



Case Study: Project Management, New Mexico, Medicaid Management Information System Replacement

CHALLENGE

In 2019, netlogx became the Enterprise Project Management Office (EPMO) for the state of New Mexico's Human Services Department (HSD), now a part of the Health Care Authority (HCA), Medicaid Management Information System Replacement (MMISR) project, an effort to replace a 30-year-old legacy computer system with a modern, modular one.

The project is part of a larger statewide initiative to improve services to New Mexico residents by removing barriers to sharing information, transforming business processes, and enabling a person-centered, outcomes-focused approach with a data-driven and policy-first system. This complex project, which involves four (4) federal partners, five (5) state agencies, and multiple vendors, has also been impacted by the turnover of project employees.

PROBLEM

The New Mexico MMISR project began in 2013. When netlogx became the EPMO, the project had been ongoing for six (6) years, but had not made significant progress towards replacing the outdated system. In addition, the scope of the project had expanded to include initiatives in other Health and Human Services (HHS) departments. The project suffered from a lack of consistent leadership, a lack of resources, and a lack of strategic direction. As a result, there were no defined procedures for managing aspects of the project including:

- Governance
- Budget/Funding Artifact Development and Support
- Schedule Management
- Project Coordination Services
- Meeting Management and Facilitation

SOLUTION

netlogx has been successfully supporting various HCA initiatives dating back to 2014. As a result of our familiarity with the project, HCA Leadership engaged netlogx to establish a Project Management Office (PMO) to support and oversee the vendors designing, developing, and implementing the modules that comprise the New Mexico MMISR project. As the PMO, netlogx also delivers an impartial view and structure for the project and HHS 2020 enterprise.

netlogx' experienced project managers implemented Project Management Body of Knowledge (PMBOK) principles in creating a framework to address project needs, in the following areas:

- **Governance** – netlogx reviewed and revised the existing thirteen (13) Project Management Plans to provide consistent procedures designed to drive project performance. These plans are now reviewed and updated on an annual basis to meet the project's changing needs.
- **Budget/Funding** – At the time netlogx became the project manager, the state had not received federal funding for 21 months, due to multiple changes in direction from the project's federal partners. netlogx conducted a series of meetings with the four (4) federal partners and the five (5) New Mexico HCA agencies involved in the larger project to address concerns that were delaying the issuance of federal funding. Using netlogx' templates, checklists, and processes, we designed and submitted an Implementation Advanced Planning Document (IAPD) that met all state and federal requirements.

In January 2021, the IAPD received official federal approval, resulting in more than \$300 M in funding for FY 2022 and FY 2023. New Mexico was the first state in the nation to achieve federal funding for this level of multi-program and multi-agency collaboration. New Mexico has continued to achieve federal funding in each year since FFY 2022 initial approval.

- **Schedule Management** – When netlogx became the Project Management Office, the Master Schedule included more than 35,000 items, documenting every task to be completed by the eight (8) Design, Development, and Implementation (DDI) vendors responsible for implementing their respective modules. The schedule was maintained manually, requiring hundreds of hours of staff time a month and increasing the probability of mistakes due to keying errors. The level of detail made it difficult to gauge project progress and it allowed vendors little flexibility in completing their assigned tasks.

In order to simplify the scheduling process, netlogx gave each vendor control over scheduling day-to-day tasks, while the Master Schedule was streamlined to include only Project Milestones. As a result, the schedule is easier to maintain and update and provides the appropriate level of detail for multiple stakeholders.

- **Project Coordination** – netlogx Project Coordinators (PCRs) schedule project meetings and manage calendar invites to ensure the correct people are in attendance. They also scribe meeting minutes, track project-wide action items, and maintain SharePoint organizational structure, deliverable and presentation materials, and project documents.

SOLUTION (Continued)

- **Meeting Management and Facilitation** – Before netlogx became the PMO, project meetings were overly long, lacked a defined agenda, and weren't focused on resolving issues. In addition, there was no clear plan for moving forward when the meeting ended.

To provide a more disciplined approach, netlogx implemented a firm policy of conducting meetings only when there is a defined agenda that focuses on achieving the desired result. Now, meeting discussions incorporate the perspectives from multiple stakeholders, increasing the cross-module impact. To drive results, we assign responsibility for action items and our Project Coordinators track progress toward completion.

As the EPMO, netlogx also manages Risks and Issues, including escalating Risks/Issues to project and HHS 2020 Leadership, and provides support for Communication Management, Change Control Management, Quality and Test Management.

RESULTS

The Project Management structure implemented by netlogx helps ensure the project remains on track, while complying with all federal and state regulations, allowing our client to focus on its core mission of improving the health of New Mexicans.

ADVANTAGES

- Information is now communicated to project Leadership and Legislative bodies in a defined and consistent manner, designed to provide the right level of detail to the right people at the right time
- Improved information enhances decision-making support, allowing for more efficient problem resolution
- The Advance Planning Document Update (APDU)/Budgeting process has been documented, and the tracking and management of MMISR contracts continues on an ongoing basis
- The project schedule has been streamlined, allowing individual vendors more flexibility in completing day-to-day tasks
- netlogx manages Critical project milestones in schedule through the development & maintenance of Power BI dashboards
- Meeting goals and agendas are now designed to adhere to project objectives and discourage the introduction of side issues that can derail progress
- Onboarding procedures have been standardized, ensuring that new project vendors and employees receive the information they need to succeed in their new roles
- Standard use of state email addresses allows consistent access to all team members, allowing for easier scheduling of meetings using Outlook Calendar and Microsoft Teams