ITERATIVE PROJECT REPORT FOR PROGRAMS & MULTI-YEAR PHASED PROJECTS

Submission to Large Project Oversight - 12/19/2017

GENERAL INFORMATION

Program Name: WSI Claims and Policy System (CAPS), formerly called System Replacement Program
Current Projects in this Report: Closeout of Release 4, Startup of Release 5
Agency Name: Workforce Safety and Insurance
Project Sponsor: Clare Carlson (former), Tim Schenfisch (current)
Project Manager: Jennifer Kunz

PROJECT DESCRIPTION

The Workforce Safety and Insurance (WSI) Claims and Policy System (CAPS) Program (formerly called System Replacement Program) replaces core business applications in order to improve customer service, enhance system maintainability, provide enhanced reporting and accessibility to information, and enable WSI to remain current with technology. A phased, evolution implementation approach is being used. The program consists of several phases and within each phase there are multiple projects delivering functionality in a production environment, ready to be used.

Completed projects in the program include:

- Phase 1 Planning and Analysis occurred from January through June 2015. This phase included a database consolidation analysis and design, a detailed evolution roadmap, a program plan and schedule, and procurements for the next phase.
- Phase 2 Shared Components Refacing involved three projects which refaced shared functionality between CMS and PICS into the new CAPS user interface.
    - Project 1: Releases 0-1 Forms and DB Consolidation (July 1, 2015 - April 8, 2016): delivered forms functionality (specifically adding, viewing, and maintaining forms) in the new CAPS user interface. The underlying databases were also consolidated.
    - Release 2[1]: Work Management Core functionality (April 11 - September 23, 2016): delivered core Work Management functionality including the viewing, maintaining, and launching of work events.
    - Release 3: Work Management Part 2 (September 19, 2016 - Feburary 24, 2017): delivered the remaining Work Management functionality including Reassignment, Tools, and Reports.
- Phase 3 PICS Application Refacing (current phase) began in February 2017.
    - Release 4: Policy Registration (February 27, 2017 –November 9, 2017): delivered functionality including find legal entity; add/maintain legal entity, notes, employees, volunteers, optional coverage, extra-territorial coverage, reciprocity, non-compliance; and calculate premium.

Current project starting up:

- Release 5: Policy Maintenance Part 1 began October 2, 2017 and will end June 29, 2018. It will deliver enhancements to legal entity and forms; functionality for maintaining policy, rating elements, and coverage; and enhancements for viewing claims. The baseline budget is $1,835,649. ServiceLogix will continue to support WSI's team with resources and provide the leadership for the application refacing. ITD, will also continue to support WSI with resources for project management, database administration, and architecture/network support.

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[1] NOTE: The terms project and release are generally synonymous, but 'release' is used beginning with Release 2; this aligns with the terminology and supporting documents of ServiceLogix.

<u>Future</u> efforts in the program include:

- Phase 3 Releases 6 – 9: Policy Maintenance Parts 2-3, Payroll Reporting, and Dashboards. The start and end dates for these releases are unknown at this time.
- Phase 4 CMS Application Refacing will include Releases 10-20. The start and end dates for these releases are unknown at this time.
- Phase 5 Implementation Transition and Closeout. This phase will be approximately six months and include transition from contracted resources and closeout of the program.

Background

From January 2008 through December 2012, extensive efforts were made by WSI to replace the current claims and policy computer systems with a purchased solution from a software vendor. The software vendor contract expired the end of December 2012 and a decision was made not to extend the contract, effectively terminating the course of the initiative prior to successful implementation. Efforts then continued with planning the strategy and determining the best alternative for continuing in order to achieve the original objectives along with any new objectives. From February 2013 through June 2015, WSI completed six steps at the direction of the ESC in preparation of any procurement related to replacing the current claims and policy systems. The ESC approved moving forward with an "evolutionary approach" for WSI's core system replacement/upgrade, the CAPS Program.

BUSINESS NEEDS AND PROBLEMS

The specific primary business needs to be met (with measurements detailed in the next section) through the program are as follows:
- Provide current industry web-based technology for core business systems supporting Injury Services and Employer Services and replace existing client-server based systems
- Provide a system with enhanced reporting and accessibility to information

As described in the project charter, this program also aligns exceptionally well with WSI's organizational purpose and mission.

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PROJECT FORMAT

Program Start Date: 7/1/2015

Budget Allocation at Time of Initial Start Date: $5,760,000 for the 2015-2017 biennium ($8,576,060 for the 2017-2019 biennium)

How Many Phases Expected at Time of Initial Start Date: Four phases and 20 projects are expected, plus a fifth phase for Transition and Program Closeout

Phased Approach Description: This program consists of several phases and within each phase there are multiple projects delivering functionality in a production environment, ready to be used. Over the course of each project, the application user interface will be re-faced into a new user interface and the data and programming logic retained, a key success factor. The first project also included the consolidation of the underlying databases. This "Evolutionary Approach" minimizes risk and costs and will replace WSI's core systems incrementally *into production* with *usable functionality* approximately every 6-10 months.

Estimated End Date for All Phases Known at Time of Initial Start Date: In previous reports, the last phase was expected to end in 2023, but assumed the addition of a second team around Release 5. Currently, due to business and IT staffing constraints, WSI is unable to support a second team; therefore, the expected end date has moved to 2025 depending on the detailed planning and baselines of the individual projects.

PROJECT ROAD MAP

The project road map shows the high level plan or vision for the program/projects/phases. It is intended to offer a picture of the lifespan of all the effort that is expected to be required to achieve the business objectives.

Project or Phase	Title	Scope Statement	Estimated Duration (months)	Estimated Budget
PHASE 1 (COMPLETE)	**Planning and Analysis**		**Completed 6/30/15**	**N/A**
PHASE 2 (COMPLETE)	**DB Consolidation and Shared Components Refacing**			
Project 1	Shared Components Releases 0-1 (Forms) and DB Consolidation	**COMPLETE**: Delivered the refaced Work Management Forms functionality into production. Consolidated the PICS and CMS databases into one	10 months – Completed 4/8/16 (See next section for Actual Duration)	$1,793,317 (See next section for Actual Cost)
Release 2	Work Management Part 1 (Core)	**COMPLETE**: Deliver the refaced Work Management Core functionality into production	6 months – Completed 9/23/16 (see next section for Actual Duration)	$1,640,000 (See next section for Actual Cost)
Release 3	Work Management Part 2 (Reassignment & Tools)	**COMPLETE**: Deliver the refaced Work Management Reassignment and Tools functionality into production	6 months – Completed 2/24/17 (See next section for Actual Duration)	$1,355,629 (See next section for Actual Cost)

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Project or Phase	Title	Scope Statement	Estimated Duration (months)	Estimated Budget
PHASE 3 (IN PROGRESS)	Policy (PICS) Application Refacing		3 years, 6 Projects/ Releases	$10,000,000 for all of Phase 3
Release 4	Registration	COMPLETE: Deliver the refaced PICS Registration functionality into production	7 months – Completed 11/9/17 (See next section for Actual Duration)	$1,873,410 (See next section for Actual Cost)
Release 5	Policy Maintenance Part 1	IN PROGRESS: Deliver the refaced PICS Policy Maintenance Part 1 functionality into production	9 months	$1,835,649
FUTURE				
Release 6	Policy Maintenance Part 2	Deliver the refaced PICS Policy Maintenance Part 2 functionality into production		
Release 7	Policy Maintenance Part 3	Deliver the refaced PICS Policy Maintenance Part 3 functionality into production		
Release 8	Payroll Reporting	Deliver the refaced PICS Payroll Reporting functionality into production		
Release 9	Activities Inquiry (Dashboards)	Deliver the refaced PICS Activities Inquiry (Dashboards) functionality into production		
PHASE 4	Claims (CMS) Application Refacing		4 years, 11 Projects/Releases	$15,000,000
Release 10	Claim Registration	Deliver the refaced CMS Claim Registration functionality into production		
Release 11	Claim Parties & Maintenance Part 1	Deliver the refaced CMS Claim Parties and Maintenance Part 1 functionality into production		
Release 12	Claim Parties & Maintenance Part 2	Deliver the refaced CMS Claim Parties and Maintenance Part 2 functionality into production		
Release 13	Wages and Reserves	Deliver the refaced CMS Wages and Reserves functionality into production		
Release 14	Payments Part 1	Deliver the refaced CMS Payments Part 1 functionality into production		
Release 15	Payments Part 2	Deliver the refaced CMS Payments Part 2 functionality into production		
Release 16	Medical Part 1	Deliver the refaced CMS Medical Part 1 functionality into production		
Release 17	Medical Part 2	Deliver the refaced CMS Medical Part 2 functionality into production		
Release 18	Field/Fraud/Claim Inquiry	Deliver the refaced CMS Field/Fraud/Claim Inquiry functionality into production		
Release 19	Legal/Rehab	Deliver the refaced CMS Legal/Rehab functionality into production		

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Project or Phase	Title	Scope Statement	Estimated Duration (months)	Estimated Budget
Release 20	*Claims Tools/Administration*	*Deliver the refaced CMS Claims Tools/ Administration functionality into production*		
PHASE 5	**Transition, Program Closeout**		**5 months**	**$45,000**

PROJECT BASELINES

The baselines below are entered for only those projects or phases that have been planned. At the completion of a project or phase a new planning effort will occur to baseline the next project/phase and any known actual finish dates and costs for completed projects/phases will be recorded. The startup report will be submitted again with the new information.

Project or Phase	Baseline Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Project 1	7/1/2015	5/19/2016	$1,630,288	4/08/2016	3.8% ahead	$1,292,069	20.7% under
Release 2	4/11/2016	9/30/2016	$1,640,320	9/23/2016	0%	$1,332,631	18.7% under
Release 3	9/19/2016	2/28/2017	$1,355,629	2/24/2017	0%	$1,115,716	17.5% under
Release 4	2/27/2017	10/31/2017	$1,873,410	11/9/2017	4.0% behind	$1,660,615	11.3% under
Release 5	10/2/2017	6/29/2018	$1,835,649				

OBJECTIVES

Note: *The objectives for the WSI CAPS program were defined in the project charter at the program level; this means each project will meet a portion of the measurements, but full benefit measurements will not be available until the evolution of each of the systems is complete (i.e. the end of each phase and/or the program).

Project or Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
	Business Need 1: Provide current industry web-based technology for core business systems supporting Injury Services and Employer Services and replace existing client server based systems.			

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Project or Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Phase 3 Rel 6	Objective 1.1: Maintain or improve upon existing business functionality/capabilities (i.e. at a minimum, no loss of current process efficiencies and automation)	Measurement 1.1.1: Upon completion of the "Policy Evolution" (including Billing and Workflow) implementation, there will be no measureable loss of policy process efficiencies as measured by operating reports. The most recent operating report prior to the start of the Policy Evolution will be used as the benchmark and will be compared to the first available operating report following the completion of the Policy Evolution.		
Phase 3 Rel 6		Measurement 1.1.2: Upon completion of the "Policy Evolution" (including Billing and Workflow) implementation, all new policy related process changes, enhancements, and efficiencies identified by the WSI continuous improvement team for inclusion in the Policy Evolution are fully deployed and functioning according to documented requirements.		
Phase 4 Rel 11		Measurement 1.1.3: Upon completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, there will be no measureable loss of claims process efficiencies as measured by operating reports. The most recent operating report prior to the start of the Claims Evolution will be used as the benchmark and will be compared to the first available operating report following the completion of the Claims Evolution.		
Phase 4 Rel 11		Measurement 1.1.4: Upon completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, all new claims related process changes, enhancements, and efficiencies identified by the WSI continuous improvement team for inclusion in the Claims Evolution are fully deployed and functioning according to documented requirements.		
Phase 5	Objective 1.2: Enhance customer and staff accessibility to policy and claims related applications and corresponding data/information	Measurement 1.2.1: Upon completion of the "Policy Evolution" (including Billing and Workflow) implementation, WSI staff (with the appropriate security) will have access to the Policy system from anywhere there is an internet connection.		
Phase 3 Rel 6 + 6 months		Measurement 1.2.2: Within six months following the completion of the "Policy Evolution" (including Billing and Workflow) implementation, employers will have self-service access to premium and loss data specific to their account for purposes of managing their policies and claim losses.		
Phase 4 Rel 11		Measurement 1.2.3: Upon completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, WSI staff (with the appropriate		

Project or Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
		security) will have access to the Claims system from anywhere there is an internet connection.		
Phase 4 Rel 11 +6 months		Measurement 1.2.4: Within six months following the completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, employers, providers, and injured workers will have self-service access to claim related data specific to their account/entity.		
Phase 5	Objective 1.3 Improve policy and claims system navigation and ease of use for WSI staff	Measurement 1.3.1 Upon completion of the Policy and Claims Evolution implementations there is a single user interface for accessing policy and claims functionality.		
		Measurement 1.3.2: Upon completion of the Policy and Claims Evolution implementations WSI staff will be surveyed to determine the user interface ease of use.		
Phase 3 Rel 6 + 6 months	Objective 1.4 Improve ability to respond to customer and staff requests	Measurement 1.4.1 Within six months following the completion of the "Policy Evolution" (including Billing and Workflow) implementation, there will be a 20% reduction in the turn-around time for completing policy related system change/enhancement requests. Prior to the start of the Policy Evolution a benchmark of the average turn-around time for completing policy related system change/enhancement requests will be established from ITSM and will be compared to the average turn-around time for completing requests after six months following the completion of the Policy Evolution.		
Phase 3 Rel 6 + 6 months		Measurement 1.4.2: Within six months following the completion of the "Policy Evolution" (including Billing and Workflow) implementation, there will be a 10% reduction in the amount of time spent by WSI policy staff in providing employers with reports and information. Prior to the start of the Policy Evolution a benchmark of the average amount of staff time per month spent providing employers with reports and information will be established and will be compared to the average amount of time spent providing reports and information after six months following the completion of the Policy Evolution.		
Phase 4 Rel 11 +6 months		Measurement 1.4.3: Within six months following the completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, there will be a 20% reduction in the turn-around time for completing claims related system change/enhancement requests. Prior to the start of the Claims Evolution a benchmark of the average turn-around time for completing claims related system change/enhancement requests will be		

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Project or Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
		established from ITSM and will be compared to the average turn-around time for completing requests after six months following the completion of the Claims Evolution.		
Phase 4 Rel 11 +6 months		Measurement 1.4.4: Within six months following the completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, there will be a 10% reduction in the amount of time spent by WSI Injury Services staff in providing employers, providers, and injured workers with reports and information. Prior to the start of the Claims Evolution a benchmark of the average amount of staff time per month spent providing employers, providers, and injured workers with reports and information will be established and will be compared to the average amount of time spent providing reports and information after six months following the completion of the Claims Evolution.		
	Business Need 2: Provide a system with enhanced reporting and accessibility to information			
Phase 5	Objective 2.1 Improve data integrity of/between core business systems supporting Injury Services and Employer Services	Measurement 2.1.1: Eliminate redundant data between claims and policy systems. During database consolidation planning and design identify and document the occurrences of redundant data between claims and policy systems. Upon completion of database consolidation verify that all occurrences of data redundancy have been eliminated.		
Phase 5	Objective 2.2 Maintain access to all legacy data supporting Injury Services and Employer Services	Measurement 2.2.1: Access to all legacy data (i.e. history data) is available throughout and following project completion without having to access multiple systems.		
Phase 3 Rel 6	Objective 2.3 Improve reporting and Business Intelligence (BI) capability	Measurement 2.3.1: Upon completion of the "Policy Evolution" (including Billing and Workflow) implementation, an easy method of accessing Policy summary and detail information from a single set of screens is available to WSI employees.		
Phase 4 Rel 11		Measurement 2.3.2: Upon completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, an easy method of accessing Claim summary and detail information from a single set of screens is available to WSI employees.		

POST-IMPLEMENTATION REPORT

Post-Implementation Reports are to be performed after each project or phase is completed. A "PIR" is a process that utilizes surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical PIR findings include, "What did we do well?" "What did we learn?" "What should we do differently next time?"

Project	Lesson learned, success story, idea for next time, etc.
Project 1	1. The new CAPS forms functionality successfully meets the needs of WSI end users. The survey respondents who use the forms functionality rated it Above Adequate or Excellent. A few specific comments include: a. "Positive reception of the Forms functionality by the entire agency!! Smooth deployment of the Forms functionality along with the (high) degree of readiness leading up to the deployment" b. "I think this project was an excellent start in laying the foundation for the entire program and future projects to come!!" 2. The project was completed six weeks ahead of the Baseline Schedule and 20.7% under the Baseline Budget. All deliverables were produced on-time and accepted per the agreed-upon Acceptance Criteria. 3. The survey results show that Communication Management activities were rated as Excellent. There was one outlier of Above Adequate and one of Below Adequate. 4. Comments were positive and one highlighted the tremendous success of the Communications Team, an internal group to WSI. 5. Regarding Organizational Change Management, a question in the survey was "how effective were the overall executive and senior managers in addressing, leading, and supporting the project in an effective, positive and energizing manner?" The majority of respondents rated it Excellent with one comment as follows: "this project went so smoothly that there weren't any major issues for executive and senior managers to address but their support in providing approvals, in celebrations, and overall presence was invaluable!" 6. According to survey results, Issue and Testing Management were effective with the majority of ratings Excellent, a couple at Above Adequate, and one at Below Adequate; comments were positive and there was constructive feedback regarding a need for improvement in the testing of day-in-the-life scenarios.
Release 2	1. The new CAPS Work Management Core functionality successfully meets the needs of WSI end users. The survey respondents who use the Work Management functionality rated it Above Adequate or Excellent. A few specific comments included: a. "I enjoy having an easy and accessible system like CAPS to do much of my daily work and cannot wait for more." b. "I like the multi-select function and the FYI function. The FYI function was there previously but is being used more often now." c. "I really like that I can see all of my events for both claims and accounts vs. having to toggle between the two. That helps ensure that I am keeping an eye on both of them." d. "One really nice thing is being able to see an event that someone else is currently on. In legacy Work Manager you could not even see that an event was there if someone else was clicked on it." e. "It's great that CAPS WM automatically enters the user's name and date upon reassigning that event. Legacy relied on the human to enter it." 2. The project was completed on schedule and 18.% under the Baseline Budget. 3. All deliverables were produced on-time and accepted per the agreed-upon Acceptance Criteria. 4. The survey results showed all categories were Above Adequate or Excellent. The team conducted a comprehensive Lessons Learned initiative to discuss the survey results in small groups and implement any improvements that were necessary.

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Release 3	1. The CAPS Work Management Part 2 functionality successfully meets the needs of WSI end users. The survey respondents who use the functionality rated it Above Adequate or Excellent. A few specific comments are included below:
	a. "The widget tools are nice to have to find fraud events that were inadvertently assigned to people without fraud security. The event history search feature is much faster and easier to understand than the previous version in work manager."
	b. "The Event History part of this release is so much better than what we have in Work Manager. It's so nice you can filter in so many different ways and get results faster."
	c. "I really enjoy the functionality of CAPS. Each time a new release is deployed the functionality is great and easy to move around, work and learn the new system with ease."
	d. "I enjoy that I can add a note which is automatically retained and dated with the event when pending an event or reassigning it. I do enjoy that when payroll reports are reassigned, it will indicate what date the report was reassigned."
	e. "Resetting escalations is working great. That was a great change not having to reassign them, but instead being able to reset them."
	2. The project was completed on schedule and 17.5% under the Baseline Budget.
	3. All deliverables were produced on-time and accepted per the agreed-upon Acceptance Criteria.
	4. The survey results showed all categories were Above Adequate or Excellent.
Release 4	1. CAPS Policy Registration functionality meets the needs of WSI end users. The majority of survey respondents who use the functionality rated it Adequate, Above Adequate, or Excellent; however, there were some Poor and Below Average ratings. Improvements in the prototyping / requirements process are needed to drive higher product effectiveness.
	A few specific comments are included below:
	a. "I like that you can just click a button and go the next window instead without still being in another account."
	b. "Screens have a consistent look. I like note entry."
	c. "I really enjoy that PEOs and the PEO contacts were created as Legal Entities and that any updates can be handled at once to their contact information."
	d. "Sending an email of a document to an employer is seamless now. Thanks!"
	e. "One success story that I love is that when we know we have the correct LE we can see all accounts that that person is associated to. You can then hyperlink to that account to check the account out."
	f. "I think as the progress of CAPS moves along, it is requiring us to think outside the box on workflow, event queues, and forms which is a good thing; we need to use the system as efficiently as possible."
	g. "Pertaining to the Legal Entity areas in CAPS, it should help to keep accounts more in order."
	h. "The fact that it provides more history that we can see is nice."
	i. "I'm still getting used to it. I do like how there are legal entities for each business and each person. This way there aren't a lot of different ways that a person or business is in our system."
	2. The project completed 11.3% under the Baseline Budget and slightly behind schedule.
	3. All deliverables were completed and accepted per the agreed-upon Acceptance Criteria.

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COST BENEFIT ANALYSIS

Anticipated Benefits of Resolving Business Need 1:

- WSI business operations continue at current, and in some cases enhanced, levels of efficiency without adding additional staff; WSI remains current with 3rd party products (ex. Fee Schedules) and compliant with ND statute and/or federal requirements.
- Internal WSI staff will have access to core business systems from anywhere there is an internet connection facilitating performing of job responsibilities from outside the standard work environment; external customers will have self-service access to data and information relevant to their account or ID, reducing the amount of time and impact on WSI customer service.
- WSI internal users will have a single user interface for accessing both claims and policy data and functionality where there is common look and feel in navigating the applications; reduced learning curve and training requirements for learning the applications and becoming proficient in using them.

Anticipated Benefits of Resolving Business Need 2:

- Major interfaces will no longer exist so will not need to be supported or maintained; single source of data used for calculating medical assessment billings eliminating the need to keep multiple occurrences of data in sync resulting in elimination of potential data integrity issues and data discrepancies due to timing of interfaces; single source of employer demographic data eliminating the need to keep multiple occurrences of data in sync resulting in elimination of potential data integrity issues and reports or forms going to incorrect entities or addresses.
- All WSI data continues to be available and easily accessible for reporting, data analytics, and future "business intelligence" capabilities.
- WSI employees will have a quick easy way to view summary and detail information related to policies and claims. This can be especially valuable for customer service in answering calls.

KEY CONSTRAINTS AND/OR RISKS

Risks:

- Staff availability is limited; without enough people dedicated, the project schedule and cost could be impacted.
- If the approach for Limited Development is not followed, the project team, schedule and cost will be impacted; other staffing may need to be added.
- With the long duration of this program there are unforeseen changes and impacts that could impact many areas of the program, in particular staff retirements and turnover.
- For Release 5, the databases will be upgraded to 12c and require comprehensive testing adding resource constraints amongst WSI developers and business analysts.
- The State IT Unification effort could impact the project, but specifics are unknown at this time.

Constraints:

- WSI and ITD resources (business, technical) are limited in the number of staff available.
- WSI and ITD resources are limited in experience with the current and preferred technologies.
- The full program schedule cannot be established due to the long duration; therefore, schedule management is constrained to each project/release.
- Future funding appropriations are necessary to complete all projects/releases within the program.
- Cost, schedule, scope, and quality are often in conflict during projects. The sponsor and ESC elected to prioritize these constraints as follows for the program:
  - Quality
  - Scope
  - Schedule
  - Cost