Table of Contents
1. Executive Summary

1.1. Introduction & Overview

The purpose of this report is to provide a monthly update regarding the planned, ongoing and completed activity for establishing Cover Oregon’s Health Insurance Exchange. The report is presented in six sections:

- **Section 1**, the Executive Summary, includes status report highlights, including a message from the Cover Oregon Executive Director
- **Section 2** provides a project management overview for the current month including updates around scope, schedule, resources and quality
- **Section 3** includes an update to ongoing and completed activity that occurred during the month of December. Within this section the two major sub sections include information regarding the technology program and those Cover Oregon corporate activities necessary to stand up the organization and meet the demands of the Affordable Care Act (ACA)
- **Section 4** is similar to Section 3 but focuses on key activities planned for January.
- **Section 5** summarizes the planned, ongoing and completed activities related to State of Oregon, such as legislative sessions and those activities related to Federal oversight, such as Center for Medicaid Services (CMS) Gate Reviews.
- **Section 6** concludes the report with a summary of critical open risks and risks that have been closed.

Within the body of the report, many of the activities are presented in a format where the prefix number represents the Cover Oregon schedule outline number (e.g., 1.3.1.2.1 “Development of the corporate Communications Plan was completed in October and is currently under CO Executive Team review”). The schedule outline number allows the reader to trace the activity back to the Cover Oregon schedule.
1.2. Executive Director Message

Cover Oregon ended 2012 with a flurry of activity and significant milestones. Most notable, in December Oregon was among the first six states in the nation to receive conditional approval by the federal government to operate a state-based health insurance exchange. This is an important step, and we look forward to continuing our great working relationship with our federal partners as we ready Cover Oregon for open enrollment this year.

Work on the IT system continued to progress quickly in December. We completed development of Iteration 16 and began the design phase for the interfaces with carriers. Collaboration with carriers on this design is significant, with more than 100 carrier representatives participating in work sessions. We also continued usability testing with individuals and small employers, who are providing value input into both flow and content.

Another key development was the move to our new office in Durham. We already are seeing the benefits of this new space, in enhanced collaboration among our staff, partners, and contractors. To better inform stakeholders of our work, in December we conducted a two-day informational session with the Legislative Fiscal Office. Several members of the Cover Oregon staff conducted detailed presentations on their work and progress.

You can read more about these and other activities in this December status report. As always, please do not hesitate to contact me or a member of the Cover Oregon team for more information.

1.3. Key Corporate and Program Accomplishments

- Continued system usability testing with external stakeholders who are providing direct input into system development
- The design stage for Carrier interface development began in December; the sessions have been well attended with 100+ carrier representatives participating in ongoing work sessions
- Iteration 16 functional development (November and December) completed
- A scope management process was implemented to ensure that critical functionality will fit within the scheduled 10/1/2013 go live date
• Cover Oregon completed 2-day Legislative Fiscal Office (LFO) deep dive sessions designed to better inform key oversight stakeholders regarding CO project design and progress
• Cover Oregon completed the move to its permanent offices in Durham

1.4. **Scope, Schedule, Budget and Quality**

- **Scope**
  - Implemented scope management process to confirm ability to meet 10/1/2013 mandated go live date
  - Completed functional Iteration #16 (November & December)
- **Schedule**
  - Final deadline of 10/1/2013 continues to be a high concern and downstream activities of completing development, developing 60+ interfaces, executing UAT along with completing system training is at risk.
- **Budget**
  - Waiting for federal response to Cover Oregon Level 2 grant request with feedback expected January 2013
- **Quality**
  - Confirmed agreement to move forward with Cover Oregon technical separation from Modernization and other OHA and DHS systems
  - Key issues and risks identified by Maximus continue to be around scope and schedule risk mitigation.
  - Shared Services continues to be area of high concern due to lack of a clear plan, sufficient progress being made and no governance process that involves Cover Oregon

1.5. **Risks and Issues**

- Aggressive Timeline of 10/1/2013 will continue throughout the life of the project
- Without a collegiate working relationship between agencies at the highest executive level, conflicts and communication issues will continue and likely worsen.
  
tbd

1.6. **Next Month: January**

Key planned activities for the month of January include:

- Begin development Iteration 16 (January and February 2013)
- Receive CMS Level 2 grant submission results and begin adjusting staffing plans
- Lock down scope for remaining development iterations
• Confirm unknown Shared Services activities and scope
### 2. Project Management Summary
The table below is a project management summary regarding the Cover Oregon corporate and program activities. It includes a quality summary which is pulled directly from the most recent Maximus monthly report.

<table>
<thead>
<tr>
<th>PM Factor</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Comments</th>
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<tr>
<td><strong>Scope</strong></td>
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<td></td>
<td>Red</td>
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<td>Implemented scope management process and scope is actively being managed</td>
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<td>Completed “scope lockdown” meetings with Cover Oregon functional teams</td>
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<td>Continuing to integrate scope and schedule to identify 10/1/2013 go live risks</td>
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<td><strong>Schedule</strong></td>
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<td>Weekly cross team scheduler meetings continue</td>
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<td>Working toward developing critical path understanding among Cover Oregon, HIX-IT, and Shared Services</td>
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<td>High risk toward meeting 10/1/2013 mandated go live date</td>
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<td><strong>Resources</strong></td>
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<td>Cover Oregon team has been expanding to meet demands; final staffing plan will be finalized once Level 2 grant response is received from CMS in January</td>
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<td>Hired additional resources to provide assistance in LFO/QA oversight response and other key areas</td>
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<td>Continuing monthly cross organization budget meetings</td>
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<td><strong>Quality</strong></td>
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<td>The quality comments below are direct quotes from the last finalized Maximus QA report:</td>
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<td>• CO has carefully reviewed the summary and detailed findings of the previous QA reports and has met with MAXIMUS to discuss the findings in detail.</td>
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<td>• CO participated in a two-day CMS Gate Review for the HIX-IT Project. This review presented important information to all key stakeholders, including CO, on the status and progress of the IT effort.</td>
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<td>• CO has received CMS conditional certification for the exchange.</td>
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<td>• The current implementation approach of the ORACLE products may be adding complexity and may not suit the operational business needs of</td>
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</table>
Cover Oregon. See attachment E of this document for details.

- The HIX IT and CO teams continue to meet and reviewed the HIX-IT Schedule. There was agreement on linking the schedules via major milestones.
- The initial Work Breakdown Structure (WBS) and project schedule have been defined and are being maintained. However, it is not clear that these documents are being used to manage or plan work on the project. This will be clearer once the schedule is baselined and variance is tracked.
- CO has made significant progress on a variety of priority risk areas, including identification of key milestones for the product delivery and has presented a draft roadmap/timeline for the work to be completed by HIX-IT.
- CO’s Communications Plan was reviewed by the Consumer Advisory Committee and accepted by the Board in early November.

## 3. December Activity

Section 3 has two major areas of reporting: Section 3.1 which describes the technical program activities that were ongoing or completed during the month of December. Many of these activities share completion with the HIX IT team or the OHA Shared Services team. Section 3.2 provides status updates regarding the Cover Oregon corporate activities. This is work that must be performed to stand up the organization and/or be completed to fulfill the service delivery obligations set forth within the Affordable Care Act (ACA).

### 3.1. Technical Program Activities

This section provides updates to areas of technical program development. First, it provides an update to the functional development, generally thought of as the application being developed on the Oracle framework. The second area provides update to the interfaces which includes those being developed to: (1) communicate with carriers, (2) communicate with Federal partners, and, (3) communicate with State of Oregon legacy systems. The Shared Services update includes those infrastructure technical functions that are shared by Cover Oregon with other State programs such as Modernization. These areas include security, master
data management, universal content management (UCM), the rules engine known as Oracle Policy Automation, business intelligence, and testing. The financial system update provides information regarding the implementation of PeopleSoft while the customer service update includes a functional update and those services that will be provided through interactive voice response functionality software being contracted by Interactive Intelligence.

3.1.1. **Functional Development (HIX-IT)**

The HIX IT schedule was delivered to Cover Oregon as an input into integrating with the Cover Oregon schedule. At this time, the HIX IT schedule has not been integrated, so schedule outline numbers are not yet available. This information will be available by the next status report.

- 1.2.3.2.2 Iteration 15 Development. **Scheduled to be complete 12/31/12.** 95% complete. Projected completion date is 1/14/13.
- 1.2.3.2.3 Iteration 16 Development: **Ahead of schedule.** Complete Backlog Prioritization activity complete. Use Case documentation at 50%.
- 1.2.3.2.6.2.2 Iteration 14 DevQA Testing - **complete.**
- 1.2.3.2.6.3.3 Iteration 14 MAX Testing was scheduled to start 12/17/12 and end 1/15/13. **Rescheduled to start 1/10/13 and end 2/7/13.**
- 1.2.3.2.6.4 Iteration 15 Dev QA and MAX test scripts scheduled to be complete in December. Dev QA test scripts complete. **MAX test scripts moved to be completed 1/15/13.**
- 1.2.3.2.6.1.2 ExeData Environment for Development QA. Due 11/1/12. Moved to 1/9/13 - **complete.**
- 1.2.3.2.6.1.3 ExeData Environment for MaX HP-ALM Testing available. Due 11.1.12. Moved to 1/9/13 - **complete.**
- 1.2.3.2.6.2 Iteration 14 DevQA Testing. Scheduled to start 11/2/12 and finish 12/3/12 - **complete.**

3.1.2. **Shared Services**

**Note:** This information is from the Shared Services schedule.

- 3.2.1.2.2 Design Collaboration with HIX & Modernization Tech Leads / Architects on Seibel Architecture. Due 2/2013 - **Complete**
- 3.2.1.3 Define Siebel/PeopleSoft Integration. In Progress. **Due 2/1/13**
• 3.2.2 Define Security Services Requirements & Design. In progress. Due 4/30/13.
  o 3.2.2.1 Analyze Architecture, Requirements & Design Needs. In Progress. Due 4/30/13
  o 3.2.2.2 Design Security Features. Due to start 1/29/13. Due 2/15/13

• 3.2.3 Define Business Analytics (BI) Services Requirements & Design
  o 3.2.3.1 Requirements Individual & SHOP Reports – complete
  o 3.2.3.2 Requirements Community Partners Reports – complete
  o 3.2.3.4 Requirements Eligibility Reports – started. Due to complete 1/9/13.
  o 3.2.3.8 Design Reports
    ▪ 3.2.3.8.1 Individual Reports. In progress. Due 12/10/12. Late at 50% complete.
    ▪ 3.2.3.8.2 SHOP Reports. In progress. Due 11.30.12. Complete
    ▪ 3.2.3.8.3 Community Partner Reports. Due 12/20/12. Late at 25% complete.
    ▪ 3.2.3.8.3 Community Partner Agent Reports. Due 12/18/12. Late at 25% complete.
    ▪ 3.2.3.8.5 Community Partner Tribal Reports. Due 11/28/12. Complete.
    ▪ 3.2.3.8.6 Marketing Communications Reports. Due 12/6/12. Complete.
    ▪ 3.2.3.8.7 Financial Reports. Starts 12/18/12. Due 2/19/13. Late. Not started.
    ▪ 3.2.3.8.9 Customer Service Reports. Starts 12/18/12. Due 1/10/13. Late. Not started.

  o 3.2.8 Define WebCenter Requirements & Design. In progress.
    ▪ 3.2.8.1 Document & Baseline Webcenter detailed requirements. In progress. Due 1/10/13
    ▪ 3.2.8.2 Design integrated Webcenter with Deloitte Design 1&2. Started 11/15/12. Due 1/10/2013

  o 3.2.9 Define UCM/IPM Requirements & Design. Started 11/12/12. Due 1/22/13. Status at 50%.

  o 3.2.11 MDM Requirements & Design (Prepare Siebel Environments). Started 6/20/12. Due 1/14/13. Status at 94% complete.
3.2.12.2 (Define OPA Requirements & Design) OPA HIX. Started 1/9/12. **Due 5/31/13.** Status at 38%

3.2.13 HP ALM implementation. Started 10/19/12. **Due 3/1/13.** Status is at 25%

3.2.14.2 Detail MAX ICD Requirements & Design

- 3.2.14.2.2 Interface Design
  - 3.2.14.2.2.1 Carrier. In progress. Started 9/3/12. **Due 2/1/13.** Status at 69%
  - 3.2.14.2.2.2 CMS. In progress. Started 8/15/12. **Due 5/17/13.** Status at 52%
  - 3.2.14.2.2.3 ORS. In progress. Started 11/6/12. **Due 2/25/13.** Status at 43%
  - 3.2.14.2.2.4 OTH. In Progress. Scheduled to start 1/9/12. **Due 3/20/13.** Status at 24%
  - 3.2.14.2.2.5 SERFF. Started 11/6/12. **Due 12/24/12.** Late. Statue at 84%

3.3.1 Construct MAX Interfaces (SOA)

- 3.3.1.1 Carrier. In progress. **Due 4/19/13.** Due date changed to 5/6/13. Status at 6%
- 3.3.1.3 CMS. In progress. **Due 4/19/13.** Due date changed to 7/12/13. Status at 28%
- 3.3.1.5 Begin ORS Interface construction 12/18/12. **Due 5/2/2013.** Late. Not started.
- 3.3.1.6 Begin SERFF Interface construction 12/24/12. **Due 2/28/13.** Late. Not started.

3.3.3 Construct OPA Solution

- 3.3.3.2.2 Construct HIX Solution. Overall status at 70%
- 3.3.3.2.3 MAGI CFR Eligibility Rules. Due 12/20/12. **complete**
- 3.3.3.2.4 MAGI Calculation. Scheduled to start 12/21/12. Due 12/31/12. **Late. Not started**

3.3.4 Construct and Unit Test BI Reports

- 3.3.4.1 Individual Reports. Started 12/11/12. **Due 1/7/13.** In progress. Status at 25%

4.3.4.2 SHOP Reports. Started 12/3/12. Due 12/18/12. **complete**

4.3.4.3 Community Partner Reports. Scheduled to start 12/1/12. Due 1/28/13. **Late. Not started.**

3.3.16.1.4 HIX Build Integration

- 3.3.16.1.4.2 Build 15 integration. Started 11/15/12. **Due 1/15/13.** In progress. Status at 50%
3.1.3. **Financial System (PeopleSoft)**

- 1.1.3.1.1.2 Continue work to set up Electronic Funds Transfer Capability. **Due 2/2013.**
- 1.1.3.1.1.3 Work continued on PeopleSoft development preparation for Payment Method Election
- 1.1.3.1.2 Work continued to set up billing processes and to do PeopleSoft prep work for the same.
- 1.1.3.1.3.5 Efforts to set up reconciliation were completed and the work to do development prep for reconciliation in PeopleSoft continues through 8/2013.
- 1.1.3.1.4.7 A carrier payments process was created in October and work continues on development prep to create PeopleSoft disbursements capability. **Due 8/2013**
- 1.1.3.1.5.5 PeopleSoft development prep for banking/cash management continues. **Due 8/2013.**
- 1.1.3.1.7.1 PeopleSoft development prep for Agent Management continues. **Due 5/2013.**
- 1.1.3.1.8 Set up procedures continued for Employer collections through the month of December. **Currently due in 2013 and tasks are being validated by CO Controller. Dates may change.**
- 1.1.3.1.9 PeopleSoft system development prep for QHP Financial policies, guidelines and standards continue through the month of December. **Tasks are being validated by CO Controller. Dates may change.**

3.2. **Corporate Activities**

Tasks reported in this section encompass work necessary to stand up the Cover Oregon organization and meet the services demanded by the ACA. Generally, these are activities that are complementary to the technical program areas. However, some of the corporate work has direct dependency relationships with the program, such as completing the technical application in time to train Agents on the usage of the application. This includes major sections of communications, policy, operational activities, corporate technology, funding, procurement and management of contracts and human resources activities.
3.2.1. Communications

- 1.1.1.2.2.1 Acquire Communication Plan Implementation Vendor; Review, finalize and release RFP. RFP released and results coming in on schedule.

3.2.2. Legislative/Regulatory Requirements and Obligations

- 1.1.6.1.4.4 Perform CMS/CCIIO Operational Readiness Review. Scheduled to start in December and Complete in early January 2013.

3.2.3. Operations

- Agent Program
  - 1.1.1.2.1.1 Create Agent Affiliation Agreement – still in progress. Completion due in December.
  - 1.1.1.1.2 Develop contact management network for agents – due in October. Still in progress.
  - 1.1.1.2.1.2 Establish and Document Agent Affiliation Policies and Procedures – still in progress. Completion due in December.
  - 1.1.1.4.1 Develop input to Oregon Insurance Division for Pre-License Education Requirements. In progress. Scheduled to start 12/3 and continue through 3/2013.
  - 1.1.1.4.2.1 Develop Content for On-line Pre-Training – in progress. Activity transferred to newly organized CO Training Team.
  - 1.1.1.4.2.5 Negotiate Contract with Online Pre-Training Solution Provider. Activity transferred to newly organized CO Training Team who is re-evaluating requirements.
  - 1.1.1.4.2.6 Implement On-Line Pre-Training Solution. Scheduled to start 12/17. Due 2/2013. Activity transferred to newly organized CO Training Team who is re-evaluating requirements.
  - 1.1.1.4.3.1 Identify Training Subset for Carrier Audience – in progress Activity transferred to newly organized CO Training Team.
1.1.1.4.5 Identify and Select (internal) Training Staff for Agent Training. Staffing requirements being re-evaluated by Training Team in collaboration with Agent Program team.

1.1.1.4.7.2 Select and acquire training locations for agent training: Perform final site selections and contracting. In progress. **Due date TBD** based on Training plan and Agent Program schedule re-work currently in progress.

1.1.1.6.1.3 Submit Business Entity Filing (with applicable fees) ahead of State filing **deadline of January 2013**. Status unknown pending schedule update session planned for week of 1/14.

**Community Partners**

1.1.1.3.1 Development and Document Procedures for Community Partner Training and Certification. – in progress. **Due March 2013**

1.1.1.3.2 Coordinate Training Delivery and Partner Certification – in progress

1.1.1.3.3.1.1 Develop and Execute Grantee RFP Process and Contractings – develop RFPs for all Grantee Types – Placed on hold pending L2 grant request results.

1.1.1.3.3.3 Amend existing OHA/DHS Contracts – Removed. Determined there are not existing OHA/DHS Contracts with CO.

1.1.1.3.3.4 Amend Existing OHA/DHS RFA Contracting Language and Process – Removed

1.1.1.3.3.7 Identify Other Funding Streams for Outreach Grant – Removed.

1.1.1.3.3.8 Develop IGA with OHA – in progress. **Late. No ETA.**

1.1.1.3.5 Acquire Staffing – Scheduled to started in 11/2012. **Removed based on IGA expectations with OHA/DHS.**

**Customer Service**

1.1.1.4.1.2 Create and Document Processes and Procedures for Customer Service Operations. In progress. Morphed into a series of activities to work with CO functional areas brainstorm and determine and document the Service Center scope of work. **Completed.**

1.1.1.4.3.1.2 Determine and Document Service Center work flow structure. **Started in December**

1.1.1.4.2.1 Create Customer Service Training Content. Due 2/2013. Activity transferred to CO Training Team. Customer Service staff will contribute expertise.
1.1.1.4.4.1.1 Complete Determination and Documentation of Service Center Scope of Work. Plan revised and completion extended into December. **Still awaiting decision regarding level of CO Medicaid involvement.**

1.1.1.4.4.2.1.3 Identify Secondary Service Center Location. In progress. **Due Jan 2013**

1.1.1.4.4.4.3 Get Service Center Trainer on board – **overdue** as of November. **Expected completion is January 2013.**

1.1.1.4.4.5.2 Train Service Center Trainer – scheduled to start November 1 and complete at the end of December – **overdue - not started.** Scheduled to start in January 2013.

Outline # TBD – Interactive Intelligence (call center software vendor) hired. **Began implementation planning.**

- **Plan Management**
  - 1.1.1.5.1.2.1 Develop Health Plan Certification Standards – in progress **due at the end of December**
  - 1.1.1.5.1.3.2 Document Guidelines for Exchange Approval of Medical Carriers – scheduled to be completed in November – **overdue**
  - 1.1.1.5.1.4.1 Determine Carrier Requirement for Participation – Due in November. **Overdue**
  - 1.1.1.5.3 Create and Release RFA Amendment #1 – due in November – **overdue**
  - 1.1.1.5.3.5 Receive Medical and Dental RFA Responses – in progress. **Due in December**
  - 1.1.1.5.3.7 Create Health Plan Recertification Process – in progress. **Due in April 2013**
  - 1.1.1.5.4 Create Health Plan Decertification Process – in progress. **Due in May 2013**
  - 1.1.1.5.5 Develop Policies and Procedures for Carrier Performance Oversight – in progress. **Due in December 2013**
  - 1.1.1.5.7 Establish External Advisory Work Groups – status is started. **Work suspended pending determination of purpose of work groups.**

- **Reporting Program**
  - 1.1.1.6.1.1.2.1 Define Plan Management report requirements – started and in progress. scheduled for completion 15 November. **Overdue**
1.1.1.6.1.1.2.2 Create Report Mockups for Plan Management – started and in progress. schedule for complete 30 November. **Overdue**

1.1.1.6.1.1.3.1.4 Create report specifications for SHOP program. In progress. **Due 2/2013**

1.1.1.6.1.1.3.2.4 Create report specifications for Individual Program – not started. **Due March 2013.**

1.1.1.6.1.1.4 Define Report Requirements for Customer Service. Not started. Scheduled for completion in November – **Overdue.** Scheduled to start mockups and specifications in December.

1.1.1.6.1.1.5.4 Create report specifications for Community Partners – in progress. **Due 3/2013**

1.1.1.6.1.1.6 Create report mockups and validate for Agent Program. Due in November. **Overdue.** Report specifications scheduled to start **10/30** and complete in **3/2013.** Report requirements started and in progress.

1.1.1.6.1.1.7 Develop Reports for Tribes Program: Define report requirement for Tribes Program. Due in November. **Overdue.** Started in December; Validate Mockups for Tribes Program was scheduled to start in December. **Delayed by late start of report requirements definition activity.**

1.1.1.6.1.1.8 Develop Reports for Financial Management: Define Report Requirements for Financial Management. Due in November. **Overdue;** Create report mockups and define report specifications scheduled to start in November. **Not started.**

1.1.1.6.1.1.9 Develop Reports for Information Technology: Define report requirements and create report mockups for Information Technology due in November. **Overdue;** Validate Mockups and create report specifications scheduled to start in December and November respectively. **Not started.**

1.1.1.6.1.1.10 Develop Reports for Communications. Define report requirements and create mockups for Communications Reports. Due in November. **Overdue;** Validate Mockups and create report specifications scheduled to start in December and November respectively. **Not started.**

**Individual**

1.1.1.7.2 Develop Rules and Process for Eligibility. Off-ramp processes for non-automatable Medicaid categories and DHS programs. In progress. **Due Jan/2013.**
1.1.1.7.3 Develop Rules and Processes for Redetermination. In progress. **Due Jan/2013.** All activities complete except for Define Off-ramp processes (for non-automatable Medicaid categories). Work breakdown revamp of this area is expected in January due to addition of new subject matter expert to the team.

1.1.1.7.5 Develop Rules and Processes for Enrollment. In progress. **Due date moved from January to March 2013.**

### Shop Program

- 1.1.1.8.1.1 Develop Group Eligibility Policies and Procedures - Write policies and rules around the common Carrier contract terms and how they are implemented. In progress. Due in December 2012. **Not completed**
- 1.1.1.8.2.1.1 Continue work on Carrier Handbook begun in October and **scheduled for completion at the beginning of March 2013** (date was pulled in from the end of March).
- 1.1.1.8.3.1 Write Job Description for Account Mgt Staff. **Due in January 2013.** Not started.
- 1.1.1.8.3.2 Continue work to define scope and practice parameters for account managers Scheduled to start in October and **complete at the end of March 2013.**
- 1.1.1.8.4 Define Policies and Procedures for Eligibility Updates and Terminations. In progress. **Due 3/2013**

### Tribal Program

- 1.1.1.9.1.1 Hold Tribal Premium Sponsorship Program JAD Sessions. Due in November. **Overdue.** Started but not completed.
- 1.1.1.9.1.3 Document Business and Functional Requirements for Tribal Premium Sponsorship Program. In progress. **Due in December. In process. Not completed.**
- 1.1.1.9.4.1 Integrate Tribal Requirements with Exchange Teams and Finalize Use Cases. Scheduled to start in October and **due in December 2012.** Not started. **Overdue.**
- 1.1.1.9.4.2 Conduct Workgroup with Carriers to Communicate Tribal Requirements for Carrier Interfaces. Not started. **Overdue.**
- 1.1.1.9.5 Create Indian Addendum. In progress. Started in Jan 2012 and **scheduled to complete in June 2013**
- 1.1.1.9.8 Continue to create and execute a Tribal Communication and Outreach Plan for Oregon Tribes, Urban
Indians and Out-of-State American Indian and Alaska Native tribes. In progress. **Due 2/2013**

- **Policy, Research and Evaluation - Work Breakdown Structure created.** Activity listing and schedule creation planned in January for:
  - Plan and Implement Eligibility, Enrollment and Operations Policies
  - Document Organizational Policies
  - Research and Evaluation

- **Staffing Plan for Programs and Operations**
  - 1.1.5.1.1 Develop assumptions to support staffing program – in progress. **Due 12/31/12**
  - 1.1.5.1.2 Develop workload management model – **originally due 12/31/12.** Suspended for rework. Triz is working on this.

- **Corporate Finance**
  - 1.1.5.2.1.1 Develop and Document Fraud, Waste and Abuse Strategy, Policies and Procedures. **Due 3/2013.** In progress and on track.
  - 1.1.5.2.1.3.1 Delegation of Authority; Determine Signature Authority Policy and Protocol. Scheduled to start 11/1/12, **due 1/2/13. Not started.**
  - 1.1.5.2.1.4 Document Retention Schedule; Working with other program staff, jointly determine Document Retention Policy and Procedures. **Scheduled to start 11/1/12. Not started.**
  - 1.1.5.2.2.2.1 Set-up detail level and summary level Accounting Structures. **Scheduled to start 10/1/12. Not started.**
  - 1.1.5.2.2.2.2 Draft a policy report establishing the HIX Corporation Accounting Methods. In progress. **Due 1/2/13.**
  - 1.1.5.2.2.3.1 Create Plan to Develop and Manage Workflows for PeopleSoft Implementation. **Scheduled to start 10/1/12. Due 1/2/13. Not started.**
  - 1.1.5.2.2.8 Accounts Receivable A/R work flow documentation and developing system automation to summarize, transmit, and post daily receivables. In progress and due 11/1/12. **Overdue.**
  - 1.1.5.2.2.9 Accounts Payable A/P work flow documentation; policies and procedures for electronic disbursements. Schedule to start 9/1/12. **Due 1/2/13. Not started.**
1.1.5.2.3.5 Set up Program Accounting; Establish Chart of Accounts. Scheduled to start 11/1/12. **Status is Started but not in progress. Due 1/2/13.**

1.1.5.2.4.1 Coordinate financial reporting requirements with program staff. Scheduled to start in December. **Due 2/2013.**

1.1.5.2.5.2 Build revenue models; cost Recovery Model for Medicaid and Overhead Cost Allocation Model. In progress. **Due 4/1/13**

1.1.5.2.8.2.1 Federal Financial Audit Compliance; Develop a Matrix of year-end reports. **Scheduled to start and end in December.**

1.1.5.2.8.4 Document Management (Retention); Retain, Organize and inventory all financial documents generated by Exchange financial staff. **Scheduled to start and end in December.**

1.1.5.3 Set Up Payroll and Timekeeping for Hourly Employees. **Due 1/2/13. Status not confirmed.**

3.2.4. **Technology**

- 1.1.8.3.1 Establish data architecture. **In progress. Due 1/2013.**
- 1.1.8.3.2 Establish technical architecture. **In progress. Due 1/2013.**
- 1.1.8.3.4 Establish Business architecture. **In progress. Due 1/2013.**
- 1.1.8.3.5 Establish Security architecture. **In progress. Due 1/2013.**
- 1.1.8.4.2.1 Establish and Document Technology Management Strategy (Software, Hardware, Networking Standards). **In progress. Due 1/2013.**
- 1.1.8.5.1 Develop Software Roadmap. Scheduled to start 8/1/12. Status is started. **Due 12/31/12. Overdue**
- 1.1.8.6.1 Establish Business Continuity Plan. In progress. **Due 5/2013.**
- 1.1.8.6.2.1 Set Disaster Recovery Return to Service objectives. Scheduled to start 10/1/12. **Due 5/31/13. Status is Not Started.**
- 1.1.8.7.1 Create IT Privacy and Security Policies and Guidelines. **Due 8/2013. Ahead of Schedule.**
- 1.1.8.7.2 Implement IT Privacy & Security Management. In progress. **Due 8/2013**
3.2.5. Funding / Federal
- (1.1.6.1.3) Submit Level 2 Federal Grant Application. Complete
- (1.1.6.1.4.3) CMS/CCIIO Federal Certification Evaluation. Complete

3.2.6. Procurement / Contracts
- 1.1.4.1.1 Update IGA with OID (review of Exchange Plans) – Due 12/31/12. Not started.
- Update IGA and OHA – Removed
- 1.1.4.1.5 Follow up with DCBS regarding data use agreement with NAIC/SERFF – in progress. Due 12/31. Not completed.

3.2.7. Facility management
- 1.1.5.5.1.3 Bridgeport Office Move. Complete
- 1.1.5.5.2.1 Build out Primary Service Center Location – Floor plan scheduled to be approved 12/21/12. Not yet complete. Should be within two weeks of completion.

3.2.8. Human Resources
- 11.1.5.4.1.1 Develop FMLA/OFLA Forms and Time Tracking Procedures. In progress. Due 1/2/13
- 1.1.5.4.3 Develop Recruitment Processes; formal application process is due on 1/2/13 and Status is Started; Hiring process is in progress and due 1/2/13.
- 1.1.5.4.4.1 Develop New Hire Orientation. Scheduled to start on 11/1/12. Status not confirmed.
- 1.1.5.4.4.3 Develop staff training on Discrimination, harassment, HIPPAA, Policy Handbook, Diversity. Various activities scheduled to start @ 10/31/12, 11/1/12 and end by 12/31/12, 1/2/13. Status not confirmed.
- 1.1.5.4.4.4 Develop Supervisory training on Discrimination, harassment, HIPPAA, Policy Handbook, Diversity. Various activities scheduled to start @ 10/31/12, 11/1/12 and end by 12/31/12, 1/2/13. Status not confirmed.
- 1.1.5.4.4.5 Develop Safety/Drug Awareness training. Scheduled to start 11/1/12 and end 12/31/12. Status not confirmed.
- 1.1.5.4.5.1.1 Draft FMLA/OFLA Policy. In progress. Due 11/30/12. Status not confirmed.
- 1.1.5.4.5.2 Develop Employee Handbook. In progress. Due 11/30/12. Status not confirmed.
• 1.1.5.4.6.1 Compliance; Develop Affirmative Action Plan and Reporting Process. **Schedule to start 10/1/12. Last status was Not Started. Current Status not confirmed.**
• 1.1.5.4.7 Set up Corporate Safety Program. **Scheduled to start and end in December.**
4. Key January Activities

Section 4 provides information around key areas of focus in the coming month of January. These areas include Cover Oregon Activities, HIX-IT Activities and Shared Services activities.

4.1. Key January Activities

4.1.1. Agent Program
- 1.1.1.2.1.2 Establish and document Agent affiliation policies and procedures. Obtain CO executive approval and submit to DOJ for review.
- 1.1.1.6.1.3 Submit Business Entity Filing (with applicable fees) ahead of State filing deadline of January 2013. Status unknown pending schedule update session planned for week of 1/14.
- 1.1.1.5.2 Develop questions/answers for Customer Service Representatives’ responses to general questions
- 1.1.1.6.2 File the Exchange as a Continuing Education Provider with OID (renewal)

4.1.2. Communications Program
- 1.1.2.2.1 Acquire Communication Plan Implementation Vendor: Review RFP responses, select finalists, conduct vendor presentation, select vendor. Start implementation planning.

4.1.3. Community Partners
- 1.1.3.2 Coordinate Training Delivery and Partner Certification - in progress
- 1.1.3.3.1.1 Develop and Execute Grantee RFP Process and Contractings - develop RFPs for all Grantee Types
- 1.1.3.3.8 Develop IGA with OHA - in progress. Late. No ETA.

4.1.4. Customer Service Program
- 1.1.4.1.1 Obtain legal/legislative rules and program requirements for Exchange operations - in progress. Due 3/1/13
- 1.1.4.1.2 - Create and Document processes and procedures for Customer Service Operations. In progress. Due 3/15/13
• 1.1.1.4.2 Create Knowledgebase – Schedule to start 12/3/12 and finish 3/1/13. **Late. Not started.** This set of activities is at significant risk because there is no defined owner with the required expertise onboard.

• 1.1.1.4.3.1.1 Determine and document Service Center scope of work

• 1.1.1.4.3.2.4 Acquire enabling technology and services – Plan and begin Interactive Intelligence call center software implementation

• 1.1.1.4.3.3.2 Recruit/interview staff. **In progress and ongoing.**

4.1.5. **Plan Management**

• 1.1.1.5.1.2.1 Develop Health Plan Certification Standards – **in progress due at the end of December**

• 1.1.1.5.5 Develop Policies and Procedures for Carrier Performance Oversight – **in progress. Due in December 2013**

• 1.1.1.5.7 Establish External Advisory Work Groups – status is started. **Work suspended pending determination of purpose of work groups.**

4.1.6. **Reporting Program**

• 1.1.1.6.1.1.2.1 Define Plan Management report requirements – started and in progress. scheduled for completion 15 November. **Overdue**

• 1.1.1.6.1.1.8 Develop Reports for Financial Management: Define Report Requirements for Financial Management. Due in November. **Overdue**; Create report mockups and define report specifications scheduled to start in November. **Not started.**

• 1.1.1.6.1.1.9 Develop Reports for Information Technology: Define report requirements and create report mockups for Information Technology due in November. **Overdue;** Validate Mockups and create report specifications scheduled to start in December and November respectively. **Not started.**

• 1.1.1.6.1.1.10 Develop Reports for Communications. Define report requirements and create mockups for Communications Reports. Due in November. **Overdue;** Validate Mockups and create report specifications scheduled to start in December and November respectively. **Not started.**

4.1.7. **Individual Program**

• 1.1.1.7.2 Develop Rules and Process for Eligibility. Off-ramp processes for non-automatable Medicaid categories and for DHS programs. In progress. **Due Jan/2013.** Remaining areas complete.
• 1.1.1.7.5 Develop Rules and Processes for Enrollment. In progress. **Due date moved from January to March 2013.**

4.1.8. **SHOP Program**
• 1.1.1.8.1. Develop Group Eligibility Policies and Procedures - Write policies and rules around the common Carrier contract terms and how they are implemented. In progress. **Due in December 2012. Not completed**
• 1.1.1.8.2.1.1 Continue work on Carrier Handbook begun in October and **scheduled for completion at the beginning of March 2013** (date was pulled in from the end of March).
• 1.1.1.8.4 Define Policies and Procedures for Eligibility Updates and Terminations. In progress. **Due 3/2013**

4.1.9. **Tribal Program**
• 1.1.1.9.4.1 Integrate Tribal Requirements with Exchange Teams and Finalize Use Cases. Scheduled to start in October and due in December 2012. Not started. **Overdue.**
• 1.1.1.9.4.2 Conduct Workgroup with Carriers to Communicate Tribal Requirements for Carrier Interfaces. Not started. **Overdue.**
• 1.1.1.9.8 Continue to create and execute a Tribal Communication and Outreach Plan for Oregon Tribes, Urban Indians and Out-of-State American Indian and Alaska Native tribes. In progress. **Due 2/2013**

4.1.10. **Premium Accounting**
• 1.1.3.1.1.2 Continue work to set up Electronic Funds Transfer Capability. **Due 2/2013.**
• 1.1.3.1.1.3 Work continued on PeopleSoft development preparation for Payment Method Election

4.1.11. **Corporate Operations**
• Procurement
  o 1.1.4.1.1 Update IGA with OID (review of Exchange Plans) – **Due 12/31/12. Not started.**
  o Update IGA and OHA – **Removed**
  o 1.1.4.1.5 Follow up with DCBS regarding data use agreement with NAIC/SERFF – in progress. **Due 12/31. Not completed.**
- Create Staffing Plan for Programs and Operations
  - 1.1.5.1.2 Develop workload management model – originally due 12/31/12. Suspended for rework. Triz is working on this.

4.1.12. Corporate Finance
- 1.1.5.2.1.4 Document Retention Schedule; working with other program staff, jointly determine Document Retention Policy and Procedures. Scheduled to start 11/1/12. Not started.
- 1.1.5.2.2.2.1 Set-up detail level and summary level Accounting Structures. Scheduled to start 10/1/12. Not started.
- 1.1.5.2.2.2.2 Draft a policy report establishing the HIX Corporation Accounting Methods. In progress. Due 1/2/13.

4.1.13. Human Resources
- 1.1.5.4.3 Develop Recruitment Processes; formal application process is due on 1/2/13 and Status is Started; Hiring process is in progress and due 1/2/13.
- 1.1.5.4.4.1 Develop New Hire Orientation. Scheduled to start on 11/1/12. Status not confirmed.

4.1.14. Corporate IT
- 1.1.8.4.2.1 Establish and Document Technology Management Strategy (Software, Hardware, Networking Standards). In progress. Due 1/2013.
- 1.1.8.7.2 Implement IT Privacy & Security Management. In progress. Due 8/2013

4.1.15. HIX-IT System Development (From HIX IT Schedule)
- 1.2.3.2.3 Iteration 16 Development: In progress Use Case documentation at 50%. Scheduled for completion 2/28/13.
• 1.2.3.2.6.4.3 Iteration 15 DevQA Testing scheduled to begin 1/14/13 and **complete 2/11/13**
• 1.2.3.2.6.5.1 Iteration 15 MAX test scripts scheduled to be complete in December. **Moved to be completed 1/15/13.**

4.1.16. **Shared Services (From Shared Services Schedule)**

4.1.16.1. **3.2.1.3 Define Siebel/PeopleSoft Integration. In Progress.**

**Due 2/1/13**

4.1.16.2. **3.2.2 Define Security Services Requirements & Design. In progress.**

- **3.2.2.1 Analyze Architecture, Requirements & Design Needs. In Progress. Due 4/30/13.**
- **3.2.2.2 Design Security Features. Scheduled to start 1/29/13. Due 2/15/13**

4.1.16.3. **3.2.3 Define Business Analytics (BI) Services Requirements & Design**

- **3.2.3.4 Requirements Eligibility Reports – started. Due to complete 1/9/13. Status not confirmed as of this report.**

4.1.16.4. **Define UCM/IPM Requirements & Design. Started 11/12/12.**

**Due 1/22/13.** Status at 50%.

4.1.16.5. **MDM Requirements & Design (Prepare Siebel Environments).** Started 6/20/12. **Due 1/14/13.** Status at 94% complete.

4.1.16.6. **(Define OPA Requirements & Design) OPA HIX.** Started 1/9/12. **Due 5/31/13.** Status at 38%

4.1.16.7. **HP ALM implementation.** Started 10/19/12. **Due 3/1/13.** Status is at 25%

4.1.16.8. **Detail MAX ICD Requirements & Design**

- **3.2.14.2.2 Interface Design**
  - **3.2.14.2.2.1 Carrier. In progress. Started 9/3/12. Due 2/1/13.** Status at 69%
  - **3.2.14.2.2.2 CMS. In progress. Started 8/15/12. Due 5/17/13.** Status at 52%
  - **3.2.14.2.2.3 ORS. In progress. Started 11/6/12. Due 2/25/13.** Status at 43%
  - **3.2.14.2.2.4 OTH. In Progress. Scheduled to start 1/9/12. Due 3/20/13.** Status at 24%
  - **3.2.14.2.2.5 SERFF. Started 11/6/12. Due 12/24/12. Late.** Status at 84%
5. Oregon Legislative and Federal Oversight

5.1. Oregon Legislative Update

- Legislative Days were held December 11-13. Cover Oregon attended the session and testified as requested.

5.2. Federal Oversight Update

- (1.2.5) Cover Oregon in conjunction with Oracle, HIX IT, and OIS completed a series of budget meetings designed to provide the financial estimates necessary to submit Cover Oregon’s Level 2 Grant application due on 11/15/2012. This task is on track for completion.
6. Project and Operational Risks

The section below includes two tables that are pulled directly from the Cover Oregon Risk, Issues and Decision (RID) log which is the tool utilized by the Risk Management Team. For a review of the complete RID log, it is stored on DropBox at the following location: DropBox\Master RID Log\Master RID Log Update.

The first table is a list of the open risks that have been identified as both “high probability” and “high impact” by Cover Oregon. The table columns are a subset of the full RID log and were reduced to fit into this report for readability purposes. The second table lists those items in the RID log that have been closed by Cover Oregon. As a reminder, the Risk, Issues and Decision (RID) Management Team meets weekly and includes the CIO, CPO, Operations Manager, COO (optional), RID management facilitator and quality assurance liaison.

<table>
<thead>
<tr>
<th>Column 1</th>
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<tbody>
<tr>
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### Selected Open Risks (High risk probability & High impact)

<table>
<thead>
<tr>
<th>Risk Number</th>
<th>Risk Name</th>
<th>Risk Description</th>
<th>Date Opened</th>
<th>Assigned To</th>
<th>Mitigation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>R-0001</td>
<td>Timeline</td>
<td>Aggressive Timeline - Implementation schedule / iteration plan</td>
<td>5/4/12</td>
<td></td>
<td>Putting together Project management controls, including WBS, Schedule, Risk Management etc.</td>
</tr>
<tr>
<td>R-0025</td>
<td>Inter-Org Coordinat</td>
<td>Without a professional and collegiate working relationship between agencies at the highest executive level, conflicts and communication issues will continue and likely worsen.</td>
<td>9/6/12</td>
<td>Rocky King *</td>
<td>Cover Oregon’s CEO and OHA’s Director are working together with their direct reports working on the Cover Oregon project to work through inter organizational expectations. Options and plans are in progress to define on paper how these relationships will work going forward.</td>
</tr>
<tr>
<td>R-0026</td>
<td>Inter-Org Coordinat</td>
<td>Without close cooperation, decisions made without appropriate analysis of the impact on ORHIX.</td>
<td>9/6/12</td>
<td>Aaron Karjala*</td>
<td>Cover Oregon has asked to be included in design and policy making activities at OHA. There is a cross team working group on the business side. On the technical side, CO’s CIO has opened talks with Oracle’s acting CTO for the MAX program. CO’s business model is being articulated to OHA on multiple fronts to insert CO’s needs into the decision making process at MAX and HIX-IT. This is a work in progress.</td>
</tr>
<tr>
<td>R-0029</td>
<td>Human Resources</td>
<td>The dynamic nature and fast organizational growth of ORHIX may create significant staff stress and frustration. Communication</td>
<td>9/6/12</td>
<td>Triz delaRosa*</td>
<td>Cover Oregon has a structured approach to grow its team through comprehensive orientation, frequent department,</td>
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<tr>
<td>R-0039</td>
<td>Product Content</td>
<td>The shared services components (Security, MDM) will be implemented later in the process, potentially resulting in significant rework. In addition, process flows may need to change and or expected functionality may not be available when shared services models are over laid on the existing builds.</td>
<td>9/6/12</td>
<td>Aaron Karjala*</td>
<td>operational and staff meetings. A team has also been formed to address the forming culture at Cover Oregon. Communication and HR staff are growing to meet our growing demand to fill out our staffing plan.</td>
</tr>
<tr>
<td>R-0053</td>
<td>Testing</td>
<td>Lack of a dedicated test environment will limit the exposure of the SME’s with the product that is being developed. It is very important that SME’s have ample time to play with the design so they may be able to refine the design as necessary. The SME’s should also be encouraged to use non-industry personnel, i.e., public users to get feedback on the public facing components of the exchange. Lack of a dedicated test environment will require significant coordination with the IT testers and a reduced amount of time to</td>
<td>9/6/12</td>
<td>Aaron Karjala*</td>
<td>According to Oracle, the integration environment will be available to Cover Oregon by 11/21. While this is later than Cover Oregon had hoped, it will give CO the opportunity to conduct informal testing of the delivered code up to i14. Once we have established the stability of the environment, we will look to bring in external personnel where their experience in the integration environment would differ significantly from the clickable prototype used for usability testing. Bob Wort from</td>
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<tr>
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<tr>
<td>R-0079</td>
<td>UAT and Training schedule alignment</td>
<td>Potential UAT and Training schedule mis-alignment with the overall program schedule, may result in project not meeting training milestones</td>
<td>10/21/2012</td>
<td>Bob Wort</td>
<td>CO will continue to work closely with HIX-IT and Oracle to ensure rapid deployment to the integration environment for subsequent iterations. Asses validity of current testing and training milestones. Formulate testing schedule to meet the training milestones.</td>
</tr>
<tr>
<td>R-0083</td>
<td>SERFF Delays</td>
<td>Any Delays in SERFF updates may impact high volume of manual process. Should delays occur within the upgrade of the SERFF tool, manual processing will be required to ensure Plan Level data is loaded into the CO web system for downstream enrollment processing.</td>
<td>10/24/2012</td>
<td>Susan Rassmussen</td>
<td>Utilize staffing from other CO areas for manual entry of Plan level data. Work with DCBS to ensure carriers submit standardized spreadsheets for manual upload.</td>
</tr>
<tr>
<td>R-0104</td>
<td>Use Case Update Velocity</td>
<td>Due to the velocity of Use Case updates and completion, system development will not be completed within the currently scheduled time frames for development iterations 16 and 17.</td>
<td>11/8/2012</td>
<td>Matt Lane</td>
<td>Project Managers are finalizing a scope management process that will serve as a gate for proposed new development work. New or updated Use Cases will need to be prioritized against work already planned for future development iterations. Criteria to be used will be Schedule Relief vs. Business Relief, and readiness of infrastructure and shared services components. If, based on Oracle’s estimates, scope exceeds development capacity,</td>
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<tr>
<td>R-0108</td>
<td>Change Management process needed to</td>
<td>There is no current change management process to support UI design and development. The lack of a change management process is causing a backlog of requests for modifications to the UI work. This backlog includes both minor and major issues which are not planned for within the design iterations.</td>
<td>12/17/12</td>
<td>Matt Lane</td>
<td>Circulate and implement the Scope/Change Management plan. Conduct daily meetings to expedite outstanding UI decisions and communicate results with Deloitte. Include Cezer in the change management process to help process and manage the backlog of requests for UI modification work.</td>
</tr>
</tbody>
</table>

### 6.2. Closed Risks

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<tr>
<th>Risk Number</th>
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</thead>
<tbody>
<tr>
<td>R-0002</td>
<td>Schedule</td>
<td>Lack of schedule detail - We currently don't have a built out project plan that gives us enough details, timelines, milestones, etc.</td>
<td>5/4/12</td>
<td>Mark Penserini</td>
<td>David Ford has completed the Project Plan/Schedule and has started to socialize. There will be several meetings to review and make changes.</td>
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<tr>
<td>R-0003</td>
<td>PM Transition</td>
<td>HIX_IT PM Pete transitioning out - We have been told that Pete will be leaving which means there will be a change in a lead role on the HIX-IT team</td>
<td>5/4/12</td>
<td>Mark Penserini</td>
<td>Amy Shelton has been named interim PM but it was disclosed that she will become the permanent PM for the project. Will close based on this information.</td>
</tr>
<tr>
<td>R-0004</td>
<td>Financial Management Tool</td>
<td>Financial Management Tool not identified - We are still working on a decision on the back-end financial management tool. A tool needs to be identified, acquired and implemented in order to meet our timeline.</td>
<td>5/4/12</td>
<td>Mark Penserini</td>
<td>5/8 - PeopleSoft was chosen and the Financial Management Tool and the letter was submitted to OHA.</td>
</tr>
<tr>
<td>R-0005</td>
<td>Iteration</td>
<td>Iteration planning is lagging - No work was done in iteration 9 due to a disconnect between HIX-IT and Oracle</td>
<td>5/4/12</td>
<td>Mark Penserini</td>
<td>We are in a 4th month of iteration and we have made great strides to get things on track. We will be doing 22 use cases in the month of August for iteration 13.</td>
</tr>
<tr>
<td>R-0006</td>
<td>Corporation</td>
<td>HIX Corp is a new organization, with its corporate culture, practices and procedures still in development.</td>
<td>5/3/12</td>
<td>Damian Brayko</td>
<td>The Corporation will continue to grow and add additional staff as the ramp up for &quot;Go Live&quot;. Management recognizes this and has ongoing efforts in this area.</td>
</tr>
<tr>
<td>R-0007</td>
<td>Three organizations/Governance</td>
<td>HIX Corp, OHA and DHS are working together to build a new eligibility and enrollment system. The governance structure does not have a single point of accountability</td>
<td>5/3/12</td>
<td>Nora Leibowitz</td>
<td>Cross project workgroup between Modernization, HIX-IT and HIX Corp has just started a weekly meeting to help with this.</td>
</tr>
<tr>
<td>R-0009</td>
<td>HIX IT is understaffed</td>
<td>HIX IT has been consistently understaffed; no plan to mitigate</td>
<td>5/4/12</td>
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<tr>
<td>R-0010</td>
<td>HIX IT budget</td>
<td>The Corporation has had difficulty getting clear information on what has been spent, what will be spent and how much the IT work will need in the Level 2 request. Funds have been merged.</td>
<td>5/4/12</td>
<td>Triz delaRosa</td>
<td>Matt Lane will be leading a series of budget meetings in August to resolve this.</td>
</tr>
<tr>
<td>R-0010</td>
<td>PeopleSoft</td>
<td>PeopleSoft implementation has been delayed due to resource constraints on the Oracle side.</td>
<td>8/6/12</td>
<td>Mark Penserini</td>
<td>9/13/2012 - PeopleSoft team on board and reviewing BRD/FRDs and Flows</td>
</tr>
<tr>
<td>R-0011</td>
<td>Operations Manager position not filled</td>
<td>Need Operations Manager to ensure that the Corporation is addressing all operational areas</td>
<td>5/4/12</td>
<td>Triz delaRosa</td>
<td>Damian has been promoted to Operations Manager.</td>
</tr>
<tr>
<td>R-0012</td>
<td>Project Director change</td>
<td>Rus is no longer the project director, Monte has been named interim director</td>
<td>5/24/12</td>
<td>Monte Burke</td>
<td>Monte Burke has taken the role and this has been stabilized between Amy Shelton and Monte Burke</td>
</tr>
<tr>
<td>R-0012</td>
<td>HIX-IT Project will not complete on time</td>
<td>Concern over the ability for HIX-IT along with Oracle to complete their development of the Oracle platform on time.</td>
<td>8/23/12</td>
<td>Mark Penserini</td>
<td></td>
</tr>
<tr>
<td>R-0013</td>
<td>Modernization/ MMIS</td>
<td>Medicaid legacy system interfaces</td>
<td>5/24/12</td>
<td>Aaron Karjala</td>
<td>Need to include Amy and the SI vendor into the conversation. Triz and Aaron will take the lead in driving to a solution. We also need to review the SI Vendor's SOW in parallel.</td>
</tr>
<tr>
<td>R-0042</td>
<td>Product Content</td>
<td>If dependencies are not clearly understood, the current roadmap will have items move on the</td>
<td>9/6/12</td>
<td>Aaron Karjala*</td>
<td></td>
</tr>
<tr>
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<tr>
<td>R-0043</td>
<td>Product Content</td>
<td>The functional and technical design documents generated by Oracle maybe utilized by other HIX technical employees at a future date.</td>
<td>9/6/12</td>
<td>Aaron Karjala*</td>
<td></td>
</tr>
<tr>
<td>R-0073</td>
<td>Staffing</td>
<td>Staffing timing, model and FTE count/duties not finalized and are high level SWAG with many dependencies</td>
<td>10/21/12</td>
<td>Damian Brayko</td>
<td>Level 2 submission covers everything except for contingency plan for any manual work plans that have to be in place.</td>
</tr>
<tr>
<td>R-0074</td>
<td>Security</td>
<td>Security Decisions affecting user profile creation in the system are delayed and impacting UI development decisions</td>
<td>10/21/12</td>
<td>Damian Brayko</td>
<td></td>
</tr>
<tr>
<td>R-0075</td>
<td>Staffing</td>
<td>Inaccurate forecast for budgeting, staffing and facility space and systems</td>
<td>10/21/12</td>
<td>Jeff Robison</td>
<td></td>
</tr>
<tr>
<td>R-0076</td>
<td>Budget</td>
<td>Inaccurate funding requested for L2 grant process</td>
<td>10/21/12</td>
<td>Jeff Robison</td>
<td></td>
</tr>
<tr>
<td>R-0077</td>
<td>Eligibility</td>
<td>If system isn't ready to maintain data between OHA and Cover Oregon we have a risk to our ability to maintain continuity with the customer in determining eligibility</td>
<td>10/21/12</td>
<td>Jeff Robison</td>
<td></td>
</tr>
<tr>
<td>R-0078</td>
<td>Premiums</td>
<td>Formal process for redistribution of premiums to carriers hasn't been defined</td>
<td>10/21/12</td>
<td>Mike Smith</td>
<td></td>
</tr>
<tr>
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<tr>
<td>R-0080</td>
<td>Delayed UI Work Submission</td>
<td>Recently identified UI work for completed use cases submitted for development was delayed because UI development was not identified at time of Use Case completion.</td>
<td>10/24/2022</td>
<td>Susan Rasmussen and Jessica Wagner</td>
<td></td>
</tr>
<tr>
<td>R-0081</td>
<td>RFA Staffing</td>
<td>Unknown RFA carrier responses may affect current/proposed Staffing.</td>
<td>10/24/2022</td>
<td>Susan Rasmussen</td>
<td>We may need to determine other internal staff that could assist with the RFA approval process as temporary staff are not appropriate (lack of knowledge) and we will not be hiring a volume of Plan Management staff for an event that takes place every two years.</td>
</tr>
<tr>
<td>R-0085</td>
<td>Inaccurate funding requested under the L2 grant process</td>
<td></td>
<td>10/29/2022</td>
<td>Jeff Robison</td>
<td></td>
</tr>
<tr>
<td>R-0086</td>
<td>Late development of processes and training information for the Service Center</td>
<td></td>
<td>10/29/2022</td>
<td>Jeff Robison</td>
<td></td>
</tr>
<tr>
<td>R-0087</td>
<td>If systems aren’t ready to maintain data between OHA and Cover Oregon we have a risk to our ability to maintain continuity with the customer in determining eligibility</td>
<td></td>
<td>10/29/2022</td>
<td>Jeff Robison</td>
<td></td>
</tr>
<tr>
<td>R-0088</td>
<td>Collection Liability</td>
<td>CO has a legal risk liability associated with collection (i.e. lawsuits from Carriers for claims paid) Collection liability due to associated regulatory measures, impacts to carrier claims exposure</td>
<td>10/29/2022</td>
<td>Mike Smith</td>
<td>Notices for non-payment collection/dunning letters needs to be made available to Carriers (System generated notice or manually provided to Carriers) Increase visibility of payments to Carriers</td>
</tr>
<tr>
<td>R-0090</td>
<td>Medicaid</td>
<td>Need to continue to identify “who”</td>
<td>10/29/2022</td>
<td>Georgann</td>
<td></td>
</tr>
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<tr>
<td>Eligibility and Services</td>
<td>will do what” between OHA, DHS and CO regarding Medicaid eligibility and services</td>
<td>2</td>
<td>Helmuth</td>
<td></td>
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</tr>
<tr>
<td>R-0091</td>
<td>Enterprise Security Impact on Login</td>
<td>Security decisions affecting user profile creation in the system are delayed and impacting UI development decisions</td>
<td>10/29/12</td>
<td>Georgann Helmuth</td>
<td></td>
</tr>
<tr>
<td>R-0092</td>
<td>First Premium Payments for Individuals</td>
<td>Still working to finalize process for collecting first premium payments for individuals</td>
<td>10/29/12</td>
<td>Georgann Helmuth</td>
<td></td>
</tr>
<tr>
<td>R-0093</td>
<td>Eligibility member level ID</td>
<td>If a system generated unique identifier is used, it may create confusion within the insurance carriers' system and with correspondence (at customer service level) between CO and carrier.</td>
<td>10/29/12</td>
<td>Jen Morgan</td>
<td>Currently identifying implications of using a unique ID vs. SSN Assessing capability of Carriers' system to incorporate our ID versus using the SSN</td>
</tr>
<tr>
<td>R-0094</td>
<td>30 day termination notice requirement</td>
<td>Notification aren't provided within 30 days of termination date will result with noncompliance with ACA requirement (ORS currently doesn't align with ACA)</td>
<td>10/29/12</td>
<td>Jen Morgan</td>
<td>Asses carriers future compliance with this requirement in the direct market and within the exchange</td>
</tr>
<tr>
<td>R-0095</td>
<td>Enterprise level ALM</td>
<td>Insufficient HIX-IT resource level associated with ALM efforts.</td>
<td>10/29/12</td>
<td>Bob Wort</td>
<td>Cover Oregon is working closely with HIX-IT to ensure that there is a solid succession plan in place now that Phill Shaffer has moved on. There are weekly meetings with Rebecca Sponsel (ALM Project Manager) to discuss the role of ALM and how Cover</td>
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<tr>
<td>R-0096</td>
<td></td>
<td>Development of consumer facing portal is dependent on User Experience design</td>
<td>10/29/12</td>
<td>Jessica Wagner</td>
<td>Oregon can help in the implementation of the product. Also, on a tactical level, Bob Wort (CO) is in daily contact with Dave Votaw (HIX-IT - who is now working for Rebecca and has responsibility for preparing the HIX artifacts in ALM to enable automated testing).</td>
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<tr>
<td>R-0097</td>
<td></td>
<td>Changes to UI will need to be incorporated into future iterations through change management process in order to maximize scope</td>
<td>10/29/12</td>
<td>Jessica Wagner</td>
<td>Deploy change management process</td>
</tr>
<tr>
<td>R-0100</td>
<td>MMIS Interface</td>
<td>MMIS interface development has not yet started. This places Cover Oregon at risk of not having the capacity to conduct real time enrollment for individuals determined eligible for Medicaid</td>
<td>11/2/12</td>
<td>Jessica Wagner</td>
<td>Conduct technical and business discovery JAD sessions (if sessions don't occur by 12/10 issue will be triggered) Assess impact to current build plan by 12/10</td>
</tr>
<tr>
<td>R-0103</td>
<td>ID Customer of Cover Oregon</td>
<td>CO’s ability to produce complete records in any legal proceeding, properly evaluate validity of information and/or decisions made relating to a customer who has prior contact with CO and didn’t fill out an eligibility application or refused to provide their SSN.</td>
<td>11/9/12</td>
<td>Nora Leibowitz Triz delaRosa</td>
<td>CO should make a policy decision and develop appropriate use cases and processes that would ensure customers are given a unique identifier at their first contact. This identifier should be used in all future contacts with the customer to allow all contact records and transactions to be linked together in the systems.</td>
</tr>
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<tr>
<td>R-0105</td>
<td>OPA Resource</td>
<td>Insufficient OPA resource dedicated to HIX project will impede application development work dependent on completion of OPA work.</td>
<td>11/9/12</td>
<td>Cezer Boylan</td>
<td>Dedicate existing OPA resource (i.e. Cy Routh) to HIX related work. HIX-IT Project Manager and OPA Project Manager work with Oracle to secure additional full-time OPA resource</td>
</tr>
<tr>
<td>R-0107</td>
<td>OPA Structure and Functionality</td>
<td>Shared Services OPA rules team reports receiving conflicting direction related to the structure and functionality of the online individual application. The lack of clarity regarding how the architecture will support the business needs creates a risk to Cover Oregon’s ability to provide consumers with the interactive user experience required by the federal government.</td>
<td>11/19/12</td>
<td>Cezer Boylan</td>
<td>Conduct meeting(s) with shared services, HIX IT, Oracle and CO to discuss expected functionality.</td>
</tr>
</tbody>
</table>