

Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Large Project Oversight on 7/28/2023

GENERAL INFORMATION

Program/Project Name: WSI Claims and Policy System (CAPS) Program: Startup of Release 11 and Status of Release 10

Agency Name: Workforce Safety and Insurance

Project Sponsor: Tim Wahlin

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 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: 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 - February 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.
 - Release 5: Policy Maintenance Part 1 (October 2, 2017 – July 23, 2018): delivered functionality including applications (replacing internal Online Applications), verification of non-employment, adjustments, experience rating, large deductibles, and account snapshot.
 - Release 6: Policy Maintenance Part 2 (June 11, 2018 – July 5, 2019): delivered functionality for maintaining accounting, a general ledger (GL) interface, online payment interface, payment search/entry, and bonds.
 - Release 7: Policy Maintenance Part 3 (May 13, 2019 – August 7, 2020): delivered functionality for Safety and Ergonomic Program Elements, Audits, Referrals, Collections, an Analysis of Providers and Legal Entity (LE), and Future State Enhancements.
 - Release 8: Payroll Reporting (May 26, 2020 – August 6, 2021): delivered functionality for Payroll Reporting, Account Status Changes, and Consolidated Accounts.
 - Release 9: Policy Stabilization (June 16, 2021 – August 10, 2022): this was the final project of Phase 3 (PICS Application Refacing). It delivered production enhancements to sustain and improve functionality delivered over the past five years.

Current project in progress:

- Phase 4 Release 10: Claim Registration began May 23, 2022 and has a baseline end date of August 21, 2023. It is the first release of Phase 4 (Claims Refacing). It will deliver refaced Claim Registration functionality from the legacy Claims Management System (CMS) into CAPS. The baseline budget is \$2,449,647 and as of June 30, 2023 was tracking 4.7% under budget at a cost of \$2,105,870. Release 10 goes live August 4, 2023, jointly with myWSI Release 6.

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New project starting up:

- Phase 4 Release 11: Claim Registration began June 26, 2023 and will end August 30, 2024. It will deliver Part 1 of refaced Claim Maintenance functionality from legacy CMS into CAPS. The baseline budget is \$2,535,622. ServiceLogix will continue to support WSI's team with resources and provide the leadership for the application refacing. NDIT will also continue to support WSI with resources for project management, database/system administration, and architecture/network support.

Future efforts in the program include:

- Phase 4 CMS Application Refacing Releases 12-17. The start and end dates for these releases are not yet baselined.
- 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 2013 through 2014, WSI completed an extensive research and analysis of lessons learned, current/future business processes, and implementation approach options. In 2015 the ESC approved moving forward with an "evolutionary approach" for WSI's core system replacement/upgrade, the CAPS Program. A vendor analysis was performed, with ServiceLogix identified as the top solution provider. A Notice of Intent to Make a Noncompetitive Purchase (NOI) with ServiceLogix was issued publicly for the Phase 1 Planning Phase. No known bidders were identified and ServiceLogix was awarded the contract. The Alternate Procurement request to OMB was approved.

Upon the successful completion of the Phase 1 Planning Phase with ServiceLogix, a second NOI with ServiceLogix was issued publicly in June 2015 seeking potential bidders to complete Release 1. No known bidders were identified. The Alternate Procurement request to OMB was approved.

From January 2016 through August 2022, Releases 2 – 9 were successfully completed and six additional NOIs were issued over that timeframe, to incrementally cover the costs for the releases through Release 12 of CAPS and Release 8 of myWSI. A correlating Alternate Procurement request to OMB was approved for each. *Note the NOI in February 2020 included the transition to ServiceLogix as vendor for the myWSI program. In June 2023, an amendment to the latest Alternate Procurement request to OMB was approved to incorporate maintenance and operations (M&O) support.

During the planning for each release, a detailed Statement of Work is prepared with ServiceLogix covering the specific scope and reviewed by the OMB procurement officer, then approved by the ESC prior to execution. The contract is amended to include the new SOW.

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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PROGRAM/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. \$6,372,605 for the 2019-2021 biennium. \$7,500,000 for the 2021-2023 biennium. \$4,950,000 for the 2023-2025 biennium.

How Many Phases Expected at Time of Initial Start Date: Four phases and 20 projects (releases) were expected, plus a fifth phase for Transition and Program Closeout. In April 2022, the Program Release Roadmap was revisited, and the expected total number of releases reduced to 17. This is due to arranging some of the Claim refacing scope more efficiently, given lessons learned through prior releases.

Phase Approach Description: This program consists of several phases and within each phase there are multiple projects (releases) 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 12 months.

Estimated End Date for All Phases Known at Time of Initial Start Date: The earliest expected end date is 2030 but is dependent upon the detailed planning and baselines of the individual projects.

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PROGRAM/PROJECT ROAD MAP

The program 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/Phase	Title	Scope Statement	Estimated Months Duration	Estimated Budget
PHASE 1 (COMPLETE)	Planning and Analysis		Completed 6/30/15	N/A
PHASE 2 (COMPLETE)	DB Consolidation and Shared Components			
Project 1	Shared Components Releases 0-1 (Forms) and DB Consolidation	COMPLETE: Delivered refaced Work Management Forms functionality into production	Completed 4/8/16 (See next section for Actual Duration)	\$1,630,288 Baseline (See next section for Actual Cost)
Release 2	Work Management Part 1 (Core)	COMPLETE: Deliver refaced Work Management Core functionality into production	Completed 9/23/16 (see next section for Actual Duration)	\$1,640,320 Baseline (See next section for Actual Cost)
Release 3	Work Management Part 2 (Reassignment & Tools)	COMPLETE: Deliver refaced Work Management Reassignment and Tools functionality into production	Completed 2/24/17 (See next section for Actual Duration)	\$1,355,629 Baseline (See next section for Actual Cost)
PHASE 3 (COMPLETE)	Policy (PICS) Application Refacing			
Release 4	Registration	COMPLETE: Delivered refaced PICS Registration functionality into production	Completed 11/9/17 (See Project Baselines section for Actual Duration)	\$1,873,410 Baseline (See Project Baselines section for Actual Cost)
Release 5	Policy Maintenance Part 1	COMPLETE: Delivered refaced PICS Policy Maintenance Part 1 functionality into production	Completed 7/23/18 (See Project Baselines section for Actual Duration)	\$1,835,649 Baseline (See Project Baselines section for Actual Cost)
Release 6	Policy Maintenance Part 2	COMPLETE: Delivered refaced PICS Policy Maintenance Part 2 functionality into production	Completed 7/5/19 (See Project Baselines section for Actual Duration)	\$2,698,860 Baseline (See Project Baselines section for Actual Cost)
Release 7	Policy Maintenance Part 3	COMPLETE: Delivered refaced PICS Policy Maintenance Part 3 functionality into production	Completed 8/7/20 (see Project Baselines section for Actual Duration)	\$2,502,194 Baseline (See Project Baselines section for Actual Cost)
Release 8	Payroll Reporting	COMPLETE: Delivered refaced PICS Payroll Reporting functionality into production	Completed 8/6/21 (see Project Baselines section for Actual Duration)	\$2,658,946 Baseline (see Project Baselines section for Actual Cost)
Release 9	Policy Stabilization	COMPLETE: Delivered enhancements to sustain and improve functionality delivered over the past five years	Completed 8/10/22 (see Project Baselines section for Actual Duration)	\$1,582,398 Baseline see Project Baselines section for Actual Cost)

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Project/Phase	Title	Scope Statement	Estimated Months Duration	Estimated Budget
IN PROGRESS				
PHASE 4	Claims (CMS) Application Refacing		Eight years, Eight Projects / Releases for Phase 4	\$21M (estimate) for entire Phase 4
Release 10 (In Progress)	Claim Registration	BEGAN 5/23/2022: Deliver refaced Claim Registration functionality from legacy CMS into CAPS.	12 months	\$2,449,647 Baseline
Release 11 (Starting up)	Claim Parties & Maintenance Part 1	Deliver the refaced CMS Claim Parties and Maintenance Part 1 functionality into production	13 months	\$2,535,622 Baseline
FUTURE				
Release 12	<i>Claim Parties & Maintenance Part 2</i>	<i>Deliver the refaced CMS Claim Parties and Maintenance Part 2 functionality into production</i>		
Release 13	<i>Wages and Reserves</i>	<i>Deliver the refaced CMS Wages and Reserves functionality into production</i>		
Release 14	<i>Payments Part 1</i>	<i>Deliver the refaced CMS Payments Part 1 functionality into production</i>		
Release 15	<i>Payments Part 2</i>	<i>Deliver the refaced CMS Payments Part 2 functionality into production</i>		
Release 16	<i>Medical</i>	<i>Deliver the refaced CMS Medical functionality into production</i>		
Release 17	<i>Field/Fraud/Legal/Rehab</i>	<i>Deliver the refaced CMS Field/Fraud/Legal/Rehab functionality into production</i>		
PHASE 5	Transition, Program Closeout		5 months	\$45,000

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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 iterative report will be submitted again with the new information.

Project/Phase	Program/Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Project 1	12/4/2014	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	7/23/2018	9.2% behind	\$1,638,705	10.7% under
Release 6		6/11/2018	5/10/2019	\$2,698,860	7/5/2019	16.7% behind	\$2,568,372	13.0% under
Release 7		5/13/2019	8/28/2020	\$2,502,194	8/7/2020	0%	\$2,389,227	4.5% under
Release 8		5/26/2020	6/18/2021	\$2,658,946	8/6/2021	13% behind	\$2,363,616	11% under
Release 9		6/16/2021	5/31/2022	\$1,582,398	8/10/2022	17% behind	\$1,491,079	6% under
Release 10		5/23/2022	8/21/2023	\$2,449,647				
Release 11		6/26/2023	8/30/2024	\$2,535,622				
Release 12								
Release 13								
Release 14								
Release 15								
Release 16								
Release 17								

Notes:

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OBJECTIVES

Project/ 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.			
Phase 3	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 measurable 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.	Met	WSI has continued to test and monitor operation reports after each release and there has been no loss of functionality.
Phase 3		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.	Met	WSI has continued to meet expectations set by the WSI Continuous improvement team through the CAPS project.
Phase 4		Measurement 1.1.3: Upon completion of the "Claims Evolution" (including Bill Review and Workflow) implementation, there will be no measurable 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.		

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Phase 4		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		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		Measurement 1.2.3: Upon completion of the “Claims Evolution” (including Bill Review and Workflow) implementation, WSI staff (with the appropriate security) will have access to the Claims system from anywhere there is an internet connection.		
Phase 4		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.		
Phase 5		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.	Met (for Policy)	WSI Staff have continued to easily use the CAPS system with improvements made in each release and subsequent maintenance releases.

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Phase 3	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.		Six months have not yet elapsed following the completion of ‘Policy Evolution’ so this measurement cannot be taken.
Phase 3		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.		Six months have not yet elapsed following the completion of ‘Policy Evolution’ so this measurement cannot be taken.
Phase 4		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 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.		

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Phase 4		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.	Met (for Policy)	WSI now has one system on the Policy side for the staff to use to manage employer accounts.
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.	Met (for Policy)	WSI now has one system on the Policy side to access for managing employer accounts. CMS will still be used until completion of Claims Evolution. Through each release WSI ensures through data conversion that legacy data, as applicable, was retained.
Phase 3	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.	Met	This objective was met with Release 4 – summary screen and real-time

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Phase 4		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.		
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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/ Phase	Lesson Learned, Success Story, Idea for Next Time, etc.
Project 1	<ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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.

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Release 2	<ol style="list-style-type: none">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:<ol style="list-style-type: none">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."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.
Release 3	<ol style="list-style-type: none">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:<ol style="list-style-type: none">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.

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Release 4	<ol style="list-style-type: none">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:<ol style="list-style-type: none">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.
Release 5	<ol style="list-style-type: none">1. The CAPS Policy Maintenance functionality meets the needs of WSI end users. The survey respondents who use the functionality rated it Adequate to Excellent A few specific comments are included below:<ol style="list-style-type: none">a. "The adjustment process is so much easier than it had been, and it is really nice to have verifications and employer applications behave so similarly."b. "Automating the optional coverage contracts eliminates a manual process for the underwriters. Removing the second P1 was important for litigation. Process flow change for experience rate adjustments. Previous to release 5, Jodi was guessing what reserves should be adjusted to."c. "Once I am fully comfortable with the updates, I feel that I will be able to perform my processes in a shorter amount of time."d. "Combining legal entities persons is going well."e. "I am loving doing adjustments in CAPS! I really wish we would have been able to fully adjust in CAPS around the \$250 but we are getting there. I also really think that we have made headway on the Verification portion. Looking forward to future releases."2. The project completed 10.7% under budget and 9.2% behind schedule.3. All deliverables were completed and accepted per the agreed-upon Acceptance Criteria.

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Release 6	<p>1. The CAPS Policy Maintenance Part 2 functionality meets the needs of WSI end users. The survey respondents who use the functionality rated it Above Adequate or Excellent. Compared to the last release, the rating in this category improved +.90 from 3.58 to 4.48 out of a possible 5.0.</p> <p>A few specific comments are included below:</p> <ul style="list-style-type: none"> a. One of the biggest values for underwriting is not having to provide a manual calculation for minimum premium adjustments. Automating the adjustment worksheets has also decreased workload for underwriting staff. One major business process change is the way the check log is started in Office Service, added to by Finance, then uploaded by Meg. This along with the payment entry upload has been a huge success and greatly improved Meg's daily deposit process. b. Love the statement preview functionality, the fact that you can make an adjustment and see the results real time. Love the fact that you can see all information in premium tree node and billing summary tree node. c. The adjustments alone are wonderful. To be able to do them in less than half the time is a dream. Those letters in the forms tool as well are GREAT! d. I think it's great how much easier the deposit is done daily and being able to waive penalty fees. e. I like how easy it is to waive a penalty that has been paid without backing out a payment and how form letters generate automatically for adjustments. f. For our employers – the combined statements; for our employees – easy to navigate system. g. It is easier to find billing information and to understand what is still owing on an account. h. The claims information within CAPS and the links from account to Work Manager are delivering value. i. A lot of the things I am quite happy about have more to do with how CAPS and myWSI work together than how either one functions independently. I love that I can do an adjustment, explain that the bill will go out the day after the SPD, but the changes will be reflected in myWSI account summary. I also really enjoy Assessments in CAPS compared to how they were in PICS. You get a lot more detail at the first look than having to guess based on the claim number and SSN to find a claim that an employer is referring to. Accounts Receivable and Billing Summary do take some getting used to, but I believe I have a good grasp now and that they are working much better than what I could previously use in PICS. I especially enjoy being able to verify adjustment or renewal amounts in billing summary. j. I like not having to go back and forth from CAPS to PICS and once PICS is gone for good, I will be even happier. I like that the Assessments are now part of the billing statement.
Release 7	<p>1. The CAPS Policy Maintenance Part 3 functionality meets the needs of WSI end users. The survey respondents who use the functionality rated it Above Adequate or Excellent.</p> <p>A few specific comments are included below:</p> <ul style="list-style-type: none"> a. Overall, the CAPS project was a success. The final product is more than sufficient, and I feel after working out the remaining wrinkles...the CAPS functionality is going to be fantastic. b. I am really impressed with the functionality of CAPS. Nice job! c. I think overall we still have some areas to be enhanced with maintenance releases, but the overall functionality is good! d. Great product. e. One month into it and still learning little things. But so far, so good!!! f. CAPS R7 has increased our effectiveness and will take some time to fully learn and maximize to the fullest. g. Makes work much easier and less backtracking, as well as it is nice to access one system versus some information on CAPS and some on PICS. h. I'm not an active user of CAPS, but I'm not hearing anything negative. That's good! i. I feel once we have the chance to use the product a little longer and tweak what needs to be tweaked...the finished product will be exceptional. j. I think overall we still have some areas to be enhanced with maintenance releases, but the overall functionality is good!

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Release 8	<p>1. The CAPS Payroll Reporting functionality meets the needs of WSI end users. Project stakeholders rated the functionality at 2.53 out of 3.00 (Above Adequate or Excellent). A couple specific comments from project stakeholders are included below:</p> <ol style="list-style-type: none">a. Gathering payroll detail using the same application in a revised payroll report is a major accomplishment.b. I like the entire payroll reporting update, from the filing to the billing.
Release 9	<p>The CAPS Policy Stabilization functionality meets the needs of WSI end users. Project stakeholders rated the functionality at 2.45 out of 3.00 (Above Adequate). Some specific comments from project stakeholders are included below:</p> <ol style="list-style-type: none">1. There have been so many ways that the applications have become more effective. Too many to list all of them. Some highlights are employers no longer have to go to OMB to get a supplier ID and then come back to WSI to continue filling out grant info. DMP customers information that was previously submitted is now share so it can be edited instead of reentered every year.2. The new PHS LE update queue is less time consuming, as the information being updated is there already, but the option of critiquing or changing something submitted is still available (I like that).3. Jay Jacobs knowledge of quarterly reporting was vital to that portion of the project's success!4. The communication aspect of the project was very well done.5. Team support is always golden.6. I thought the whole thing went well over all other than there was a lot in it to large, scope creep.7. The communications overall were really good. I think in particular the UAT updates for those involved had a big impact and reduced some of the stress a little.8. The use case test scenarios seemed to test all areas of the scope of the project.9. There is some increased functionality when it works properly. I am not sure why things are tested and are found to be working but then are not working when released.

KEY CONSTRAINTS AND/OR RISKS

- WSI and NDIT resources (business, technical) are limited in the number of staff available.
- WSI and NDIT 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.
- The schedule for Release 10 is aligned with the myWSI Release 6 schedule, and the schedule for Release 11 is aligned with the myWSI Release 7 schedule due to intense integration of the systems, functionality, and team members.
- 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