



# Medicaid Management Information System Replacement (MMISR) Project MMIS Project Risk Management Plan

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## 1.0 Introduction

The Medicaid Management Information System Replacement (MMISR) project in collaboration with the New Mexico (NM) Human Services Department (HSD), and the Enterprise Project Management Office (EPMO) prepared this Risk Management Plan (RMP) to provide the risk management processes and procedures by which MMISR project participants will identify, analyze, prioritize, and manage risks throughout the life cycle of the MMISR project.

### 1.1 Purpose

Successfully managing risks is crucial for the MMISR project and a requirement of the project's federal partner, the Centers for Medicare and Medicaid Services (CMS), and New Mexico's Department of Information Technology (DoIT). This RMP defines how risks associated with the MMISR project will be identified, analyzed, and managed by the Enterprise Project Management Office (EPMO) in combination with the MMISR state project teams, module contractors, and the Independent Verification and Validation (IV&V) team.

#### 1.1.1 Importance of Risk Management

The RMP can be broadly mapped into the following five (5) phases, each of which is described in detail throughout the remainder of this plan.

- Risk Identification
- Risk Analysis
- Risk Response Planning
- Risk Maintenance
- Risk Closure

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk Management is the process of identifying, assessing, responding to, monitoring, controlling, and reporting on risk status. This RMP defines how risks associated with the MMISR project will be identified, analyzed, and managed.

Project risks are identified, monitored, and managed throughout the life cycle of the project. The following are examples of project areas to be considered when assessing risk:

- Project scope, schedule, quality, and budget
- Technologies to be used on the project
- The internal and external environment in which the project is executed
- The degree of change that will result from the project
- Resources associated with the project
- Governance associated with the project

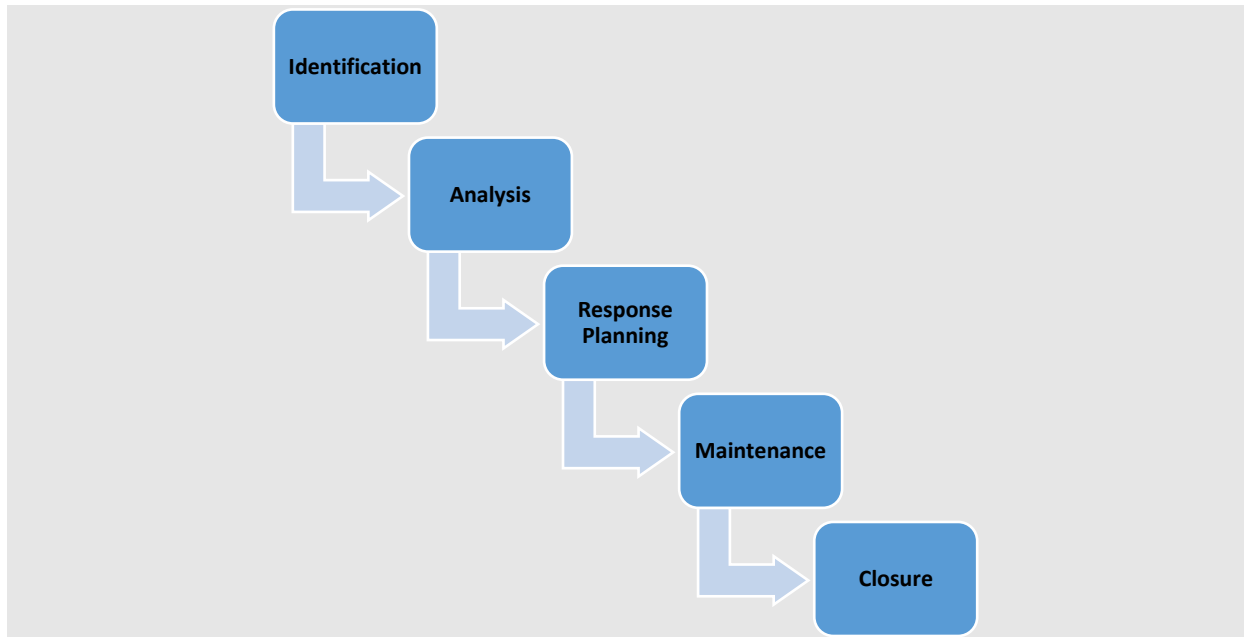
### 1.2 Plan Maintenance and Update

The EPMO is responsible for periodic review and update of the MMISR Risk Management Plan in a frequency agreed upon with HSD. The agreed upon review process has been determined to be Annual. Approval of changes to the RMP will follow the change management process documented in the MMISR Project Change Control Management Plan and will be recorded in the record of changes maintained in [Appendix A: Deliverable Record of Change](#).

## 2.0 Overall Risk Management Approach

The MMISR project team will use the resources, processes, and artifacts identified in the RMP to manage MMISR project risks. A Risk involves uncertainty about the effects/implications of any project activity or task. The EPMO, HSD, the module contractor Project Managers (PMs), Module Owners,, and the Risk Management Team will work with the MMISR project team to ensure that the risk management life cycle, shown in Figure 1, is implemented, and adhered to for the duration of the project.

*Figure 1 - MMISR Risk Management Life Cycle*



### 2.1 Roles and Responsibilities

The MMISR Risk and Issue project team have defined roles and responsibilities associated with the implementation and operation of the RMP. Participants include the EPMO, module contractor lead, module owners, and Module owners. A description of their roles and responsibilities is outlined in Table 1.

MMISR Risk Management Team Members:

1. All EPMO members including EPMO Risk Manager
2. Stacey D’Andrea
3. Julie Mauldin
4. Lynn Smith
5. Mark Pitcock
6. Gary Rees
7. Grace Aroha
8. Jaime Hickman
9. Russ Illich

1<sup>st</sup> level of escalation to module owners

1. Tashi Gyalkhar

2. Julie Lovato
3. Shanita Harrison
4. John Padilla
5. Jocelyn Vigil

2nd level of escalation to:

1. Lorrina Rivera-Project Director
2. Jim Girard-Architect lead
3. Frances Peralta-Donio-Data Governance Leac

**Table 1 - MMISR Risk Management Roles and Responsibilities**

Roles	Responsibilities
EPMO Risk Manager	<ul style="list-style-type: none"> <li>▪ Execute the MMISR project RMP</li> <li>▪ Prepare the RMP</li> <li>▪ Maintain and update the RMP</li> <li>▪ Oversee MMISR project execution of the RMP</li> <li>▪ Facilitate Weekly Risk and Issue Review / Update Meetings Report and Escalate risks</li> <li>▪ Oversee module contractor execution of the RMP</li> <li>▪ Ensure updates are made to log entries on the SharePoint site</li> <li>▪ Work with project staff to ensure that log entries are accurate and complete</li> <li>▪ Track and maintain risk and issue metrics</li> <li>▪ Provide guidance and assistance to project team members with drafting or reviewing risks and issues when requested</li> <li>▪ Provide guidance and assistance to risk and issue owners for risk and issue mitigation and resolution support</li> </ul>
MMISR Risk Management Team *Team members and their specific roles are listed above in Section 2.1	<ul style="list-style-type: none"> <li>▪ Oversee MMISR project execution of the RMP</li> <li>▪ Identify risks</li> <li>▪ Own risks</li> <li>▪ Will determine the appropriate impacts and probability ratings for any new risk</li> <li>▪ Approve new risks</li> <li>▪ Approve risk updates</li> <li>▪ Approve risk closures</li> <li>▪ Attend Weekly Risk and Issue Review/Update Meetings</li> <li>▪ Escalate risks</li> <li>▪ Assign risk owners</li> </ul>
Requestor	<ul style="list-style-type: none"> <li>▪ Identifies risks and completes Risk Form in Log</li> <li>▪ Suggests risk owner and meets with risk owner for buy-in and to ensure risk log documentation is accurate and as comprehensive as can be to initiate the risk</li> <li>▪ Attends Weekly risk and Issue Review/Update Meetings as needed</li> <li>▪ Provides criteria for mitigating, closing criteria, escalating, and transferring risks prior to introducing the risk in the Weekly risk and Issue Review/Update Meetings</li> </ul>
Risk Owners	Lead the following risk management activities for their respective risks:

Roles	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Analysis (see <a href="#">Subsection 2.5</a>)</li> <li>▪ Response Planning (see <a href="#">Subsection 2.6</a>)</li> <li>▪ Maintenance (see <a href="#">Subsection 2.7</a>)</li> <li>▪ Closure (see <a href="#">Subsection 2.9</a>)</li> <li>▪ Attend the Weekly Risk Review/Update Meetings when required to convey progress on mitigation and resolution of risk or issue</li> <li>▪ Provide regular status updates to ensure progress is being made on mitigation and resolution or to communicate a blocker, ask for assistance, or escalate to project leadership</li> </ul>

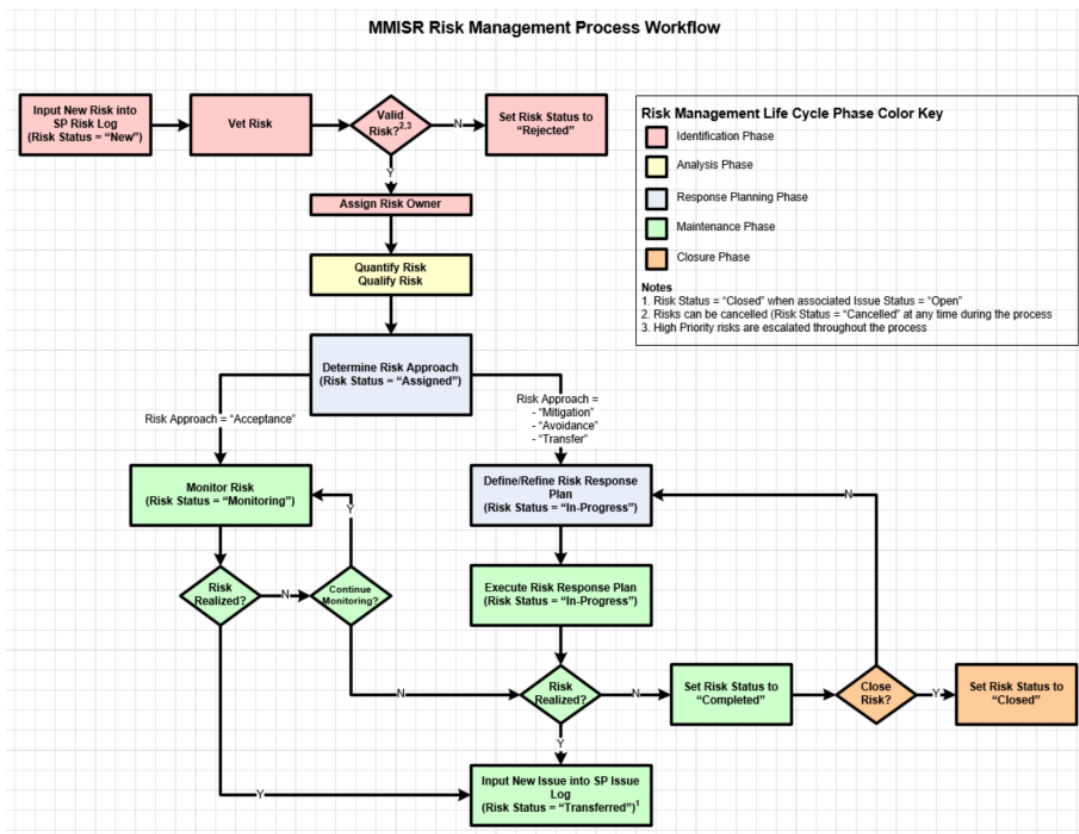
## 2.2 MMISR Risk Management Team

The MMISR project has designated a Risk Management team, outlined in the EPMO’s MMISR governance chart. A link to the MMISR Governance Chart can be found in [Appendix C](#). As turnover may occur among personnel on the project, additional or replacement personnel will be added to the risk management team.

## 2.3 Risk Management Process

Figure 2 and following subsections will describe how risks flow through each phase of the MMISR risk management life cycle.

**Figure 2 - MMISR Risk Management Process Workflow**



## 2.4 Identification

Any member of the MMISR Project Team may identify and enter risks that affect the MMISR Project and will assume the responsibilities of a risk requestor outlined in Table 2 - MMISR Risk Management Roles and Responsibilities. Instructions on how to add risks to the Project Risk Log can be found [in Appendix D: Project Risk Log Attributes](#). Identified risks should be discussed and documented with the members of the MMISR Risk Team, who include: EPMO Project Managers, Business team representatives, and Module PMs. Having a well-documented risk facilitates efficient and more productive Risk Management Meetings.

When identifying risks, MMISR Project Team members should consider the following Risk Identification Factors:

- Environmental factors
- Organizational culture
- Scope
- Schedule
- Cost
- Quality
- Performance
- Technical integration
- Resources

As part of the Weekly Risk and Issue Review/Update Meeting, the EPMO Risk Manager, module contractor PMs, and MMISR Risk Management Team will vet new risks in the Project Risk Log. The validity, intent, and accuracy of a Risk are determined during discussions in the weekly meeting. The MMISR Risk Management Team will verify the assignment of risks to a risk owner, based on subject matter expertise, and who is responsible for leading risk management activities described below for their respective risks:

- [Analysis \(see Subsection 2.5\)](#)
- [Response Planning \(see Subsection 2.6\)](#)
- [Maintenance \(see Subsection 2.7\)](#)
- [Closure \(see Subsection 2.9\)](#)

The EPMO Risk Manager then updates the risk's owner information in the Project Risk Log.

For a newly opened Risk (status is New) to be reviewed at the next scheduled Weekly Risk and Issue Review/Update meeting, the Risk must have all necessary information, risk owner and parties/entities mentioned informed, and complete details posted in the Risk Log for that entry the day prior to the Weekly Risk and Issue Review/Update meeting. For example, to have a risk or issue reviewed at the weekly meeting scheduled for a Tuesday, the Risk needs to be posted with all required information and full details (i.e., criteria for mitigating, closing, escalating, and transferring risks) by noon on Monday of that same week.

For high priority risks or issues that cannot wait for the next meeting, they should be brought to the attention of the EPMO at the time the issue is identified/opened and discussed during the Early Warning agenda topic in the Weekly Risk and Issue Meeting or via email whichever is timelier. On an as needed basis, the EPMO Risk Manager will schedule a meeting with the Risk Management Team, the Requestor, and the Owner to review and determine if the Issue is valid and what, if any, actions are needed to address/mitigate/resolve the concern if these details are missing from the Risk or Issue log entry on SharePoint.



## 2.5 Analysis

The risk owners, working with the EPMO Project Managers, Business team representatives, and NM HSD PMs analyze new risks to determine their impact on the cost, schedule, and/or performance of the MMISR Project. Risk analysis is both qualitative and quantitative. Qualitative risk analysis is used to determine characteristics associated with the risk's impact and probability. Quantitative risk analysis is used to determine the risk's priority rating based on its probability and total impact.

If you find yourself struggling with an action plan that can mitigate a risk issue, or you aren't able to document what you will do to help mitigate a risk or issue or have trouble identifying a true date when a risk might turn into an issue, bear in mind that perhaps you are not writing a risk or an issue. In this case the EPMO would suggest further vetting of your topic rather than submitting a risk or issue to inspire a broader conversation to help you align and to have a clearer analysis and definition for next steps.

### 2.5.1 Qualitative and Quantitative Risk Analysis

#### 2.5.1.1 Quantitative Risk Analysis

The MMISR Risk Management Team will determine the appropriate impacts and probability ratings for the new risk, based on the agreed-upon impact and probability definitions. The identified risk impacts and probability will be updated in the Project Risk Log by the risk's owner.

#### 2.5.1.2 Risk Impact

Risk impact is the potential negative consequence a risk could have on the MMISR project if the risk comes to fruition. Risk and Issue Owners are responsible for qualitatively analyzing all risks against the following project impact types:

- Scope
- Cost
- Schedule
- Performance
- Customer
- Security
- Quality

The risk owners will use the following definitions to qualify and quantify a MMISR project risk's cost, schedule, performance, and scope impact:

- Cost impact as defined by the project budget:
  1. (Low) when the cost baseline is equal to or below \$100K (Director Level)
  2. (Medium) when the cost baseline is between \$100,001k - \$499,999k (CCB Level)
  3. (High) when the cost baseline is equal to or higher than \$500,000 and greater\*\* (ESC Level)  
\*\*as part of the Change Control process outlined in the Change Control Management Plan (PMO10), cost impacts exceeding the \$500,000 threshold must go to Federal partners for review/approval
- Schedule impact as defined in the Schedule Management Plan:
  1. (Low) when the schedule slip is limited to non-key milestone date(s) only
  2. (Medium) when < 7 business day slip to contract deliverable(s) final submission dates, or key milestone date(s) and when effects to cross module dependencies exist

3. (High) when > 14 business day slip to contract deliverable(s) final submission dates or key milestone dates and when SOW defined due dates are affected
  - Any realized Risk (or issue) causing a change in the project schedule will require a Project Change Request (PCR). All new PCRs resulting from Issues or Risks will follow the EPMO's Change Control process as outlined in PMO10
  - Deliverable due dates for a System Design Document or Orchestration Plan are examples of key milestones. Posting a draft deliverable to the MMISR Project SharePoint site is an example of a non-key milestone.
- Performance Impact:
  1. (Low) when there is a minor impact to performance and/or usability; Other approaches available, or key performance requirements or goals can be met
  2. (Medium) when there is a noticeable reduction in performance or usability; Contingencies are required to meet key performance requirements or goals, or additional training may be required
  3. (High) when there is significant performance degradation, when key performance requirements or technical goals cannot be met, significant project management impact, contract change may be required, or additional hiring of project resources may be required

### **2.5.1.3 Risk Probability**

Risk Probability Ratings indicate the level of probability that a risk will occur.

- Low: 1 – 40%
- Medium: 41 – 70%
- High: 71 – 99%

### **2.5.1.4 Qualitative Risk Analysis**

Once a risk impact and risk probability are updated in the Project Risk Log, a risk's priority rating is automatically calculated based on the probability and total impact values. The risk priority is reflected as:

- High Priority (RED) – a major disruption likely; different approach required; priority management attention required
- Medium Priority (YELLOW) - Some disruption; different approach may be required; additional management attention may be needed
- Low Priority (GREEN) - Minimum impact; minimum oversight needed to ensure risk remains Low.

The Risk Priority Matrix below outlines a priority matrix.

**Figure 3 - Risk Priority Matrix**

Risk Priority Matrix				
P r o b a b i l i t y	High (71%– 99%)	Yellow	Red	Red
	Medium (41%– 70%)	Yellow	Yellow	Red
	Low (1%–40%)	Green	Yellow	Yellow
		Low (1-3)	Medium (4-6)	High (7-9)
Total Impact (Cost Impact + Schedule Impact +Performance Impact)				

## 2.6 Response Planning

The risk owner, with input from appropriate members of the risk management team, will develop a risk response plan (RRP). The purpose of the RRP is to reduce the probability and/or impact of a risk to the project. The risk response plan should identify the type of risk response needed as well as the required activities/next steps that will be undertaken to address and close the risk. Table 2 outlines the CMS Expedited Life Cycle (XLC) RMP template response types.

**Table 3 - Risk Response Types**

Risk Response Types	
Avoidance: Make changes to the project plan to eliminate the risk or to protect the project objectives from its impact by eliminating the cause. An example is a change in scope, change in technical approach or the addition of resources to avoid or eliminate the risk.	Transfer: Transfer responsibility and ownership of the risk to an outside resource or organization or to an issue. An example is contracting out a specialized technical component when the project team lacks the skills.
Acceptance: Acknowledge the existence of the risk and accept its consequences if it occurs. An example is the acceptance of schedule or cost overrun and the development of a contingency plan to execute if the risk occurs.	Mitigation (Control): Incorporate ongoing monitoring and handling of risks throughout the life of the project to reduce the impact or probability of the risk. These mechanisms involve the use of reviews, possibly adding milestones, finalizing, and executing the mitigation plan, and the development of countermeasures and cost estimates. Introducing new processes or procedures to lessen the probability of producing a product that will not work or will not be accepted by users is a good example of risk mitigation.

Where mitigation is the risk response type utilized, the risk owner will prepare a mitigation plan to reduce the risk's impact and/or probability of occurrence and prepare a contingency plan to control the impact if the risk occurs.

Any secondary risks that result from risk response planning will be documented and follow the same risk management process used for primary risks (i.e., Identification process above).

Risk response, mitigation plan, and contingency plan information is updated in the Project Risk Log by the risk's owner.

## **2.7 Maintenance**

The purpose of the maintenance phase is to:

- Execute risk mitigation plans
- Report risks
- Escalate risks

### **2.7.1 Executing Risk Mitigation Plans**

The risk owner is responsible for managing the execution of the risk mitigation plan, managing the closing criteria for the risk, and for updating the plan's execution status steps in the Project Risk Log's Progress Notes field in a timely manner, but no less than twice a month. Each time a risk is reviewed in the weekly project risk meeting, there should be a new progress note update outlining an accurate progress update reflective of the specific risk's mitigation plan or next steps and activities required to bring the risk to closure.

Each week the EPMO prepares the agenda for the Weekly Risk and Issue Review/Update Meeting which includes specific risks to be reviewed with risk owners. Risk owners present timely status updates at that meeting. The EPMO Risk Requestor and Risk Management Team determines whether the risk status updates are valid and can add additional progress notes, as necessary. The EPMO team will reach out to remind risk requestors and owners to update risk and issue log progress updates as needed to validate that progress is being made related to the mitigation or action plan or escalation is required.

### **2.7.2 Reporting and Metrics**

Risks and associated information are provided in several meetings and reports. At the MMISR Leadership meetings, new risks, and updates for existing high priority risks are reported to the Leadership Team. Key risks and issues are highlighted at the weekly MMISR Module Schedule Review & Status meeting as well as in the Monthly Enterprise Status Report. Key risks or issues, which require Executive Steering Committee (ESC) awareness or input, are reported to the ESC each month.

The EPMO Monthly Enterprise Status Report will provide visibility into the effectiveness of and compliance with the approved Risk Management process. The following metrics will be captured and tracked over time:

- The Cumulative total of Closed, Active (Assigned, In-Progress, Monitoring, Completed), and Other (Canceled, Rejected, Transferred) states each month
- The number of new risks and issues opened each month
- The number and age of Active (Assigned, In-Progress, Monitoring, Completed) risks each month
- The number and age of Active (Assigned, In-Progress, Completed) issues each month
- The number of risks and issues that are closed each month

- The age (Close Date – Open Date) of the risk and issues closed in the month being reported
- The age (Report Date – Open Date) of risks and issues that are in Active (Assigned, In-Progress, Monitoring, Completed) States for the month being reported
- The number of risks that are successfully mitigated and are not transferred to issues
- The number of risks that are not successfully mitigated and are transferred to issues
- Effectiveness of the mitigation plan – as noted by the aging/resolution/(non-resolution) of the risk before it transfers to an Issue

All the tracking metrics will be captured at the project level and tracked over time. These metrics will evolve through the reporting process each month. If there are additional fields that need to be tracked, the EPMO will evaluate adding them to the risk log.

The MMISR Risks & Issues Dashboard was designed to provide a graphic, real-time, view of Active, Closed, and Other (Transferred, Rejected, Cancelled, and Removed) Risks, by month. The comprehensive dashboard contains three (3) tables: Overall Risk Data, Closed Risk Age Data, and Active Risk Age Data. To provide a comprehensive experience for the project team members, each tab contains documentation of all MMISR Risks. Due to the size and complexity of the MMISR project and the need for consistent transparent communication, the EPMO developed this Risks & Issues Dashboard to ensure a real-time view of all project risks and issues for all project Stakeholders to use in their work. A link to the MMISR Risk Overview Dashboard can be found in [Appendix C: Referenced Document / Links](#).

## 2.8 Escalating Risks

In certain situations, escalations of risks (or issues) may be necessary. For example, when:

- there is no progress for multiple weeks
- ownership continuously routed between multiple people
- there are no updates to the Progress Notes, yet the Next Status Update is moved out
- the risk description keeps changing
- the owner is out for an extended period
- risk metrics meet predetermined thresholds
- the Risk Management Team determines that escalation is required
- the risk is reviewed over multiple weeks with no mitigation plan being presented
- the risk exceeds any thresholds established by the Risk Management Team
- the priority is determined to be red (see [subsection 2.5.1.1 Quantitative Risk Analysis](#))

When escalation of a risk is deemed necessary by the Risk Team, the first level of risk escalation is with the Project Manager and Module Owner or the owner of the risk. The Risk Manager will work with the risk owner's Project Manager to determine a course of action and work with the owner and requestor to implement the required steps to address the risk and to ensure that updates to the risk mitigation plan are made to the risk log entry as appropriate.

If, after working with the manager/risk or issue owner, further escalation is needed, then the second level of escalation requires bringing the risk to the attention of the MMISR Business Chief and/or Deputy CIO at the MMISR Leadership Meeting. These actions must be recorded in the risk or issue progress notes to communicate to the MMISR project staff that escalation to Leadership team members has occurred.

The third level of risk escalation occurs between the MMISR Business Chief and/or Acting Deputy CIO to the HSD CIO and HSD State Medicaid Director, the other members of the MMISR Leadership Team, and the HHS 2020 Executive Steering Committee members at the Executive Steering Committee Meeting. The MMISR Executive Leadership team allocates time for periodic risk reviews to obtain a high-level picture of open risks, risk response trends, and mitigation efficacy. The EPMO risk representative on the MMISR Executive Leadership team will request time to present the risk(s) to the MMISR Executive Leadership team in detail and will help the leadership team understand the pros and cons of mitigating or accepting the risk.

## 2.9 Closure

Risk status updates presented by risk owners as part of the Weekly Risk and Issue Review/Update Meeting can include a recommendation to close a risk. Valid reasons for closing a risk are outlined in Table 3.

**Table 4 - Risk Closure Reasons**

<b>Risk Closure Reasons</b>
Risk has been successfully mitigated
Risk is no longer valid
Risk has been avoided
Risk has been successfully transferred to an issue
Risk is associated with an IV&V observation which has been reported closed on the IV&V team’s monthly report
Risk has been accepted and a contingency plan has been developed
Risk has been in monitoring for more than 90 days without a progress note

If the MMISR Risk Management Team determines the risk closure request to be valid, based on subject matter expertise offered by project team members as well as documented progress updates and progress notes in the SharePoint log, then the Risk Log entry status can be marked ‘Completed’ by the owner, or a member of the MMISR Risk Management team. Risks targeted for closure or those in the ‘Completed’ status will be reviewed and acted upon at the next scheduled weekly Risk and Issues meeting. For risks with a ‘Completed’ state, agreement from the requestor is required for the risk to be closed. Approval from the requestor can be obtained at the meeting where the Risk is being reviewed or via email. The EPMO Risk Manager will document the closure in the SharePoint log after the weekly Risks and Issues meeting where the risk was agreed upon for closure.

## 2.10 Transferring Risks and Issues

If a risk is realized it will be closed and an issue will be opened in the Issue Log. When a Risk is transferred to an Issue the status of the Risk will be changed to ‘Transferred’ and the date that the risk was transferred will be listed in the ‘Closed Date’ field of the Risk.

It is recommended that any relevant information from the Risk be copied to the newly created Issue when a Risk is transferred. The ID number of the new Issue along with a link to the new Issue is to be included in the ‘Progress Notes’ for the Risk.

The newly created Issue will identify the Risk from which it was transferred by including the Risk Id in the ‘Risk Id’ field and by selecting ‘Risk Transfer’ in the ‘Issue Source’ field.

The managing of issues follows the same general process that is utilized for managing risks, from identification through assessment, response planning, and closure. The Risk Manager serves as the focal

point for ensuring that risks and issues are addressed by the appropriate team members and that the process for each is followed.

There are times when an issue has been addressed but a risk remains that the problem could occur again at a later point in the project. In such instances, the issue is 'transferred' back to a risk. This is done by opening a new risk and copying over the relevant information from the issue form to the new risk. In most instances, after the initial review, the new risk is placed in 'Monitoring' status and reviewed regularly. The 'Next Status Update' field can be set to the next desired review date. The issue is closed and, in the Progress notes a link and reference to the new risk are included.

## 2.11 IV&V Observations

For the MMISR project, the State-mandated IV&V team produces periodic observations to point out areas of concern in project execution and recommendations on how to address those areas. Regularly, the EPMO reviews all observations with the IV&V team and determines whether the area of concern represents a project risk or a project issue. The results are reviewed with the EPMO Risk Manager who opens risks and/or issues as appropriate. The full observation text and full recommendation are entered into the risk or issue log at the time the observation summary is entered. These risks and issues are managed in the same way that non-IV&V risks and issues are handled.

The MMISR Risk Management Team may elect to review a selected Risk Response Strategy for an observation from IV&V, either at the time the observation is first entered in the Risk Log or later. MMISR Risk Management Team may close a risk or issue that is based on an observation should it deem that the risk or issue is no longer a concern or has been fully mitigated. The State's decisions for disposing of these risks and issues are carried out independently of IV&V's disposition of its observations.

On a regular basis (usually monthly) the IV&V open observations are reviewed in the Weekly Risk and Issue Review/Update meeting. This provides an additional step in the Risk Management Process to ensure that the IV&V observations are being considered.

## 3.0 CMS Certification

The documented risk management processes are followed, and the risks are documented and tracked throughout the entire project life cycle. The RMP, along with the Project Risk Log, will be reviewed by CMS during the certification activities.

## 4.0 Assumptions, Risks, and Constraints

This section documents assumptions, constraints, and risks for the MMISR project RMP.

### 4.1 Assumptions

This subsection documents an initial set of assumptions for the deliverable, which the EPMO will update, as needed, over time with a minimal annual review.

- The module contractors will be onboarded to adopt and utilize this RMP
- The HSD project managers, contract project managers and module owners will be onboarded to adopt and utilize this RMP
- The RMP, Risk Log, templates, and reports will evolve throughout the project and the EPMO will make corresponding updates as needed and approved by the State

- MMISR project stakeholders will have sufficient time to perform risk mitigation and evaluation activities
- All vetted risks will be recorded and managed in the Project Risk Log
- All vetted risks will be assigned Risk Owners who are aware that they are the named risk owner
- Not all the IV&V observations will be added to either the Project Risk Log or Issue Log. Risk and/or issues will be opened based on reviews of the observations conducted by the EPMO and the Risk Management Team

## 4.2 Constraints

The following is a list of constraints governing risk management processes and activities:

- Sufficient time to complete risk management activities effectively including a complete analysis of the potential impact
- Only the logged risks can be reviewed and acted upon. Any reluctance on the team to identify risks will limit the effectiveness of the Risk management process

## 4.3 Risks

The following is a list of risks associated with the RMP:

- If roles and responsibilities are not clearly understood, it will be difficult to enforce the risk management process
- If risk analysis is not performed properly, risk symptoms might be resolved but the root cause of a risk may go undiscovered, which may affect the project

## 5.0 Standards and Guidelines

This deliverable has been developed in compliance with industry best practices and the following standards:

- CMS Standards
- Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK)

## 6.0 Appendices

### Appendix A: Record of Changes

Changes to any part of the RMP after initial approval will follow the accepted change management process documented in the MMISR Change Control Management Plan and will be recorded in Table 5: Record of Changes, below.

*Table 5 - Record of Changes*

Version No.	Date	Author/Owner	Description of Change
V0.1	03/21/2017	Daniel McClain	Initial Draft
V0.2	04/11/2017	Daniel McClain	Modifications based upon feedback from Peer's
V0.3	04/18/2017	Daniel McClain	Incorporated additional Peer Review comments
V0.4	7/7/2018	Adrian Ball	DED Draft
V0.5	8/1/2018	Adrian Ball	DED Final



Version No.	Date	Author/Owner	Description of Change
V0.6	8/24/2018	Adrian Ball	Draft
V0.7	10/13/2018	Adrian Ball	Draft Final
V0.8	11/28/2018	Gary Rees	Draft Final Comments
V0.9	12/3/2018	Angela Willis-Clay	Draft Final Address Comments
V0.10	12/12/2018	Jody Borris	Draft Final Address Comments
V0.11	12/14/2018	Angela Willis-Clay	Draft Final all outstanding comments
V2.0	2/20/2019	Adrian Ball	Final <ul style="list-style-type: none"> <li>a. Addressed Gary’s comment (Comment ID RG1)</li> <li>b. Addressed the comments identified as part of the ad-hoc RMP Draft Final review conducted during the 1/29/19 Risk and Issue Intake Meeting.</li> <li>c. Removed the “Discrepancy” and “On-Hold” statuses from Table 6. Added the “Monitoring” status to Table 6.</li> </ul>
V3.0	7/31/2020	Martha Formosa / Craig Walendziak	Development of Content, updates, and revisions to submit to HSD
V3.1	8/28/2020	Tabatha Anderson /Craig Walendziak	Update content based on HSD feedback
V3.2	9/14/2020	Tabatha Anderson / Craig Walendziak / Matthew Boldt	Update content based on HSD feedback round 2
V3.3	9/23/2021	Dawn Gelle / Rafaela O’Reilly	Update content based on value-add services from the EPMO: The Risk management Team identified, and the new Risk & Issues Dashboard
V3.4	11/9/2021	Rafaela O’Reilly	Updates based on HSD and IV&V comments for HSD approval
V3.5	11/17/2021	Rafaela O’Reilly	Updates based on final HSD review
V4.0	01/9/2022	Rafaela O’Reilly	Annual Review
V5.0 draft	11/14/2023	Rafaela O’Reilly	Annual Review
V5.1 final	12/11/2023	Rafaela O’Reilly	Annual Review

## Appendix B: List of Acronyms

The List of Acronyms table below contains a list of all acronyms used in this document. For a comprehensive, MMISR project-wide list of acronyms, consult the master acronyms list on the HHS2020 SharePoint Home Page.

**Table 6 - List of Acronyms**

Acronym	Definition
CMMI	Capability Maturity Model Integration
CMS	Centers for Medicare and Medicaid Services
DoIT	Department of Information Technology

Acronym	Definition
ESC	Executive Steering Committee
EPMO	Enterprise Project Management Office
EPS	Enterprise Project Schedule
HHS	Health and Human Services
HSD	Human Services Department
IV&V	Independent Verification and Validation
MECL	Medicaid Enterprise Certification Life Cycle
MMIS	Medicaid Management Information System
MMISR	Medicaid Management Information System Replacement
NM	New Mexico
PMs	Project Managers
PMI	Project Management Institute
PMBOK	Project Management Body of Knowledge
RMP	Risk Management Plan
XLC	Expected Life Cycle

## Appendix C: Referenced Documents / Links

The following is a list of document references in this plan. Access to the links is based on SharePoint permissions.

*Table 7 - Referenced Documents and Links*

Document	Link
Accessing Risk and Issue Logs	<a href="#">Risk and Issue Job Aid</a>
MMISR Acronym List	<a href="#">MMISR Acronym List</a>
MMISR Governance Chart	<a href="#">MMISR Governance Chart</a>
MMISR IV&V Assessment Folder	<a href="#">IV&amp;V Assessment Folder</a>
MMISR Project Change Control Management Plan	<a href="#">MMISR Project Change Control Management Plan</a>
MMISR Project Change Management Log (CCB)	<a href="#">MMISR Project Change Management Log (CCB)</a>
MMISR Risk Log	<a href="#">Risk Log</a>
MMISR Risk Overview Dashboard	<a href="#">MMISR Risk Overview Dashboard</a>
MMISR Issue Log	<a href="#">Issue Log</a>

## Appendix D: Project Risk Log Attributes

Identified attributes are provided in Table 8: Project Risk Log Attributes, below. Attributes prefixed with an asterisk are required.

*Table 8 - Project Risk Log Attributes*

Project Risk Log Attribute Name (Attributes prefixed with an asterisk are required)	Description	Notes
*ID	A unique SharePoint numbering identifier for risk items.	Auto-populated attribute
IV&V Obs. #	Maps risk to the number IV&V assigned to the observation on which the risk is based.	
*Risk Title	Clear and Concise Title	
Origin	Associated Project	Must choose from the drop-down menu
Reporting Category	Category/Functional Area	Must choose from the drop-down menu
*Status	<p><b>New:</b> Risk identified; no owner has been identified</p> <p><b>Assigned:</b> The risk has been assigned to an owner</p> <p><b>In-Progress:</b> Risk item is being worked</p> <p><b>Rejected:</b> Identified Risk Item was determined not a valid risk after further research</p> <p><b>Canceled:</b> Risk is no longer valid and has been canceled</p> <p><b>Completed:</b> Owner has recommended risk for closure or transfer</p> <p><b>Closed:</b> Risk has been mitigated or avoided</p> <p><b>Transferred:</b> Risk has been realized and has been opened in the Project Issue Log</p> <p><b>Monitoring:</b> Risk Approach is "Acceptance" and the risk is being monitored regularly (e.g., once a quarter)</p>	Must choose from the drop-down menu
Risk Priority Rating	<p>Defines a priority rating based on the risk's probability and total impact. Auto populated values:</p> <ul style="list-style-type: none"> <li>▪ Low: Minimum impact; minimum oversight needed to ensure risk remains Low</li> <li>▪ Medium: Some disruption; different approach may be required; additional management attention may be needed</li> <li>▪ High: Major disruption likely; different approach required; priority management attention required</li> </ul>	Auto-populated attribute
*Risk Description	A clear and concise description of the risk – For risks based on IV&V observations, the description is always written from the State's perspective and not copy/pasted from the IV&V observation	
*Requestor	The individual that identified the risk and requested that the risk be opened	
Risk Owner	Individual or representative of the team responsible for addition documentation and oversight of the avoidance, mitigation, or contingency plan for risk	
*Date Opened	The date the risk was identified/opened	
Closed Date	The date the risk is closed in SharePoint	
Progress Notes	Description of progress	

Project Risk Log Attribute Name (Attributes prefixed with an asterisk are required)	Description	Notes
*Cost Impact	Defines risk's cost impact. Contains the following drop-down list values: <ul style="list-style-type: none"> <li>▪ 1 (Low) when the cost baseline is equal to or below \$100K (Director Level)</li> <li>▪ 2 (Medium) when the cost baseline is between \$100,001k - \$499,999k (CCB Level)</li> <li>▪ 3 (High) when the cost baseline is equal to or higher than \$500,000 and greater** (ESC Level)</li> </ul> **\$500,000 and greater threshold must also go to Federal partners for review/approval	Must choose from the drop-down menu
*Schedule Impact	Defines risk's schedule impact. Contains the following drop-down list values: Schedule impact as defined in the Schedule Management Plan: <ul style="list-style-type: none"> <li>▪ 1 (Low) when the schedule slip is limited to non-key milestone date(s) only</li> <li>▪ 2 (Medium) when &lt; 7 business day slip to contract deliverable(s) final submission dates, or key milestone date(s) and when effects to cross module dependencies exist</li> <li>▪ 3 (High) when &gt; 14 business day slip to contract deliverable(s) final submission dates or key milestone dates and when SOW defined due dates are affected</li> </ul> Any Risk causing a change in the project schedule will require a Change Request (CR)	Must choose from the drop-down menu
*Performance Impact	<ul style="list-style-type: none"> <li>▪ 1 (Low) when there is a minor impact to performance and/or usability; Other approaches available, or key performance requirements or goals can be met</li> <li>▪ 2 (Medium) when there is a noticeable reduction in performance or usability; Contingencies are required to meet key performance requirements or goals, or additional training may be required</li> <li>▪ 3 (High) when there is significant performance degradation, when key performance requirements or technical goals cannot be met, significant project management impact, contract change may be required, or additional hiring of project resources may be required</li> </ul>	Must choose from the drop-down menu
Total Impact	Based on the total level of risk's potential impact (i.e., Cost Impact + Schedule Impact + Performance Impact). Auto populated values: <ul style="list-style-type: none"> <li>▪ Low 1-4</li> <li>▪ Medium 5-11</li> <li>▪ High 12-15</li> </ul>	Auto-populated attribute

Project Risk Log Attribute Name (Attributes prefixed with an asterisk are required)	Description	Notes
*Probability	<p>Defines the estimated probability that risk will become an issue at some point.</p> <p>Contains the following drop-down list values:</p> <ul style="list-style-type: none"> <li>▪ Low: 1 – 40%</li> <li>▪ Medium: 41 – 70%</li> <li>▪ High: 71 – 99%</li> </ul>	Must choose from the drop-down menu
Trigger	Describes the triggers that would indicate the execution of a contingency plan, including the trigger date, if applicable	
Mitigation Plan	Describes the mitigation strategy for the risk. Includes an appropriate strategy to prevent the risk from becoming an issue.	
Contingency Plan	The plan for how the project team will respond if the risk becomes an issue	
*Risk Approach	<p>Identifies risk approach types. Contains the following drop-down list values:</p> <ul style="list-style-type: none"> <li>▪ Mitigation</li> <li>▪ Avoidance</li> <li>▪ Acceptance</li> <li>▪ Transfer</li> </ul>	
Next Status Update	Date by which next status must be provided	
IV&V Risk Rank	<p>Identifies IV&amp;V risk rank:</p> <ul style="list-style-type: none"> <li>▪ Low</li> <li>▪ Medium</li> <li>▪ High</li> </ul>	
IV&V Observation	IV&V's observation text	
IV&V Recommendation	IV&V's recommendations associated with the observation	
IV&V Updates	Ongoing Log of updates to reflect changes in IV&V status	
Quarterly Updated	Latest progress note text is replaced quarterly based on a copy/paste of the latest Progress Note	
Risk Response Plan	Describe the approach for addressing the risk. Include a strategy for preventing the Risk from becoming an issue. Also include a description of what actions, state and/or outcomes need to be met for the Risk to be mitigated/resolved/closed	
Attachments	Attach relevant and supporting documentation	

## Appendix E: Project Issue Log Attributes

Identified attributes are provided in Table 9: Project Issue Log Attributes, below. Attributes prefixed with an asterisk are required.

*Table 9 - Project Issue Log Attributes*

Project Issue Log Attribute Name (Attributes prefixed with an asterisk are required)	Description	Notes
*ID	A unique SharePoint numbering identifier for risk items.	Auto-populated attribute
Content Type	Item	
*Issue Title	Clear and Concise Title	
IV&V Observation Number	Maps risk to the number IV&V assigned to the observation on which the risk is based.	
Risk ID	The ID of the item in the risk log that has been promoted to an issue	
Origin*	Module/system that originated the issue	Must choose from the drop-down menu
Reporting Category	<b>Example would be “Technical”</b>	Drop-Down
*Status	<p><b>New:</b> Issue identified</p> <p><b>Assigned:</b> The issue has been assigned to an owner</p> <p><b>In-Progress:</b> The issue is being worked</p> <p><b>Rejected:</b> Issue has been researched and has been deemed not an issue</p> <p><b>Closed:</b> Issue has been addressed</p> <p><b>Completed:</b> Issue is completed and is being proposed to be closed</p> <p><b>Removed</b> -Issue is deleted</p>	Must choose from the drop-down menu
Issue Priority Rating	<p>Defines a priority rating based on the risk’s probability and total impact. Auto populated values:</p> <ul style="list-style-type: none"> <li>▪ Low: Minimum impact to Schedule, Cost and/or Scope of Project if not completed</li> <li>▪ Medium: Moderately impact to Schedule, Cost, and/or Scope of Project if not completed</li> </ul> <p>High: Greatly impacts Schedule, Cost, and/or Scope of Project if not completed</p>	Auto-populated attribute; select from the drop-down menu
*Issue Description	<ul style="list-style-type: none"> <li>▪ A clear and concise description of the issue– For issues based on IV&amp;V observations, the description is always written from the State’s perspective and not copy/pasted from the IV&amp;V observation</li> </ul>	
*Requestor	The individual that identified the issue and requested that the risk be opened	
*Issue Owner	Individual or representative of the team responsible for completing (addressing/resolving) the issue	
*Date Opened	The date the risk was identified/opened	
Closed Date	The date the risk is closed in SharePoint	
Progress Notes	Description of progress	
Areas of Impact	<p>Identify the areas impacted by the issue. Choose none, one or all the areas:</p> <ul style="list-style-type: none"> <li>▪ Scope</li> <li>▪ Schedule</li> </ul> <p>Cost</p>	
Next Status Update	<ul style="list-style-type: none"> <li>▪ Date by which next status must be provided</li> </ul>	

Project Issue Log Attribute Name (Attributes prefixed with an asterisk are required)	Description	Notes
Issue Source	How the issue was identified: <ul style="list-style-type: none"> <li>▪ Conversation</li> <li>▪ Email</li> <li>▪ Meeting</li> <li>▪ IV&amp;V</li> <li>▪ Risk Transfer</li> </ul> Other	Select from the drop-down menu
IV&V Risk Rank	Identifies IV&V risk rank: <ul style="list-style-type: none"> <li>▪ Low</li> <li>▪ Medium</li> <li>▪ High</li> </ul>	
IV&V Observation	▪ IV&V's observation text	
IV&V Recommendation	IV&V's recommendations associated with the observation	
IV&V Updates	Ongoing Log of updates to reflect changes in IV&V status	
Quarterly updated	Latest progress note text is replaced quarterly based on a copy/paste of the latest Progress Note	
Past Due	Automatic Calculation	
Action Plan	Describe the plan of action to address this issue. Also include a description of what actions, state, and/or outcomes need to be met for the Issue to be resolved and closed.	
Attachments	Attach relevant and supporting documentation	