Distributed PMO Model

ICD-10 PMO

HIX PMO

MMIS PMO

IES PMO
Hybrid PMO Model

- **Structure**
  - High level Project/Program Management Office
  - Front line Project Management

- **Benefits**
  - Multi-faceted management
  - Coordination and concise oversight by project

- **Challenges**
  - More overhead
  - Governance and communication
Hybrid PMO Model

Agency or State PMO

ICD-10 PMO

HIX PMO

MMIS PMO

IES PMO
Thank you!

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