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1. Executive Summary

- **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 March. 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 April.
- **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.

- **Executive Director Message**

With only seven months until open enrollment, Cover Oregon continues to face and tackle challenges to keep the project on schedule and within scope. Cover Oregon and its partners are moving toward completing portal functionality, and planning for October’s “go live” is underway.

By the end of March, Cover Oregon was about halfway through Iteration 17, which includes 120 use cases. Cover Oregon planned to complete functional development in April, but project challenges will mandate core development continuing beyond April, overlapping the beginning stages of testing. Cover Oregon will prioritize completion of customer-facing areas of development first and
back-end development areas such as customer service and financial management will be the secondary focus.

On the financial side, Cover Oregon is transferring all IT contracts from the Oregon Health Authority to Cover Oregon and negotiating future needs with Oracle. Budgeting for this project has been challenging, and Cover Oregon will be taking over financial responsibility for the exchange technology earlier than anticipated.

At the beginning of April, Cover Oregon announced the 22 carriers that were approved to offer health and dental plans through the exchange. Carriers were given an April 30 deadline to submit the plans they wish to offer for review. Cover Oregon is confident that Oregonians throughout the state will have an ample selection of health coverage options in 2014.

Cover Oregon also finalized a contract with Portland-based agency NORTH and public affairs agency Metropolitan Group to implement marketing and communications strategies outlined in the 2012 Communications Plan. The agencies will provide a wide range of services including creative development, production, media buying and marketing analysis.

These and other developments Cover Oregon made in March are detailed in this monthly status report. As always, please contact me or another member of the Cover Oregon team for more information.

- **Key Corporate and Program Accomplishments**
  - Continued working with OHA toward launching the Systems Integrations Testing in May 2013. This is a high risk area that is being watched closely.
  - Iteration 17 functional development is at the halfway point and reporting an expected 97% completion of planned functional development work. Iteration 17 will complete on April 30.
  - Finalized the approach for system account management / security; this had been an area that had lagged for many months
  - The scope management process continued aggressively looking at all possible scenarios to ensure necessary scope was available by the 10/1/2013 go live date.

- **Scope, Schedule, Budget and Quality**
  - Scope
    - Development of functional areas will extend beyond planned April 2013. Key concerns around interface development, testing and security.
  - Schedule
    - 10/1/2013 continues to be the deadline the project is working towards for go live
    - Schedule includes quality risks of overlapping tasks around development and testing areas
  - Budget
    - CO in contract negotiations with Oracle for hardware, software and professional services
• It is expected that OHA will run out of funds prior to the expected June 2013 date; this will require Cover Oregon to begin paying for unplanned tasks earlier than expected. This is being evaluated for impact to Level 2 grant funds.

• Quality
  - Key issues and risks identified by Maximus continue to be around scope, schedule and security risk mitigation.
  - Shared Services continues to be area of high concern; some progress but areas such as security, interfaces, testing and environments are high level concerns

• 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.

• Next Month: April

  Key planned activities for the month of April include:

  • Finalize Iteration 17 development
  • Plan for extended development beyond April 2013
  • Finalize last project phase of transition from development into testing and go live
  • Continue working to mitigate Foundational Services and Federal partner scope and delivery issues
2. Project Management Summary

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| Scope     |     |     |     | • Weekly cross-team scope management meeting actively managing scope  
          |     |     |     | • Expect core functional scope to be completed beyond Iteration 17 (March & April 2013)  
          |     |     |     | • See high level challenges in areas of testing, interface development and security |
| Schedule  |     |     |     | • Continuing to update critical path schedule  
          |     |     |     | • No change in 10/1/2013 go live date  
          |     |     |     | • High risk schedule that includes overlapping development, Systems Integration testing, User Acceptance Testing and Performance Testing |
| Resources |     |     |     | • Cover Oregon staffing program is expanding to meet demands  
          |     |     |     | • Increasing concern regarding OHA running out of money prior to June 2013 and impact to Cover Oregon budget to absorb project costs earlier than expected |
| Quality   |     |     |     | The quality comments below are direct quotes from the most recent finalized Maximus QA report:  
          |     |     |     | • 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.  
          |     |     |     | • CO continues to make positive and significant progress towards the launch of the Oregon Health Insurance Exchange. The organization has and continues to demonstrate flexibility and creativity in dealing with this complex and evolving landscape.  
          |     |     |     | • CO has engaged ORACLE in contract negotiations with respect to hardware/software and services required to operate their own instance of the ORACLE solution set.  
          |     |     |     | • CO continues to identify risks and issues and is attempting to proactively mitigate these risks so as to continue progress toward its mission. |

3. March 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 March. 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).

• **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.

• **Functional Development (HIX-IT)**

  o 1.2.3.3 Interface Development (Federal, Carrier, State and Other). Due 5/7/13, 4/26/13, 5/30/13, 5/17/13. In process. **75% complete.**
  o 1.2.3.6.10 Iteration 17 Development (includes planning). **Due 7/23/13. In process. 48% complete.**
  o 1.2.3.6.11 Iteration 17 DevQA Testing. Due 4/30/13 **In process. 36% complete.**

• **Foundational Services**

  o 1.2.3.4.1 UCM (Content Management) Phase 1 (i17). Due 4/12/13. **In process. 97% complete.**
  o 1.2.3.4.2 UCM (Content Mgt) Phase 2 (Go-Live) Due 6/14/13. **In process. 39% complete.**
  o 1.2.3.4.3 Enterprise Search. Schedule to start 3/1/13 and end 6/14/13. **0% Complete.**
  o 1.2.3.4.4 State EDM (Phase 1=>4/1, Phase 2=>6/3). **Schedule to start 1/2/13 and end 6/3/13. 0% Complete.**
  o 1.2.3.4.5 EDM - State/Cover Oregon Integration (Phase 1=>4/1, Phase 2=>6/3). **Schedule to start 1/2/13 and end 6/14/13. 0% Complete.**
  o 1.2.3.4.6 Cover Oregon MDM. **Schedule to start 1/2/13 and end 6/14/13. 0% Complete.**
  o 1.2.3.4.7 OBIEE (Reports). **Schedule to start 1/2/13 and end 8/1/13. 0% Complete.**
1.2.3.4.8 Security Base. Schedule to start 1/2/13 and end 4/15/13. 0% Complete.

1.2.3.4.9 Account Role and Identity Security. Schedule to start 1/2/13 and end 4/12/13. 0% Complete.

1.2.3.4.11 OPA. Schedule to start 1/2/13 and end 4/15/13. 0% Complete.

1.2.3.6.7 Iteration 16 Development (includes planning). Due 3/15/13. Completed.

• Financial System (PeopleSoft)
  1.2.3.2 PeopleSoft Core Development. Schedule to be complete May 2013. In process. 83% complete.

• 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.

• Communications
  1.1.1.2.4.2 Implement Marketing Plan. Past due date of 3/29/13.
  1.1.1.2.4.3 Implement Public Relations Plan. Past due date of 3/29/13.
  1.1.4.1 Establish Communications Contracts. In process. 70% complete. Past due date of 3/15/13.

• Agent Program
  1.1.1.1.2.4 Develop Agent Registration System: Implement interim solution. Schedule for completion 4/19/13.
  1.1.1.1.3 Develop Agent Affiliation Agreement. Create Draft Agent Affiliation Agreement is in process and late: Scheduled for completion 1/25/13. Draft submission to SMEs for review is not started. Overall completion due 4/19/13.
1.1.1.1.7 Work With CO Training to Develop Content for Customer Service Training. 
**Schedule for completion 3/1/13. Completed.**

1.1.1.1.8.1.2 Submit Business Entity Filing. **In process, 75% complete. Schedule for completion 2/28/13.**

**Community Partners**

- 1.1.1.4.3.1 Develop RFGP and Volunteer Organization Processes. **Not started. Due 5/1/13.**
- 1.1.1.4.3.2 Develop RFGPs for all Grantee Types. **In process, 50% complete. Schedule completion date 4/30/13.**
- 1.1.1.4.4.1 Develop Processes for Volunteer Organizations. **Not Started. Schedule completion date 5/1/13.**
- 1.1.1.4.5.1 OHA Hires Regional Outreach/Training Staff, Communications and Business Outreach Coordinator and Outreach Manager. **Started in January. Continues through 5/1/13.**

**Customer Service**

- 1.1.1.5.1.1 Identify the Exchange Operations for which Customer Service needs rules and program requirements. **In process. 50% complete. Schedule for completion 4/1/13.**
- 1.1.1.5.1.2 Obtain the documents bearing CO decision(s) on how Medicaid, CHIP and Tax Credit Eligibility rules will be applied. **In process. 50% complete. Schedule for completion 4/1/13.**
- 1.1.1.5.1.3 Obtain documents bearing CO decision(s) on how HIPAA and Privacy policies and regulations will be applied. **In process. 42% complete. Schedule for completion 4/1/13.**
- Create and Document processes and procedures for Customer Service Operations. **In process. Due 3/15/13**
- 1.1.1.5.1.4.1 Send Carrier Survey and Call Flow information to Carriers. **Schedule for completion 3/22/13. Completed.**
- 1.1.1.5.2.2.1.7 Complete Documentation, Validate and Approve Service Center Scope of Work. **Started in January. 50% Complete. Due 3/8/13.**
- 1.1.1.5.2.2.1 Determine and Document Service Center Scope of Work. **In process. 55% complete. Schedule for completion 3/8/13.**
- 1.1.1.5.2.2.1.1 Determine relationship and processes with 5503. **In process. 50% complete. Schedule for completion 3/1/13.**
- 1.1.1.5.2.2 Determine and Document Service Center Work Flows. **In process. 64% complete. Schedule for completion 4/30/13.**
- 1.1.1.5.2.2.2.1 Establish Service Center Call Flow Patterns External to CS. **Due 3/14/13. Completed.**
• **Plan Management**
  o 1.1.1.6.1.2.1 Create Health Plan Certification Process: Develop Health Plan Certification Standards. **In process. Started 3/1/12 and scheduled to finish 4/1/13.**
  o 1.1.1.6.1.2.2 Develop cost Reduction Plans. **In process. Started 11/1/12 and scheduled to finish 3/15/13.**
  o 1.1.1.6.1.4.1 Determine (Dental) Carrier Requirements for Participation. **Due 1/22/13. Completed.**
  o 1.1.1.6.1.4.2 Document Guidelines for Exchange Approval of Dental Carriers – scheduled to start 1/23/13. **Due 3/6/13. Completed.**
  o 1.1.1.6.4.2 Evaluate and Approve Medical Carrier RFA Responses. Started in January. **In process. Due 3/29/13. Completed.**
  o 1.1.1.6.5 Create and release Dental Carrier RFA. **Completed.**
  o 1.1.1.6.6 Process Dental Carrier RFA Responses. **2/1/13 – 4/1/13. Completed.**
  o 1.1.1.6.7 Create Health Plan Recertification Process. **Due 4/1/13. Completed.**
  o 1.1.1.6.8 Create Health Plan Decertification Process – In process. Decertification Appeal Process is completed. Working on criteria for decertification (due 4/2/14).
  o 1.1.1.6.9 Develop Policies and Procedures for Carrier Performance Oversight. **In process. 50% Complete. Due date 4/1/14.**
  o 1.1.1.6.10 Establish Plan Management Contracts (see Procurement for detail). **In process. Schedule for completion. 8/1/13.**
  o 1.1.1.6.14 Create Plan Management Operation Manual. **In process. Due 4/2/14.**

• **Reporting Program**
  o Plan Management
    ▪ 1.1.1.7.1.1.1.5 Create Report Specifications. **Scheduled to start 11/16/12 and finish 4/30/13. Not started.**
  o SHOP
1.1.1.7.1.1.2.1.7 Develop Enrollment & Eligibility Reports. **Schedule to finish 5/14/13. Not started.**

- Community Partners
  - 1.1.1.7.1.1.4.8 Functional Area Representatives Participate in In-System Review of Reports. **Due 4/12/13.**

- Individual
  - 1.1.1.7.1.1.2.2.5 Create Report Specifications in process. **50% complete. Due 3/29/13.**

- Customer Service
  - 1.1.1.7.1.1.3.2 Create Report Mockups. **50% complete. Due 3/29/13.**
  - 1.1.1.7.1.1.3.3 Validate Mockups with Functional Area. **50% complete.**
    - **Schedule to finish 6/10/13**
  - 1.1.1.7.1.1.3.5 Create Report Specifications. **Not started. Due 3/29/13.**

- Agent Program
  - 1.1.1.7.1.1.5.8 Functional Area Representatives Participate in In-System Review of Reports. **Due 4/12/13.**

- Tribes
  - 1.1.1.7.1.1.6.5 Create Report Specifications for Tribal. **50% complete. Scheduled to start 11/16/12 and finish 3/15/13.**

- Financial Management
  - 1.1.1.7.1.1.7.2 Create Report Mockups. **Schedule to be complete 3/28/13. Past due.**
  - 1.1.1.7.1.1.7.3 Validate Mockups with functional Area. **Schedule to be completed 4/11/13**
  - 1.1.1.7.1.1.7.5 Create Report Specifications. **Schedule to be complete 3/21/13. Past due.**

- **Tribal Program**
  - 1.1.1.7.1.1.6.1 Define Report Requirements for Tribes. **Scheduled to start 10/29/12 and finish 11/15/12. Not started.**
  - 1.1.1.7.1.1.6.2 Create Report Mockups. **Scheduled to start and end in November 2012. Not Started.**
  - 1.1.1.7.1.1.6.3 Validate Mockups with Tribal. **Scheduled to start and end in December. Not Started.**
  - 1.1.1.7.1.1.6.5 Create Report Specifications for Tribal. **Scheduled to start 11/16/12 and finish 3/15/13. Not started.**

- **Individual Program**
  - 1.1.8.2.2 Define Off Ramp processes for DHS Programs. **Due 1/31/13. Completed.**
- 1.1.1.8.2.4 Define Off Ramp rules for non-automated Medicaid categories. In process. Was scheduled to complete 1/31/13. New date is 4/1/13.
- 1.1.1.8.2.6 Define eligibility rules and processes for automatable medical categories. Due 8/31/13. Completed.
- 1.1.1.8.2.7 Define eligibility rules and processes for commercial coverage with financial assistance. Due 8/31/13. Completed.
- 1.1.1.8.2.8 Define eligibility rules and processes for commercial coverage without financial assistance. Due 8/31/13. Completed.
- 1.1.1.8.3.1 Define Off Ramp rules (for non-automatable Medicaid categories). In process. Schedule to be complete 4/1/13.
- 1.1.1.8.3.2 Define Off Ramp processes (for non-automatable Medicaid categories). Schedule to be complete 5/1/13.

- **SHOP Program**
  - 1.1.1.9.2.1.1 Develop content for Employer Handbook. Schedule to be completed 4/1/13.
  - 1.1.1.9.2.2.1 Develop Content for Carrier Handbook. In process. Due 5/1/13
  - 1.1.1.9.3.1 Write Job descriptions for Account Mgt Staff. In process. Due 1/31/13. Late.

- **Tribal Program**
  - 1.1.1.10.1.4 Document Business and Functional Requirements for Tribal Premium Sponsorship Program. In process. Due 12/14/12. Late.
  - 1.1.1.10.4.1 Integrate Tribal Requirements with Exchange Teams and Finalize Use Cases. Due 3/15/2013. Completed.
  - 1.1.1.10.5.2 Receive Federal Indian Addendum (model for OR addendum). Waiting for input to complete Oregon Indian Addendum. Latest date expected is 5/31/13.
  - 1.1.1.10.5.3 Determine Contents and Rules of Indian Addendum. Started 8/31/12 and Due 6/28/13. In process. Completion dependent on receiving Federal Indian Addendum.
  - 1.1.1.10.11.1 Solicit and Receive Grant Workplans from Nine Oregon Tribes. Starts 3/5/13, ends 7/1/13.
**Policy, Research and Evaluation**

- 1.1.2.1.1 Create Research and Evaluation Plan. *Started 3/13/13, due 5/14/13.*
- 1.1.2.1.3 Establish Research and Evaluation Technical Workgroup. *Schedule to begin 3/25/13.*
- 1.1.2.1.4 Conduct Research and Evaluation. *Schedule to begin 3/25/13.*
- 1.1.2.1.5 Design and Assign Quality Ratings to Carriers and QHPs. *Schedule to begin 3/25/13.*
- 1.1.2.2.1 Gather Organizational Policies and Procedures. *Due 3/21/13.* Completed.
- 1.1.2.2.1.3 Organize, Review and Format Organizational Policies and Procedures. *50% complete. Due 4/15/13.*
- 1.1.2.2.2 Set Up Policy Analysis Function. *99% complete. Due 2/20/13. Past due.*
- 1.1.2.3 Establish Eligibility Appeals Function. *Started 3/1/13.*
- 1.1.2.3.3 Establish Formal Appeals Process. *In process. 40% complete. Started 3/1/13.*
- 1.1.2.3.7 Hire Appeals Staff. *Schedule to begin 3/25/13.*

**Corporate Finance**

- NOTE: Hold pending review by Controller.

**Technology**

- 1.1.8.1.1 Implement Service Management Automation. *Scheduled to start 1/2/13 and finish 7/31/13. In process. 50% complete.*
- 1.1.8.2 Establish Project Management Office. *Schedule to begin 3/1/13 and finish 7/31/13. In process. 50% complete.*
- 1.1.8.3.1 Establish data architecture. *In process. 50% complete Due 12/31/12. Late.*
- 1.1.8.3.2 Establish technical architecture. *In process. 50% complete Due 1/2/13. Late.*
- 1.1.8.3.4 Establish Business architecture. *In process. 50% complete Due 1/2/13. Late.*
- 1.1.8.3.5 Establish Security architecture. *In process. 50% complete Due 1/2/13. Late.*
- 1.1.8.4.2.1 Establish and Document Technology Management Strategy (Software, Hardware, Networking Standards). *In process. 50% complete. Due 7/31/13.*
- 1.1.8.5.1 Develop Software Roadmap. *Scheduled to start 8/1/12. In process. 25% complete. Due 12/31/12. Past Due.*
- 1.1.8.6.1 Establish Business Continuity Plan. *In process. 50% complete. 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 8/15/2013. In process. 95% complete. Ahead of schedule.**

1.1.8.7.2 Implement IT Privacy & Security Management. **In process. 50% Complete. Due 8/15/2013.**

1.1.8.7.3 Develop Security Incident Response Plan. In process. Due 8/15/13. **75% Complete. Ahead of schedule.**

1.1.8.7.4 Implement IT Privacy & Security Audit Process. **Due 7/18/13. In process. 50% complete.**

**Procurement / Contracts**

1.1.4.1.1.12 Negotiate Communication Plan Implementation Vendor contract. **In process. Due 3/15/13.**

1.1.4.1.2 Acquire Translation Services for Marketing, Notices, Applications and other Communications. **Due 2/22/13. Late.**

1.1.4.2.1 Develop Community Partners IGA with OHA. **Behind schedule. Final signatures scheduled for 3/7.**

1.1.4.4.1.1 Establish Medical Carrier Contracts. Initial contracts have been sent to carriers. Negotiating contracts with carriers at this time. **Behind schedule. Scheduled for completion 2/28/13.**

1.1.4.4.2.1.2 Draft Plan Management IGA with OID. **Due 1/18/13. Past due. Not Started.**

1.1.4.4.2.1.3 IGA Review & Revision Process. **Due 3/15/13. Past due. 0% complete.**

**Facility management**

1.1.5.4.2 Build out Primary Service Center Location – Behind schedule. On hold pending Cherry Avenue lease negotiation – **target date for service center locations complete is 4/30/13.**

**Human Resources**

1.1.5.3.1.2 Develop and Implement Time Tracking Procedures for FLSA Compliance. In process. **Due 5/1/13. In process. 50% complete.**

1.1.5.3.2 Develop Compensation Plan for all CO Positions. **In process. Due 2/28/13.**

1.1.5.3.6 Develop Recruitment & Hiring Plans and Processes. **In process. Due 4/30/13. In process. 81% complete.**

1.1.5.3.7.1 Develop and Implement New Employee Orientation. **Scheduled from 10/31/12 to 5/31/13. In process. 50% complete.**

1.1.5.3.7.3 Develop staff training on Discrimination, harassment, HIPAA, Policy Handbook, Diversity. Various activities scheduled to start @ 10/31/12, 11/1/12 and end by 2/28/13, 1/2/13. **In process. 50% complete.**
1.1.5.3.7.4 Develop Supervisory training on Discrimination, harassment, HIPPA, Policy Handbook, Diversity. Various activities scheduled to start @ 10/31/12, 11/1/12 and end by 2/28/13, 4/30/13, 6/28/13. In process. 46% complete.

1.1.5.3.7.5 Develop Safety/Drug Awareness training. Scheduled to start 11/1/12 and end 4/30/13. Late. In process. 25% complete.

1.1.5.3.9.1 Compliance; Develop Affirmative Action Plan and Reporting Process. Schedule to start 10/1/12 and complete 5/31/13. In process 25% complete.

1.1.5.3.9.2 Set up Corporate Safety Program. Scheduled to start in December and end 6/28/13. In process. 25% complete.
4. Key April Activities

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

- **Agent Program**
  - 1.1.1.2.4 Develop Agent Registration System: Implement interim solution. Schedule for completion 4/19/13.
  - 1.1.1.6.2 Package content for presentation to carriers. Started 3/18/13 Schedule to end 7/8/13.

- **Communications Program**
  - 1.1.1.2.4.2 Implement Marketing Plan. Past due date of 3/29/13.
  - 1.1.1.2.4.3 Implement Public Relations Plan. Past due date of 3/29/13.
  - 1.1.4.1 Establish Communications Contracts. In process. 70% complete. Past due date of 3/15/13.

- **Customer Service Program**
  - 1.1.1.5.1.1 Identify the Exchange Operations for which Customer Service needs rules and program requirements. 50% complete. Schedule for completion 4/1/13. Due 3/1/13
  - 1.1.1.5.1.3 Obtain documents bearing CO decision(s) on how HIPAA and Privacy policies and regulations will be applied. 42% complete. Schedule for completion 4/1/13.
  - 1.1.1.5.2.2.1.1 Determine relationship and processes with 5503. 50% complete. Schedule for completion 3/1/13.
  - 1.1.1.5.2.2.2 Determine and Document Service Center Work Flows. 64% complete. Schedule for completion 4/30/13.
  - 1.1.1.5.4.1.2.1.2 Training Plan. 75% complete. Scheduled to be finalized 3/29/13.
  - 1.1.1.5.4.1.2.2 GO Live Plan. 75% complete. Scheduled to be finalized 3/29/13.
  - 1.1.1.5.1.4 Develop and Document Procedures for Moving Customer Between CO and Carriers. In process. Schedule for completion 4/9/13
  - 1.1.1.5.4.2.1 Get knowledgebase training. Schedule for completion 4/30/13.

- **Plan Management**
  - 1.1.1.6.1.2.1 Create Health Plan Certification Process: Develop Health Plan Certification Standards. In process. Started 3/1/12 and scheduled to finish 4/1/13.
- 1.1.1.6.1.2.2 Develop cost Reduction Plans. In process. Started 11/1/12 and scheduled to finish 3/15/13.
- 1.1.1.6.9 Develop Policies and Procedures for Carrier Performance Oversight. 50% Complete. Due date 4/1/14.

**Reporting Program**

- Plan Management
  - 1.1.1.7.1.1.1.5 Create Report Specifications. Scheduled to start 11/16/12 and finish 4/30/13. Not started.

- SHOP
  - 1.1.1.7.1.1.2.1.7 Develop Enrollment & Eligibility Reports. Schedule to finish 5/14/13. Not started.

- Individual Program
  - 1.1.1.7.1.1.2.2.5 Create Report Specifications in process. 50% complete. Due 3/29/13.

- Customer Service
  - 1.1.1.7.1.1.3.2 Create Report Mockups. 50% complete. Due 3/22/13. Past due.
  - 1.1.1.7.1.1.3.3 Validate Mockups with Functional Area. 50% complete. Schedule to finish 6/10/13
  - 1.1.1.7.1.1.3.5 Create Report Specifications. Not started. Due 3/29/13.

- Community Partners
  - 1.1.1.7.1.1.4.8 Functional Area Representatives Participate in In-System Review of Reports. Due 4/12/13.

- Agent Program
  - 1.1.1.7.1.1.5.8 Functional Area Representatives Participate in In-System Review of Reports. Due 4/12/13.

- Tribes
  - 1.1.1.7.1.1.6.5 Create Report Specifications for Tribal. 50% complete. Scheduled to start 11/16/12 and finish 3/15/13.

- Financial Management
  - 1.1.1.7.1.1.7.2 Create Report Mockups. Schedule to be complete 3/28/13. Past due.
  - 1.1.1.7.1.1.7.3 Validate Mockups with functional Area. Schedule to be completed 4/11/13
  - 1.1.1.7.1.1.7.5 Create Report Specifications. Schedule to be complete 3/21/13. Past due.

- Individual Program
  - 1.1.1.8.2.4 Define Off Ramp rules for non-automated Medicaid categories. In process. Was scheduled to complete 1/31/13. New date is 4/1/13.

**SHOP Program**
- 1.1.9.2.1.1 Develop content for Employer Handbook. Schedule to be completed 4/1/13.
- 1.1.9.2.2.1 Develop Content for Carrier Handbook. In process. Due 5/1/13

**Tribal Program**
- 1.1.10.1.4 Document Business and Functional Requirements for Tribal Premium Sponsorship Program. In process. Due 12/14/12. Late.

**Set up Policy, Research and Evaluation**
- 1.2.1.1 Create Research and Evaluation Plan. Started 3/13, due 5/14/13.
- 1.2.2.2 Set Up Policy Analysis Function. 99% complete. Due 2/20/13. Past due.

**Facility management**
- 1.5.5.4.2 Build out Primary Service Center Location – Behind schedule. On hold pending Cherry Avenue lease negotiation – target date for service center locations complete is 4/30/13.

**Procurement**
- 1.4.2.1 Develop Community Partners IGA with OHA. Behind schedule. Final signatures scheduled for 3/7.

**Human Resources**
- 1.5.3.1.2 Develop and Implement Time Tracking Procedures for FLSA Compliance. In process. Due 5/1/13. In process. 50% complete.
- 1.5.3.2 Develop Compensation Plan for all CO Positions. In process. Due 2/28/13.

**Corporate IT**
- 1.8.1.1 Implement Service Management Automation. Scheduled to start 1/2/13 and finish 7/31/13. In process. 50% complete.
1.1.8.2 Establish Project Management Office. Schedule to begin 3/1/13 and finish 7/31/13. In process. 50% complete

1.1.8.3.1 Establish data architecture. In process. 50% complete Due 12/31/12. Late.

1.1.8.3.2 Establish technical architecture. In process. 50% complete Due 1/2/13. Late.

1.1.8.3.4 Establish Business architecture. In process. 50% complete Due 1/2/13. Late.

1.1.8.3.5 Establish Security architecture. In process. 50% complete Due 1/2/13. Late.

1.1.8.4.2.1 Establish and Document Technology Management Strategy (Software, Hardware, Networking Standards). In process. 50% complete. Due 7/31/13.

1.1.8.5.1 Develop Software Roadmap. Scheduled to start 8/1/12. In process. 25% complete. Due 12/31/12. Past Due.

1.1.8.6.1 Establish Business Continuity Plan. In process. 50% complete. 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 8/15/2013. In process. 95% complete. Ahead of schedule.

1.1.8.7.2 Implement IT Privacy & Security Management. In process. 50% Complete. Due 8/15/2013.

1.1.8.7.3 Develop a Security Incident Response Plan. In process. Due 8/15/13. 75% Complete. Ahead of schedule.

1.1.8.7.4 Implement IT Privacy & Security Audit Process. Due 7/18/13. In process. 50% complete.

• Governance

• HIX-IT System Development (From HIX IT Schedule)
  1.2.3.2 PeopleSoft Core Development. Schedule to be complete. In process. 83% complete.
  1.2.3.3 Interface Development (Federal, Carrier, State and Other). Due 5/7/13, 4/26/13, 5/30/13, 5/17/13. In process. 75% complete.
  1.2.3.6.11 Iteration 17 DevQA Testing. Due 4/30/13 In process. 36% complete.

• Shared Services (From Shared Services Schedule)
  1.2.3.4.1 UCM (Content Management) Phase 1 (i17). Due 4/12/13. In process. 97% complete.
1.2.3.4.2 UCM (Content Mgt) Phase 2 (Go-Live) Due 6/14/13. In process. 39% complete.
1.2.3.4.3 Enterprise Search. Schedule to start 3/1/13 and end 6/14/13. 0% Complete.
1.2.3.4.4 State EDM (Phase 1=>4/1, Phase 2=>6/3). Schedule to start 1/2/13 and end 6/3/13. 0% Complete.
1.2.3.4.5 EDM - State/Cover Oregon Integration (Phase 1=>4/1, Phase 2=>6/3). Schedule to start 1/2/13 and end 6/14/13. 0% Complete.
1.2.3.4.6 Cover Oregon MDM. Schedule to start 1/2/13 and end 6/14/13. 0% Complete.
1.2.3.4.7 OBIEE (Reports). Schedule to start 1/2/13 and end 8/1/13. 0% Complete.
1.2.3.4.8 Security Base. Schedule to start 1/2/13 and end 4/15/13. 0% Complete.
1.2.3.4.9 Account Role and Identity Security. Schedule to start 1/2/13 and end 4/12/13. 0% Complete.
1.2.3.4.10 Security-Data. Schedule to start 4/1/13 and end 5/1/13. 0% Complete.
1.2.3.4.11 OPA. Schedule to start 1/2/13 and end 4/15/13. 0% Complete.
5. Oregon Legislative and Federal Oversight

- **Oregon Legislative Update**
  - Cover Oregon planned for upcoming Legislative meetings, as necessary

- **Federal Oversight Update**
  - Cover Oregon planned for upcoming May CMS Gate Review
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 were closed by Cover Oregon during the reporting month.

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.
### 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 Coordination</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>CO and OHA should collaborate at multiple levels to work through inter organizational expectations. Options and plans should be defined on how these relationships will work going forward. Measurement for success should be established and monitored. Measurements should relate to cadence for CO to meet key project milestones established to satisfy project objectives.</td>
</tr>
<tr>
<td>R-0026</td>
<td>Inter-Org Coordination</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>CO should be included in design and policy making activities with OHA. MAX and HIX-IT decision making process should take into account business/technical needs for CO.</td>
</tr>
<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</td>
<td>9/6/12</td>
<td>Aaron Karjala*</td>
<td>Cover Oregon's project manager over Shared IT Services attends all Security and MDM meetings and is working to help the teams get more structured, establish plans and embed with the business and HIX-IT functional teams to identify remaining</td>
</tr>
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<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 access the system.</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 CO will continue to work closely with HIX-IT and Oracle to ensure rapid deployment to the integration environment for subsequent iterations.</td>
</tr>
<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>10/21/12</td>
<td>Bob Wort</td>
<td>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>10/24/12</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-0111</td>
<td>Interagency Policies and procedures related to</td>
<td></td>
<td>2/1/13</td>
<td>Vivian Levy</td>
<td>Cover Oregon staff needs to be actively involved in prioritizing and</td>
</tr>
<tr>
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<tr>
<td>Processes Related to Medicaid/CHIP</td>
<td>Medicaid/CHIP is dependent upon an extensive decision making process. Cover Oregon staff are involved in this process but do not have full control over it. This places CO at risk of not being able to capture all of the information needed to make a real-time eligibility determination and enrollment. It also places CO at risk of not being able to meet referral and reporting requirements in the Affordable Care Act.</td>
<td>2/22/13</td>
<td>Bob Wort</td>
<td>leading as much of the interagency decision making process as possible. This includes setting timelines, identifying key decisions and recommendations, and moving the process forward with weekly meetings and tasks. Decisions regarding operational policies/processes for day 1 need to be finalized by X date. Triz will follow up with WBS to confirm the date</td>
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<tr>
<td>R-0112</td>
<td>UAT and SIT Alignment</td>
<td>HIX-IT’s high-level plan suggests that System Integration Testing (SIT) and User Acceptance Testing (UAT) will overlap, which may restrict CO's ability to conduct a thorough and comprehensive UAT.</td>
<td>2/22/13</td>
<td>Bob Wort</td>
<td>Work closely with HIX-IT testing team to coordinate the testing effort. Conduct an Independent Verification &amp; Validation (IV&amp;V) testing of the final application, prior to start of UAT. Establish clear entrance criteria for UAT. Consider using IV&amp;V results to inform decision for entrance to UAT.</td>
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<tr>
<td>Risk Number</td>
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<td>Risk Description</td>
<td>Date Opened</td>
<td>Date Closed</td>
<td>Comments</td>
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<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 and HR support systems will be severely taxed.</td>
<td>9/6/12</td>
<td>3/15/13</td>
<td>Cover Oregon has a structured approach to grow its team through comprehensive orientation, frequent department, 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>
</tbody>
</table>
| R-104       | Use Case Update Velocity | 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. | 11/8/2012   | 3/1/2013    | On Thursday 8 November, after reviewing and discussing this information against their understanding of the current state of system development, the Shared Services and HIX-IT schedulers agreed that this represents a risk to our ability to complete the current development within the currently scheduled confines of development iterations 16 and 17. This is to be especially considered in light of the fact that BA's are still working on updating Use Cases for i15 and have not (so far as they know) made more than a cursory start on the Use Case updates pertaining to iterations 16 or 17. Close (for March 1) - risk has been mitigated. Project Managers have finalized a scope management process.