

State of Georgia

Project Management Plan

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1 Introduction

The Project Management Plan defines the project management procedures that will be utilized by Optum Rx for the duration of the Pharmacy Benefit Administrator Services (PBA) Project. Optum Rx's overall approach to project management follows the Project Management Institute (PMI®) Project Management Body of Knowledge Guide (PMBOK® Guide).

The Optum Rx Project Plan supports the Design, Development, Implementation (DDI) and operation of the systems outlined in the State of Georgia Request for Proposal (RFP).

1.1 Objectives

The Project Management Plan provides the framework for this project, documents the project management approach, serves as a roadmap to managing the project, and provides high-level information about each method that will be used during the project.

The purpose of the Project Management Plan is to:

- Describe the project management approach
- Define the project management organizational structure
- Describe the deliverable acceptance process
- Describe the project status reporting process
- Describe the process for tracking and documenting action items and decisions
- Describe the process for creating meeting agendas and minutes
- Describe the project work plan update process
- Describe the change management process
- Provide deliverable templates
- Define procedures and tools for retaining and updating project artifacts

1.2 Mission and vision

The project mission and vision define the high-level goals and objectives of the project. The project team members use the mission and vision as guidelines to determine what is most important and for identifying the benefits of the project. It is anticipated that Georgia will help contribute to the mission and vision statements for the project based upon their needs and objectives. Optum Rx currently defines the mission and vision for the PBMS project as follows:

Mission statement: Provides the framework and standardization necessary to design, develop, and deploy state of the industry applications that are customer friendly, efficient, and flexible in a timely manner.

Vision statement: The Georgia Implementation project will be completed on time. It will produce quality systems that are certified, reliable, and provide significant and sustainable return on investment.

The space below is intentionally blank to maintain document layout requirements of the sections that follow.

2 Project management approach

At the foundation of the Optum Rx project management approach is a commitment to transparency, flexibility, and responsiveness that ensures “seamless” operations and project administration. We have made strong operational and philosophical commitments to a process of internal and external continuous quality improvement programs. The key features of Optum Rx’s project management approach are:

- Sound project management methodology, adapted from industry standards, focused on the objective of delivering value to Government Health Programs
- Strong project teams with experience in both technical and business aspects of Point of Sale (POS) and Drug Rebate systems and operations
- Effective communications, both internally and externally with stakeholders to achieve project objectives, mitigate risk and escalate issues for resolution

Optum Rx's experienced Project Management Professionals (PMP)®, Certified Associates in Project Management (CAPM)®, technical staff, and subject matter experts will draw upon their expertise in systems design and development, change management, system maintenance, enhancement coding, testing, quality control, file maintenance, system upgrading, issue resolution, and reporting to ensure an efficiently run project.

Throughout the design, development, implementation (DDI) phase and into the ongoing support of this project, manageable tasks will be defined and delivered on time and within scope and budget constraints.

By this dedicated project management approach, Optum Rx has demonstrated our effective application delivery capabilities to many satisfied clients who benefited from our on-time and on-budget project delivery.

2.1 Records and tools

The Implementation and Strategic Initiatives (ISI) Department maintains and promotes the use of the following project management tools and will update them from time to time to stay current with industry trends:

- Microsoft® Project 2013 for scheduling, resource loading and resource tracking
- Microsoft® products (Word®, Excel®, PowerPoint®, Access®)
- Request Tracker as well as JIRA for internal task/issue management
- Egnyte Enterprise File Sharing and Microsoft® SharePoint to maintain and provide external access to project-specific files and artifacts

- Jama will be used for capture, review, and confirmation of requirements during requirements definition

2.2 Software configuration management

Optum Rx has thorough testing and code promotion procedures in place that comply with the Software Development Life Cycle (SDLC) best practices from organizations like the Institute of Electrical and Electronic Engineers, Inc. (IEEE®), National Institute of Standards and Technology (NIST), and the Project Management Institute (PMI®). We maintain separate development, testing, and production environments to facilitate a well-managed SDLC. There are a set of controls in place to ensure code promotion and system deployments are thoroughly documented, and deployment procedures are tested before being promoted to production. Optum Rx has procedures in place whereby system implementation is transferred to a deployment team who follow the deployment documentation to promote new code and data into production. These controls are available for Georgia's review upon request. Within the implementation procedure, Optum Rx ensures that system changes are reviewed and approved prior to being promoted into production.

Optum Rx's Development Policy includes strict version control procedures that establishes full regression testing as the standard. Regression tests are performed whenever a code change or new software version is installed. It also includes maintaining an established baseline of test cases that are executed before and after each update to identify differences. The SDLC supporting workflow is backed using issue and project tracking software, source control, and a central automated build server.

All software artifacts, including applications, back-end systems, and modules, are clearly defined in their specifications and are appropriately versioned throughout. Features are tracked by product version, including all supporting use cases and test cases, and are cross-referenced back to the original requirements.

A comprehensive suite of unit tests is maintained for each software artifact (tied back to use cases and cross-referenced to the original requirements) and must fully pass before a build can be published. Full regression testing is performed before any new software is deployed to production.

2.3 Work product audits (internal reviews and assessments)

Audits are independent examinations of a deliverable or a set of deliverables that are conducted internally by Optum Rx's staff. In Optum Rx's development methodology, project deliverables and other essential documents are representative of the work product. Audits are performed on a standard set of Optum Rx artifacts, which includes those that have been identified in the RFP and contract. Work product audits are intended to verify that deliverables produced by the project have met the expected standards.

Audits are performed by Optum Rx staff, prior to artifact approval by the State of Georgia which creates the quality assurance baseline. This allows for the most complete version of the artifact to be audited

while still allowing for any identified non-compliance issues to be addressed. The intention of the audit is to not perform additional reviews on every project deliverable but to ensure the level of quality and completeness is meeting expectations and the needs of the project.

For each deliverable or artifact to be audited, the following will be identified and documented when applicable:

- Full name of deliverable or artifact
- Optum Rx Coordinator
- The States Project Manager
- Designated deliverable author
- Designated document reviewer
- Date of request
- Comments/Special Requests

2.4 Tracking metrics

Optum Rx tracks the following metrics:

- Total requirements validated by date span (Business Rule closure status reported in Business Rules Output reports)
- On-time delivery of project deliverables (reported in weekly status reports)
- Number of open/closed deliverables by project phase and whether they are behind schedule (reported in weekly status reports)
- Change requests opened by request type (reported in Account Manager's weekly status reports)
- Status of action items (reported in weekly status reports)
- Informal deliverables
- Status of defects identified during user acceptance testing

Optum Rx will work with Georgia to monitor performance during the contract and warranty period by recommending specific metrics to be used for performance monitoring using a performance scorecard. Additional metrics may include:

- Conditions
- Milestones
- Requirements
- Timetables
- Service

- Quality

2.5 Monitoring requirements traceability

A clear understanding of RFP and contract requirements is critical to the success of any project. Optum Rx has developed a requirement gathering methodology that is comprehensive, without being overly complex or burdensome. Requirement gathering, and validation is the culmination of design sessions and meetings. Requirement definition serves as the basis for the design and configuration teams.

To ensure the PBMS fulfills its intended purpose, Optum Rx will conduct a series of requirement gathering sessions to better understand the reasoning behind the RFP and contract text / objectives. We will present clarified requirements, called Business Rules (BRs), to affirm our understanding. This serves as an opportunity for the State of Georgia to review, modify, and formally accept the business rules. The BRs trigger detailed design work, additional planning, and configuration. Modification to approved BRs may negatively impact the project. Therefore, changes to BRs after approval may trigger the change management process depending on whether design work has started. The signing of the BR is the acceptance of Optum Rx's understanding of the requirement.

Optum Rx has created a Requirement Tracker tool that is used to trace RFP and contract requirements through the life cycle of the project. Through rigorous review of the RFP, contract, and related documents, Optum Rx will create a crosswalk of RFP and contract requirements to BRs. By tracing requirements back to the RFP and contract, Optum Rx and the State can be assured that each has been addressed and that there are no gaps in functions or services. Optum Rx can create new requirements because of contract discussions, amendments, or approved changes through the formal change management process.

2.6 Testing standards and practices

Optum Rx's Quality Assurance (QA) processes enable us to effectively monitor internal acceptance testing processes in an independent and supportive manner. Within the Optum Rx development group, each team is placed together by their specialty areas, which allows each subject matter expert the opportunity to pool resources. Team leaders operate under a cooperative, shared knowledge working environment. We use an internal peer review process to ensure that QA activities are executed during the testing phases.

Optum Rx understands the importance of complete and rigorous system testing for an online, real-time system. Consistent with the agile software development model, our software development and deployment process leverage test-driven development (TDD) and continuous integration. Software is developed based on specific test cases which can be explicitly traced back to requirements. Projects are set up to utilize source control with an automated build system, and a full suite of unit tests which are invoked prior to each build, every time changes are applied.

Optum Rx completes multiple testing phases when developing a system or support application. Test cases are developed for each phase of testing. The results of each test case are documented for requirements traceability tracking and future review and analysis. QA auditors directly participate in issue and defect documenting, reporting, resolution, and tracking. A more complete discussion of system testing will be documented in the Test, Validation and Operational Readiness Plan.

2.7 Phase closeout project reviews

Optum Rx will meet with the State of Georgia to review deliverables provided within a defined project phase. If any lessons learned can be captured, they will be documented in the meeting notes and used to improve future deliverables. Once all the deliverables for the phase have been approved, Optum Rx will create an invoice and reference the items that were delivered and approved within the phase, including the RFP and contract citation number.

2.8 Continuing support

Optum Rx follows an established formal QA process in the operational phases of the contract. We are proud of our consistently high-quality work produced by both our highly skilled and experienced employees, and our state-of-the-art technology investments. For every POS contract we maintain, operations and administrative staff have collaborated to develop quality control and assurance strategies to provide monitoring of all operations related to a given contract. This ensures that all contractual obligations are being met to the satisfaction of the contracting entity. These strategies are documented and available for reference or for use in training new staff. Current documents serve as a baseline and are modified to meet the specific needs of the State of Georgia.

Optum Rx is committed to continuous quality improvement; it is a major component of the work performed for Medicaid agencies. Optum Rx will apply this same philosophy and improvement focus to our internal activities and the services we provide to our customers. The goal is to continuously measure performance, identify opportunities for improvement based on analysis of established metrics, and then implement changes in our activities designed to achieve measurable improvements. This dedication to ongoing monitoring and improvement will be rigorously applied to the work completed.

2.9 Human resource planning

Optum Rx has access to additional staff planning tools and resource management to recruit both local and remote staff. It is anticipated that for the rebate scanning staff members, local positions will be posted and filled. Technical positions may be located throughout the company depending on skill set and application being developed or deployed. It is understood that replacements for key named staff will require approval from the State.

3 Summary of work breakdown structure (WBS)

The Work Breakdown Structure (WBS) will be created in Microsoft® Project format. The WBS provides a breakdown of tasks, activities, deliverables, and milestones throughout the entire duration of the project. The WBS can be expanded or contracted as needed to view the project at varying levels of detail. The work breakdown structure hierarchy is finalized when the project baseline is set, typically no later than the conclusion of the project planning phase.

The Project Plan and WBS are periodically revised and updated throughout the duration of the project to reflect changes. The WBS will be updated during throughout the duration of the process to capture activities completed, percent complete, changes in resource assignments and other information. This provides data that Project Managers can use to monitor the performance of the project, particularly about cost, schedule, and scope. This information is critical in identifying real or potential risks and determining appropriate mitigation strategies.

The Work Breakdown Structure is a component of the overall Project Plan, stored as a separate document, available in its entirety on the Project Portal. The WBS provides the following content, at a minimum:

- Detailed list of tasks, activities, milestones, and deliverables
- A WBS in the form of a task sheet and schedule
- Milestones (those tasks that have a duration of zero)
- Personnel resources
- Other resource requirements, when appropriate (such as equipment or facilities)
- Gantt Chart
- Dependency data
- Resource matrix by subtask

4 Detailed project plan

The vendor must provide a detailed Project Plan as a Microsoft Project Gantt chart, showing all major Project tasks on a week-by-week schedule and indications of State participation requirements in the Project to serve as the basis for managing and delivering the Project. The schedule must clearly demonstrate how the Project will become fully operational by the delivery date. Within this detailed plan, the vendor must give dates for when all Deliverables and milestones will be completed and start and finish dates for tasks. The vendor also must identify and describe all risk factors associated with the forecasted schedule.

A detailed Project Plan is critical for the planning process. Optum Rx will provide a detailed Project Plan as a Microsoft Project Gantt chart, showing all major Project tasks on a week-by-week schedule to include the following components:

- All key tasks required
- The prerequisite activities for key tasks
- The key outputs/deliverables

This plan will provide direction to all personnel involved in the project, including the customer's personnel and allow tracking of the planned schedule and costs in close to real time.

4.1 Deliverable responsibilities

All deliverables will be submitted in a current version of Microsoft® Office format such as a Word document, an Excel spreadsheet, or a PowerPoint presentation, depending upon the content being presented. Exceptions will be allowed in the case of information from databases, reports, and proprietary tool exports, such as data diagrams, which must be converted to the PDF format or test results that may consist of other types of documents. Optum Rx will submit documents/deliverables in software versions which are supported by the State of Georgia. The state of Georgia will approve the format of all formal deliverables prior to Optum Rx starting work on the deliverable.

Formal deliverables will be created by Optum Rx's project management staff, reviewed internally by subject matter experts (if necessary), and approved by the Optum Rx Project Coordinator (or designee) prior to formal submission. Each deliverable will then be presented to the State of Georgia in draft form during a walkthrough meeting. The deliverable will then be revised by Optum Rx's project management staff based on feedback received from the State during the walkthrough meeting. The deliverable will then be submitted to the State of Georgia for formal review.

5 Performance measurement

Optum Rx will work with the State of Georgia to ensure that our solution meets the technical scope and schedule defined by the Work Breakdown Structure. Detailed project dates and milestones are provided in the project schedule. Having these defined, will assist in the process of measuring Optum Rx's performance for this project.

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6 Organization and management structure

Optum Rx has established a Project Management Office (PMO). The PMO is widely recognized as a project management best practice based on overwhelming evidence among peers and industry experts in private, public, and government institutions. The PMO was created to:

- Institutionalize “best practices” identified within the organization
- Integrate and align project management with business operations to support the organization in successfully accomplishing its mission
- Mentor and coach project managers in the field

The PMO provides a means for eliminating potential problems that could arise due to inadequate or poorly applied project management practice. The PMO is also intended to:

- Eliminate duplication of data and processes among project managers
- Create efficiencies and streamline processes
- Promote standardization with detailed definition of process, roles, and measures
- Integrate project management best practices within all facets of business operations
- Ensure coordination between Optum Rx and the State of Georgia project management teams/methodologies

The key Optum Rx roles for the DDI phase of the project are identified in **Figure 1**, as well as the reporting relationships within the project team. This is a living document that will be updated on at least a quarterly basis and made available on the Project Portal.

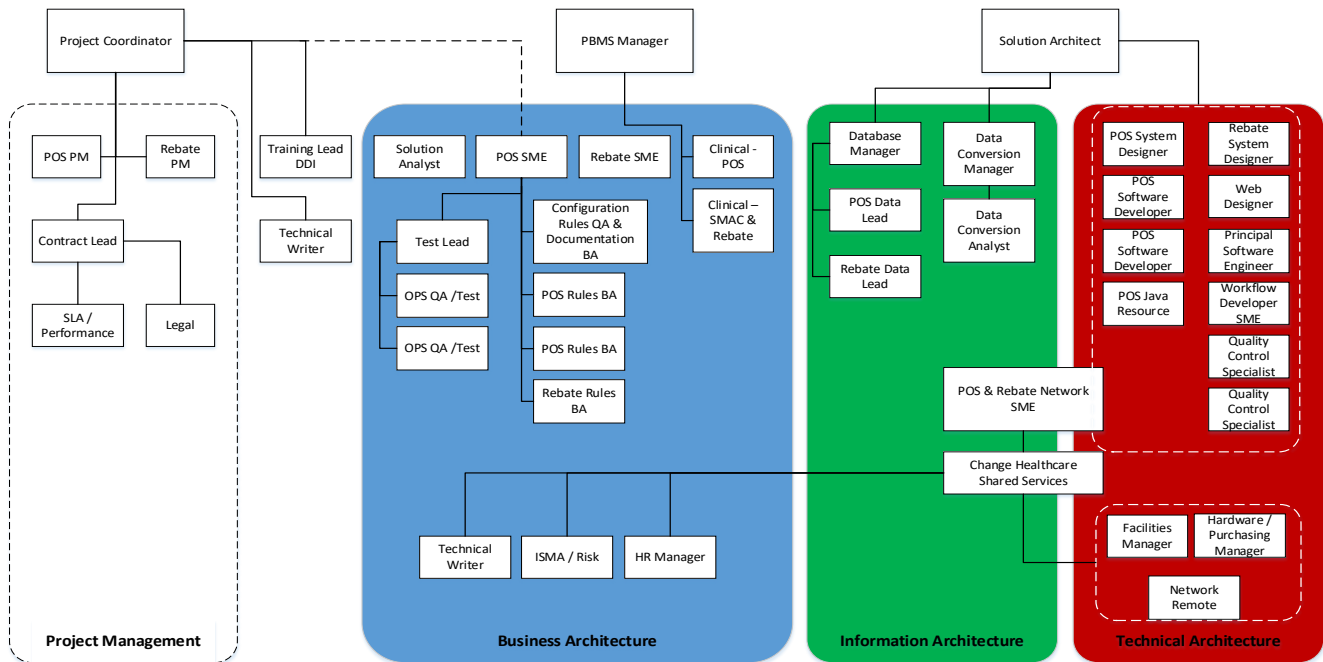


Figure 1: DDI phases and project team relationships

7 Roles and responsibilities

It is important that all roles and responsibilities are clearly defined to ensure the project's success. This section defines the role of the Project Manager, Project Team, Stakeholders and other key persons who are involved in managing the scope of the project. This section will state who is responsible for scope management and who is responsible for accepting the deliverables of the project as defined by the projects' scope. Any other roles in scope management should also be stated in this section.

The Project Manager, Sponsor and team will all play key roles in managing the scope of this project. The project sponsor, manager, and team members must be aware of their responsibilities to ensure that work performed on the project is within the established scope throughout the entire duration of the project, as identified in **Table 1: Roles and responsibilities**.

Table 1: Roles and responsibilities

Roles	Responsibilities
POS executive management team	Sets strategic direction, makes critical business decisions, and eliminates obstacles Guides the overall project and addresses issues at the highest level Consists of executive sponsors and key stakeholders
POS project manager for the PMO/POS deputy account manager	Champions the project to ensure appropriate resources are available and committed to project success Identifies and obtains project resources Reviews potential changes in project scope affecting multiple stakeholders Monitor risks and participates in developing risk mitigation strategies
Project management team	Develops and approves the project work plan Monitors work against the approved project work plan Manages project daily Facilitates project governance structure Plans, facilitates, and monitors efforts across stakeholders Leads scope control planning and activities Coordinates with the communications team to develop and execute the project communication plan for internal and external stakeholders Develops and executes the risk management plan Identifies, monitors, and assists in resolving project issues

Roles	Responsibilities
Project team leads	Manages work streams daily Seeks and obtains approval and direction from Project Manager Identifies and directs the work activities and tasks of work stream team members Identifies and assists in resolving project issues related to their work stream
POS subject matter experts	Review test cases for integration testing Help refine and determine feasibility, correctness, and completeness of end-user's requirement Help answer questions associated with the design of the status quo application, its features, and its capabilities Validate executed test results
POS team members	Works the project tasks and activities daily Identifies and escalates issues/risks/decisions that require leadership attention

8 Review process for deliverables

The submission, review and approval of contract-required deliverables will be a structured and formal process. Optum Rx will follow the documentation standards when creating these deliverables. Many of the deliverables are not recurring once they have been approved by the State of Georgia. However, they can be updated via the change management process or on an agreed upon schedule.

8.1 Formal process

The submission, review and approval of contract-required deliverables will be a structured and formal process. Optum Rx will follow the documentation standards (as outlined in Section 8.2) when creating these deliverables. Many of the deliverables are not recurring once they have been approved by State of Georgia. However, they can be updated via the change management process, or on an agreed upon schedule.

Optum Rx has created a variety of deliverable review schedules to accommodate individual client's needs. Requirement gathering sessions, the deliverable review and approval process will be developed in collaboration with State of Georgia. Dates established during requirement review sessions will be incorporated into the Project Work Plan and will play a crucial role in determining the overall critical path and timing of the project. It will be important that all parties respond to deliverables as quickly as possible.

Optum Rx will utilize the Egnyte® document storage platform that is readily accessible through any web-based browser (also referred to as "Project Portal").

Optum Rx will initiate the deliverable review process when a deliverable is uploaded to the Project Portal and notification is sent to the State of Georgia Project Manager via e-mail. The State of Georgia's Project Manager will notify the reviewer(s) that the deliverable has been submitted. Reviewers will make comments on the deliverable using the Comment Log (Attachment 1). State of Georgia will resolve all conflicting comments prior to submitting to Optum Rx. At the end of the review period, the State of Georgia's Project Manager will send an email to the Optum Rx Project Coordinator (and/or designee) notifying him that the Comment Log is available on the Project Portal. Optum Rx project management staff will download the Comment Log and revise the document with Track Changes on. Subsequent meetings may be scheduled with State of Georgia to better understand the revisions that are needed. At the end of the 5-day revision period, Optum Rx will upload an updated deliverable to the Project Portal. The Optum Rx Project Coordinator (or designee) will notify State of Georgia Project Manager via email that the deliverable is available for final review and approval. If there are outstanding reviewer comments that have not been satisfied, Optum Rx and State of Georgia will work collaboratively to resolve the issues. When all the reviewer comments have been resolved, the State of Georgia Project Manager will notify the Optum Rx Project Coordinator (and/or designee) via email that the deliverable has been approved. Optum Rx project management staff will accept all changes and upload the final

approved version of the deliverable in the Project Portal. The Optum Rx Project Coordinator (or designee) will email an electronic copy of the final approved deliverable to the State of Georgia's Project Manager.

8.2 Informal process

Certain documents will not follow the formal deliverable review/approval process outlined above. These informal documents will be identified in collaboration with the State of Georgia and typically be those documents that are mutually beneficial, but not formal deliverables. The following is a preliminary list of documents:

- Requirement gathering Questions and Answer Document
- Business Rule Document
- Letter of Completion submitted after the close of each DDI Step
- System Integration test results and reports
- User acceptance test results and reports
- Operational readiness reports
- Weekly status reports
- Meeting agendas and minutes
- Project Work Plan updates

Documentation will be provided to State of Georgia for off-line review. If no further revisions are needed, State of Georgia will provide written approval of the document. If additional revisions are needed, Optum Rx will make the necessary changes and resubmit the document to State of Georgia for written approval.

Documentation will be provided to State of Georgia for off-line review. If no further revisions are needed, State of Georgia will provide written approval of the document. If additional revisions are needed, Optum Rx will make the necessary changes and resubmit the document to State of Georgia for written approval.

9 Documentation standards

This section describes the documentation standards and practices that will be followed for the length of the project. Efficient management of electronic records begins with accurate file naming. The following file-naming convention incorporates best practices in electronic records management and information technology. When other individuals access a record, they may be using different operating systems, different versions of the system, or different software; therefore, it is important to follow rules that will allow the recognition of a file in as many different environments as possible.

9.1 File naming convention

Documents should be named using the following naming convention, which assists the identification of the purpose of a document by its title. The use of a consistent naming style will also allow for more efficient retrieval of documents. The naming convention should appear as:

State of Georgia PBMS Document Title STATUS Rev# YYYYMMDD

Example document names are:

- State of Georgia PBMS Project Management Plan DRAFT Rev# YYYYMMDD
- State of Georgia PBMS Project Work Plan FINAL Rev# YYYYMMDD

9.1.1 Documentation status

A status is assigned to each document and is expressed within the file's name, as indicated in section, **9.1 file naming convention**. The status value identifies if the document is in a draft state or a final state.

- **Draft** – Document is being circulated internally or presented to State of Georgia for feedback. The document is substantially complete, but there is likely omitted information or requires additional input from subject matter experts or State of Georgia staff before it is ready for FINAL status.
- **Final** – Document has all the information revised and approved by State of Georgia. The document is presented to State of Georgia as the final product or deliverable and placed under full change control.

10 Deliverable communication and status reviews

Optum Rx will create a variety of deliverable review schedules to accommodate individual client's needs. During requirement gathering sessions, the deliverable review and approval process will be developed in collaboration with State of Georgia. Dates established during gathering requirement sessions will be incorporated into the Project Work Plan and will play a crucial role in determining the overall critical path and timing of the project. It will be important that all parties respond to deliverables as quickly as possible.

10.1 Artifact distribution and document storage

The Optum Rx Project Management Office (PMO) maintains all project documentation, project templates and other resources in a central file repository on the secure, Optum Rx network. This file repository is accessible by all PMO staff and other authorized users. All users are approved by the Optum Rx Project Coordinator prior to being granted access to the file repository.

Optum Rx will store all “client-facing” documentation in the Project Portal, including all written deliverables and artifacts. A project team member can check out any file contained in the Project Portal for which they have permission. An alert is e-mailed to team members when documents are posted to the Project Portal. The types of communications that are available in the Project Portal include:

- Project templates
- Formal deliverables
- Project status reports
- Meeting agendas, minutes, and sign-in sheets
- RFP and proposal reference documentation
- Project plans and tracking documents
- Requirements traceability matrix
- Risk and issue reports
- CMS certification documentation
- Interfaces and exchanges
- Training materials

11 Issue resolution

Optum Rx has an established issue resolution process that is tailored to each project based on client specifications. This process provides the necessary support to manage all issues and action items for a project to be successful. This includes an Escalation Plan in order address issues quickly and by the appropriate parties as it is deemed necessary. The issue log, as demonstrated below in **Table 2: Issue resolution**, will be used throughout all phases of the project and further tailored to the client’s guidelines for the project.

Table 2: Issue resolution

Issue Data Item	Description
Item Number	The work product to which the issue is related
Title	A classification of issues for reporting purposes
Description	A full description of the issue. This may reference a detailed issue paper and/or other supporting documentation.
Submitter	Identify and report the issue to the Project Manager
Owner	The individual responsible for resolution of the issue
Assigned To	Investigate and recommend solution to Owner/Team
Priority	The priority of the issue. Priority is set relative to other issues logged and that have not yet been resolved and any other influencing factors. Such as; High, Medium, or Low.

Issue Data Item	Description
Data Received	The date the issue was received or entered
Date Due	The date by which the issue must be resolved
Issue Status	The status of the issue, such as, Open or Closed
Resolution	A description of the task, action item, process, or activity that will be (or has been) undertaken to resolve the issue
Resolution Date	The date on which the issue was confirmed to be resolved

12 Project management plans

Optum Rx's approach to project management is based on a methodology that follows Project Management Institute (PMI®) guidelines. PMI® developed the Project Management Body of Knowledge (PMBOK®) Guide, which incorporates its standards into a manual format. A thorough process of project planning will describe the execution, management, and overall control of a project. By defining State of Georgia objectives early in the process, the Optum Rx Project Team will be able to successfully deliver within the intended project scope.

The Project Management Plan is detailed in the following sections:

- Integration Management
- Staffing Management
- Quality Management, which includes, Quality Planning, Quality Assurance, and Quality Control
- Communication Management
- Risk Management, which includes constraints and assumptions, planned responses and contingencies

12.1 Integration management

The Integration definition section details the process to identify, combine and coordinate various project management activities and processes determined by the PMBOK® Guide. Management of integration processes includes a series of actions for identification, consolidation, and unification of the project activities critical to achieving success and meeting stakeholders' expectations. The integrative management processes refer to making choices regarding concentrating resources, anticipating potential issues, dealing with risks, and coordinating workflows for successful project completion.

The Integration Manager will address integration management issues, while considering the constraints (time, cost and risk), in order to find effective solutions.

It is important that the approach to managing the projects' scope be clearly defined and documented in detail.

With the successful integration of administrative, supporting, and delivery processes, the following activities may be ensured:

- Management and coordination of activities in the project schedule
- Reinforcing ownership and accountability at all requirement levels and making sure project conforms to schedule and budget
- Providing frequent and accurate status reporting and other communications

- Establishing effective identification and reporting metrics that support decision-making and corrective action planning

12.2 Staffing management

The purpose of the Staffing Management Plan is to:

- Describe Optum Rx's organization and document its evolution throughout the project
- Define project staffing requirements by skill and function
- Identify and assign appropriate internal resources to project roles
- Monitor staff and assignments in conjunction with the Project Work Plan
- Identify vendor staff, including subcontractor staff, to be assigned (e.g., total number of persons, skill sets, and percentage of time to be spent on the project)
- Identify State of Georgia staff assignment needs (e.g., total number of persons, skill sets, and percentage of time needed on the project)
- Identify roles and responsibilities of all staff during all phases of the project
- Identify staff that may be working off-site and identify for what time periods
- Describe how the work of off-site staff must be coordinated with work being done on site

The Optum Rx approach to organizational resource and staffing management is aligned with the PMBOK® Guide, in particular regarding the following:

- Organizational planning
- Staff allocation
- Team development

The Staffing Management Plan provides the support structure for effective resource utilization throughout the project lifecycle. The staffing planning process is designed to produce a project organization that:

- Is aligned with the Agency's project organization
- Facilitates communication and lines of authority
- Meets the unique needs of the Wyoming PBMS Project schedule

Optum Rx will continue to proactively address any workload conflicts before they take place.

12.3 Quality management

Optum Rx has developed a comprehensive and thorough Quality Assurance (QA) approach. Optum Rx follows a set of defined and repeatable processes that enable the project to be monitored in a manner that promotes continuous quality improvement.

Optum Rx team members, as well as functional and technical staff, have collaborated to develop QA strategies to provide oversight and monitoring during all phases of the project. This ensures that all contractual obligations are being met. Optum Rx is committed to continuous quality improvement. The goal is to regularly measure performance, identify opportunities for improvement based on analysis of established metrics, and then implement changes in activities designed to achieve measurable improvements.

- Optum Rx's approach to quality is defined by:
- Software configuration management
- Work product audits (internal reviews and assessments)
- Tracking metrics
- Monitoring requirements traceability
- Testing
- Phase closeout project reviews

12.4 Communication management

Communication that takes place early and often, in both formal and informal processes, are critical to the on-going timely and effective operation of the project. Communication planning is designed to ensure that project members and stakeholder groups are kept fully informed of all project activities. It is important that there are open communication channels to ensure that needed information is tracked and reported effectively. A key element of Optum Rx's communication strategy is to define the lines of authority and communication interfaces, and that these follow a "chain of command" structure. The Communication Plan is a separate plan that is available in its entirety [<Enter location of Communication Plan>](#).

12.5 Risk management

No information technology (IT) project is without risk. Optum Rx defines risk as events or conditions that threaten the timely completion of the project, cost of the project, or the quality of a project's products. In the dynamic environment of a project, risk management is an integral element in an effective project management approach. Effective risk management includes early risk identification through the collaboration and involvement of relevant stakeholders.

Although issues are a primary concern both early on and throughout all project phases, risk management must consider both internal and external sources for budget, schedule, scope and technical risk. Early and aggressive detection of risk is important because it is typically easier, less costly, and less disruptive to make changes and correct work efforts during the earlier phases of the project.

Optum Rx has developed a set of repeatable, standard-based processes that enable Optum Rx to effectively implement a risk management strategy within the framework of the PMBOK® Guide-based

project management methodology. The Risk Management Plan is a separate plan that is available in its entirety <Enter location of Communication Plan>. Risks will be tracked using a Risk log.

13 Attachments (TBD)

This section lists the attachments that are relevant to the Project Management Plan.

1. <attachment name> at the following location: <URL of attachment>

Optum Rx is inspiring a better healthcare system.

Optum Rx is a key catalyst of a value-based healthcare system – working alongside our customers and partners to accelerate the journey toward improved lives and healthier communities. While the point of care delivery is the most visible measure of quality and value, we are a healthcare technology solutions company that uniquely champions the improvement of all the points before, after, and in-between care episodes. With our customers and partners, we are creating a stronger, better coordinated, increasingly collaborative, and more efficient healthcare system that enables better patient care, choice, and outcomes at scale. For more information, www.changehealthcare.com.

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