

# Enterprise Objective Monitoring and Control Services

Deliverable Management Plan Aid  
V1.0



GOVERNMENT OF PUERTO RICO

Department of Health  
Medicaid Program

**Submitted by:**

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## Revision History

The Puerto Rico Medicaid Program’s (PRMP’s) Program Management Office (PgMO) will store the approved Deliverable Management Plan Aid and any approved revisions will be stored on the PRMP PgMO SharePoint site or in an alternative location specified by PRMP. PRMP and the PRMP PgMO will make the plan available to project stakeholders as needed. Currently, BerryDunn provides PRMP PgMO services.

Table 1 presents the revision history for this document. When changes occur, the PRMP PgMO will increment the version number and the date. The PRMP PgMO will record the name of the person or entity making the change and a description of the change in the revision history.

**Table 1: Revision History**

Date	Document Version	Description	Author(s)
6/22/2022	V1.0	Initial delivery to PRMP Program Director	BerryDunn PgMO Team

## 1.0 Introduction

PRMP is committed to successful projects for the residents of Puerto Rico and has established a Medicaid Enterprise Solution PgMO to provide guidance, support, and oversight for vendor projects within the Puerto Rico Medicaid Enterprise Systems (PRMES).<sup>1</sup> The PRMP PgMO has created plan aids to assist in effectively and efficiently accomplishing executed projects. Project management involves applying best practice processes, tools, and techniques. The PRMP PgMO aids provide guidance for more predictable and consistent plans, processes, and practices, which will result in meeting the goals and objectives of PRMP, vendor partners, and meet stakeholder expectations.

The Deliverable Management Plan Aid is a living document intended to provide PRMP vendors with guidance on PRMP’s expectations regarding management of project deliverables. PRMP expects vendors to develop and submit a Deliverable Management Plan for the project(s) for which they are providing services. Vendors should reference this document when creating their Deliverable Management Plans to help ensure PRMP’s expectations are met and that there is a common understanding between PRMP and the vendor regarding deliverable management. The PRMP PgMO will update this Deliverable Management Plan Aid when new applicable standards (or versions of a standard) are released or when there are changes to PRMP policies that affect deliverable management.

If a vendor finds a contractual conflict with guidance provided in this plan aid, vendors should defer to their contract and/or any updated PRMP guidance. The Introduction section of this document provides information on the Deliverable Management Plan Aid’s purpose and objectives, scope, approach, assumptions, constraints, dependencies, and standards and references. To help ensure an understanding of project deliverables, Table 2 provides definitions for deliverables and deliverable management.

**Table 2: Deliverable Definitions**

Term	Definition
<b>Deliverable</b>	Any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.
<b>Deliverable Management</b>	The processes to define, develop, monitor, control, and verify deliverables.

### 1.1 Purpose and Objectives

The purpose of the Deliverable Management Plan Aid is to:

- Communicate PRMP deliverable review processes to vendors and project stakeholders

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<sup>1</sup> In this aid, “vendor” refers to solution vendors that implement and maintain systems within the PRMES, as well as contractors and other entities that provide non-solution-related PRMES services to PRMP.

The objective of the Deliverable Management Plan Aid is to:

- Provide a consistent framework and processes for deliverables to be managed for each PRMES project through the project life cycle.

## 1.2 Scope

The scope statement defines both the work included and not included in the scope of a project. For purposes of this Deliverable Management Plan Aid, this section addresses what is in and out of scope for an anticipated plan. The aid provides guidance to the vendors to also address processes and procedures related to managing and controlling deliverables for PRMP projects.

### 1.2.1 In Scope

The Deliverable Management Plan scope includes high-level review and approval processes for project deliverables developed during the phases of the project life cycle and certification evidence—when applicable to a system implementation. Specifically, the process includes project deliverable preparation, submission, tracking, review, and formal acceptance.

### 1.2.2 Out of Scope

Vendors should list the items considered out of scope for their specific project related to deliverable management. Any deliverable exclusions must be in alignment with the Request for Proposals (RFP) and the final signed contract as necessary.

## 1.3 Approach

This section describes assumptions, constraints, dependencies, standards, and references. The Deliverable Management Plan takes into consideration the assumptions, dependencies, and constraints for projects as described in this section.

### 1.3.1 Assumptions

An assumption is a factor expected to be in place or to be in evidence. The following assumptions were used in the development of the Deliverable Management Plan Aid and are applicable to all PRMP projects:

- The roles and responsibilities for deliverable management will be based on a stakeholder analysis for each project and are included in a Responsible, Accountable, Consulted, and Informed (RACI) Matrix for each project.
- A secure document management repository suited to the needs of the project is available to project stakeholders for reviewing workflow, tracking, storing, accessing, and managing deliverables and related project artifacts.

Vendors should list assumptions for their specific project related to deliverable management.

### 1.3.2 Constraints

Per the *PMBOK® Guide*, a constraint is a limiting factor that affects the execution of a project or process. The Deliverable Management Plan is subject to the following constraints:

- The project deliverable must meet PRMP quality standards as well as expected scope prior to formal acceptance. The Quality Management Plan outlines quality standards.
- The Deliverable Expectation Document (DED) review process must be completed for each project deliverable prior to the development and submission of a formal project deliverable for acceptance. Deviations from the DED review process requires the vendor to document and propose an alternate process to obtain PRMP review and agreement.

Vendors should list constraints for their specific project related to deliverable management.

### 1.3.3 Dependencies

Per the *PMBOK® Guide*, a dependency is a logical relationship between two activities, or between an activity and a milestone. For example, an activity that cannot begin until another activity has been finished has a dependency. The Deliverable Management Plan has at a minimum the following dependencies:

- **Communication Management Plan** – Communications management comprises the processes necessary to confirm that the project meets the information needs of its stakeholders through the development of artifacts and the implementation of activities. The communications management processes also confirm that the artifacts and activities provide an effective information exchange.
- **Configuration Management Plan** – Configuration management includes the processes and activities to establish and maintain the integrity of work products produced throughout the project life cycle.
- **Change Management Plan** – This plan documents the processes and key project stakeholders involved in managing change requests.
- **Quality Management Plan** – This plan documents the necessary information required to effectively manage project quality from project planning and project deliverable review to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, as well as roles, responsibilities, and authorities.
- **Requirements Management Plan** – This plan documents requirements management and traceability processes and standards.
- **Scope Management Plan** – Project scope management includes the processes to confirm that the work performed to deliver the product, service, or result includes all the work and only the work required to complete the project successfully.
- **Stakeholder Engagement Plan** – Stakeholder engagement comprises the process and activities of identifying project stakeholders and effectively engaging those stakeholders in the project.

Vendors should list dependencies for their specific project related to deliverable management in their Deliverable Management Plan.

### 1.3.4 Standards and References

Vendors shall develop a Deliverable Management Plan, along with any entrance and exit criteria, based on this Project Management Plan (PMP) Aid and using the following industry standards and best practices:

- *PMBOK® Guide*, Sixth Edition, Project Management Institute® (PMI®)
- Institute of Electrical and Electronics Engineers (IEEE®) Standard 1016 – 2009 – Systems Design
- *Capability Maturity Model Integration (CMMI®) for Development*, Version 1.3, Software Engineering Institute, Process Area: Supplier Agreement Management and Requirements Management



## 2.0 Roles and Responsibilities

This section describes the primary roles and responsibilities of the groups that consist of the project staff, sponsors, and stakeholders as they relate to deliverable management. Table 3 illustrates which stakeholders are responsible (R), accountable (A), consulted (C), and informed (I) (RACI), defined as:

- **Responsible:** This stakeholder does the work to complete the task area. This stakeholder may also serve as an Accountable stakeholder for some task areas.
- **Accountable:** This stakeholder delegates work and is the last one to review the task area before it is deemed complete. According to best practice, one stakeholder (or the lowest number possible) should be deemed accountable.
- **Consulted:** This stakeholder provides input based on how the task area will impact the future work of the project and the stakeholder’s expertise.
- **Informed:** This stakeholder should be aware of the progress associated with the task area.

Table 3 aims to provide insight into how PRMP and the PgMO will interact with project deliverable management processes and responsibilities. The vendor should propose its own stakeholder groups and RACI matrix according to its team’s organizational structure. Table 3 provides vendors with the RACI matrix for PRMP and/or PgMO responsibilities. This matrix can be edited from this baseline if deviations are discussed with PRMP and the PgMO to determine what is appropriate for the project.

**Table 3: RACI Matrix for Project Deliverable Management**

Task Area	PRMP Leadership	PRMP Program Director	PRMP Project Lead	PRMP PgMO	PRMP Subject Matter Experts (SMEs)	Vendor
Develop DED	I	C	A	C	C	R
Review DED	C	A	R	C, I	C, I	C, I
Develop Deliverable	I	C	A	C	C	R
Review Project Deliverable	C	A	R	C	C	C
Update Comment Log	I	I	A	I	I	R
Update Deliverable Log	I	I	A	I	I	R
Deliverable Status & Reporting	I	C	A	C, I	I	R

Task Area	PRMP Leadership	PRMP Program Director	PRMP Project Lead	PRMP PgMO	PRMP Subject Matter Experts (SMEs)	Vendor
Overall Document Management	I	C	A	C, I	I	R

## 2.1 PRMP Leadership

PRMP is an agency within the Puerto Rico Department of Health (PRDoH). While leadership roles might vary between projects, in general, the PRMP leadership stakeholder group refers to the PRDoH Secretary, PRMP Executive Director, and the PRMP Executive Steering Committee.

## 2.2 PRMP Program Director

The PRMP Program Director is a member of the PRMP PgMO.

An important aspect of the PRMP Program Director’s role is to supervise program deliverables in terms of all benefits delivered by PRMES initiatives.

## 2.3 PRMP Project Lead

PRMP appoints a Project Lead to oversee each of the PRMES projects under PRMP programs utilizing the defined PRMP PgMO processes. The Project Lead collaborates with the vendor’s Project Manager to help ensure the project execution and implementation are in accordance with the approved deliverable processes defined by the PRMP PgMO.

The PRMP Project Lead, PRMP PgMO, and the vendors shall be the initial implementers of the deliverable management processes defined in the plan.

The PRMP Project Lead has joint responsibility with the vendor Project Manager for defining, developing, monitoring, controlling, and verifying deliverables.

## 2.4 PRMP PgMO

PRMP has appointed the PgMO to provide program management guidance and collaborative oversight for its information technology initiatives. As part of this responsibility, PRMP PgMO has developed this Deliverable Management Plan Aid as a guide for project-specific Deliverable Management Plans.

Each vendor shall create an individual Deliverable Management Plan to manage project deliverables and shall collaborate with the PRMP PgMO to gain PRMP approval of its process.

## 2.5 Vendors

The vendors contracted with PRMP are responsible for developing a project-specific Deliverable Management Plan, obtaining PRMP approval of the plan, and managing deliverables in accordance with that plan.

In accordance with the assumptions described in this document, PRMP anticipates that the vendors will maintain deliverables according to their PRMP-approved Deliverable Management Plan. The vendor Project Manager will have joint responsibility with the PRMP project lead for defining, developing, monitoring, controlling, and verifying deliverables.

## 2.6 PRMP SMEs

PRMP will select SMEs who will aid the project and provide insight into areas of business operations and processes about which the vendor may not have knowledge or expertise. These SMEs will be consulted during various aspects of the project life cycle as well as asked to review deliverables. PRMP SMEs will contribute their specialized knowledge and help verify that any documented processes or business changes are correct in the deliverable and the information is relevant for PRMP staff and stakeholders.

## 3.0 Overview of Deliverable Management

The PRMP PgMO Deliverable Management Plan Aid outlines guidelines for the project deliverable processes the vendor will follow when preparing and submitting a deliverable, as well as responding to deliverable reviewer comments. The plan outlines the review and comment process that deliverable reviewers and approvers will follow once the vendor submits a project deliverable. The plan also provides deliverable management activities related to storing, logging, and coordinating project deliverable movement through formal acceptance.

The deliverable review processes are designed to help ensure:

- PRMP only accepts project deliverables that meet project contractual requirements and document format, content, and payment requirements
- The project deliverable aligns with the applicable DED
- The project deliverable satisfies deliverable-specific acceptance criteria
- Each project deliverable complies with the PRMP PgMO Project Management Plan quality controls and standards

The *PMBOK® Guide* describes a deliverable and the review process as follows:

*Section 4.3.3.1 Deliverables* “A deliverable is any unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase, or project. Deliverables are typically tangible components completed to meet the project objectives and can include elements of the project management plan.”

*Section 5.5 Validate Scope* “Validate Scope is the process of formalizing acceptance of the completed project deliverables. The key benefit of this process is that it brings objectivity to the acceptance process and increases the chance of final product, service, or result acceptance by validating each deliverable.”

## 4.0 Deliverable Review Overview

Project deliverables that the vendor must develop and submit for review and approval during the project phases will vary based on the needs of the project. The project solicitation document contains required project deliverables and the applicable submission and review time frames.

Figure 1 outlines general inputs and tools that the vendor should use to prepare a DED and project deliverables, and that project stakeholders should use during deliverable review and acceptance.

**Figure 1: Deliverable Review Inputs and Tools**

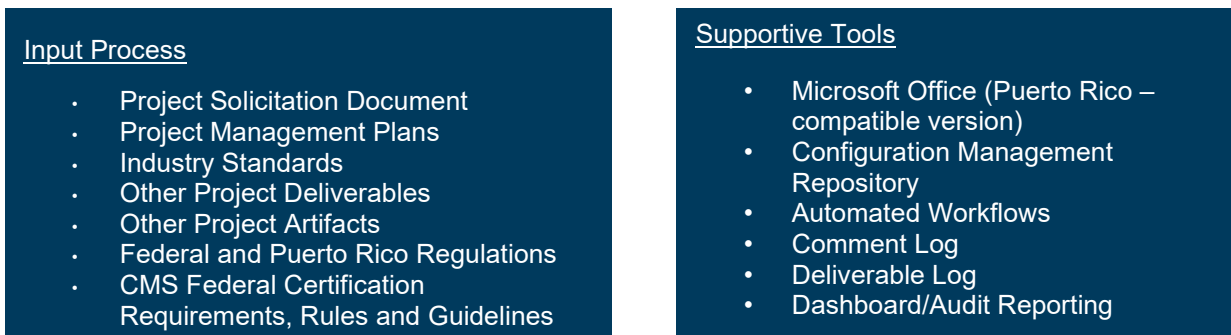


Figure 2 outlines the typical high-level processes from DED preparation through formal project deliverable acceptance. The process may vary based on review and approval requirements established in each project contract. The process detailed below should be discussed with PRMP to confirm common expectations on the project deliverable process, timelines, etc.. Subsequent sections provide more detail about the processes.

**Figure 2: DED and Project Deliverable Process**



This section of the Deliverable Management Plan outlines key components of the review processes:

- DED review process
- Project deliverable review process
- Comment Log
- Deliverable Log
- Deliverable status and progress reporting

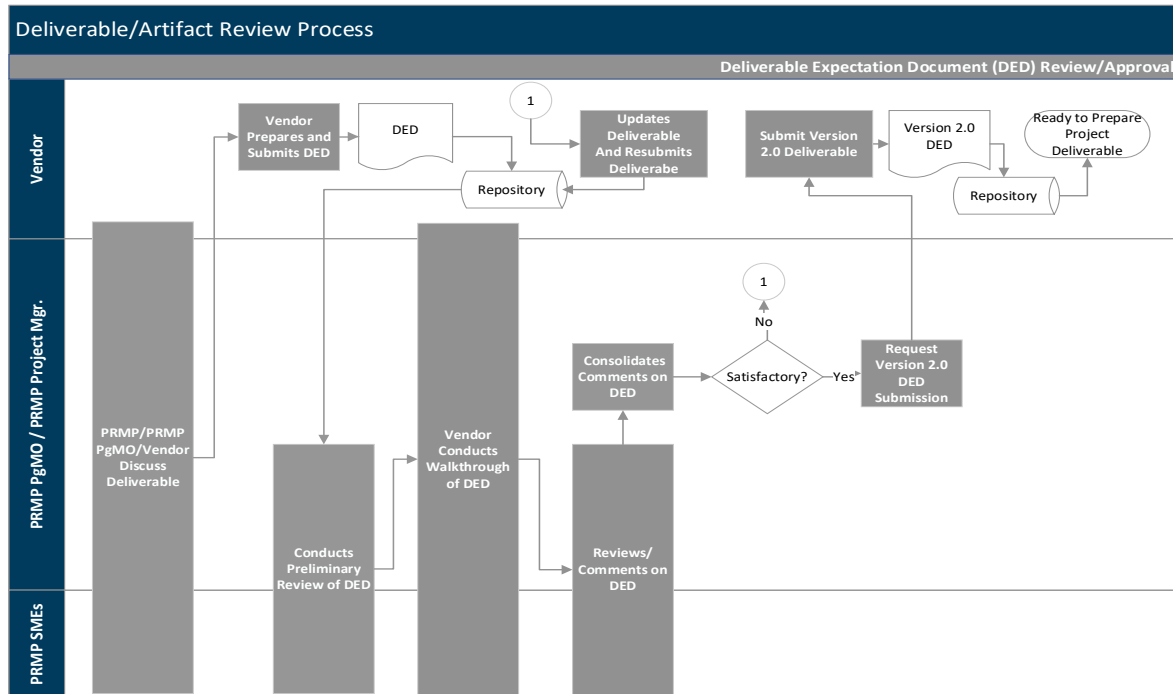
## 4.1 DED Review Process

Unless otherwise agreed upon and documented with PRMP, the vendor shall prepare a DED outlining the standards, scope, and content to be used or included in each project deliverable.

The DED helps establish expectations for the scope and content of a project deliverable as well as acceptance criteria that must be met prior to formal acceptance of a project deliverable. This process is intended to support an efficient review cycle.

The document repository is the tool used to support moving the DED through the review cycle from the vendor's initial submission through PRMP's approval. A Comment Log is used to record all reviewer comments and recommendations, and the vendor records how each comment has been addressed. Once all comments have been satisfactorily addressed, the PRMP project manager will provide acceptance notification to the vendor and log the acceptance as a decision. The vendor can then begin preparing the project deliverable.

Figure 3: DED Review Process





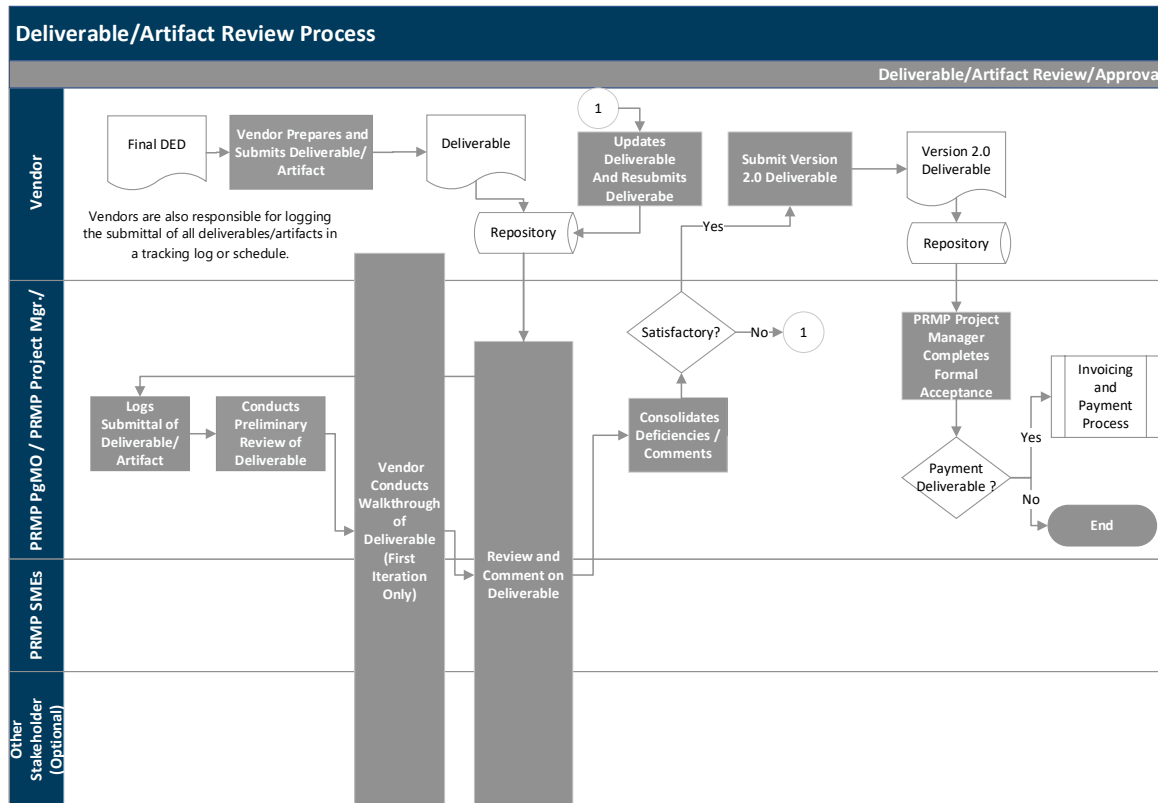
## 4.2 Project Deliverable Review Process

Unless otherwise agreed upon and documented with PRMP, a PRMP-approved DED is a prerequisite for project deliverable preparation and submission. The vendor must prepare and submit each project deliverable in accordance with PRMP and industry standards established in the PMPs outlined in section 1.3.3 Dependencies of this aid and fulfill contract requirements. Contract requirements generally outline review time frames for a DED and a project deliverable. If the contract requirements do not outline these time frames, the vendor should propose time frames for PRMP review in this section of the vendor's Deliverable Management Plan. The review time frame will begin the day of deliverable submission for those submitted prior to noon Atlantic Time, and the next business day when submission occurs after noon Atlantic Time. Vendors should submit deliverables based on PRMP's time zone and with respect to PRMP's planned Out of the Office (OOO) and their related holiday schedule.

A secure document repository with automated review workflows is a typical tool used to support moving the project deliverable through the review cycle from initial submission through formal acceptance. Once all comments have been addressed to the satisfaction of the PRMP project manager, the PRMP project manager will move forward with formal acceptance of the project deliverable. Should deficiencies still exist in the formally submitted project deliverable, the PRMP project manager and vendor must collaborate to determine the approach for successfully resolving those deficiencies.

Figure 4 illustrates the project deliverable review process completed for each project artifact.

**Figure 4: Project Deliverable Review Process**



## 4.4 Deliverable Log

At any point during a project, multiple deliverables may be in the review cycle. Dependencies between project deliverables are common during the project life cycle. This makes tracking project deliverables from the submission through formal acceptance a critical step in the deliverable review process. The document management repository used to support deliverable management must provide project stakeholders with dashboard and reporting capabilities:

- To clearly see where a deliverable is in the review process
- To verify compliance with submission and review time frames
- To provide input for the vendor's status reports where project deliverable status and progress is reported

Vendors are also responsible for logging submittal of all deliverables/artifacts in a tracking log or schedule, which is a helpful practice, using its preferred method, provided the Deliverable Log can be easily produced and shared with PRMP as needed, and includes key information about a project deliverable such as submission and version history, status, and dependencies.

## 4.4 Deliverable Status and Progress Reporting

The vendor's project status reporting must include up-to-date information about project deliverable status. Specific reporting content might vary by project but should minimally include:

- Where a project deliverable is in the review cycle
- A current schedule of deliverables and known impacts
- Any impacts to a project deliverable regardless of its status
- The reviewers of a specific document to assess resources

## 5.0 Document Management

The vendor must provide, implement, operate, and maintain a secure document management solution (DMS) in accordance with requirements outlined in the project solicitation document. The tool must allow appropriate levels of access and availability to project stakeholders. The document management solution must support reviews of project deliverables along the project life cycle. For projects that require CMS certification, the vendor's approved Certification Management Plan should provide more information about how certification artifact documents should be stored and managed. The vendor should discuss and obtain PRMP's approval on the tool and approach forward utilization of their DMS.

The vendor's approved Configuration Management Plan should outline processes and standards to be followed for version control, documentation types, storage, and access for documents. Those processes are applicable to project deliverables and related project artifacts. The project solicitation document may specifically outline additional requirements for document storage and retention.

## Appendix A: Acronyms List

Table 4 presents acronyms used in this document.

**Table 4: Acronyms List**

Acronym	Definition
<b>CHIP</b>	Children’s Health Insurance Program
<b>CMMI®</b>	Capability Maturity Model Integration
<b>CMS</b>	Centers for Medicare & Medicaid Services
<b>DED</b>	Deliverable Expectation Document
<b>EOMC</b>	Enterprise Objective Monitoring and Control
<b>IEEE®</b>	Institute of Electrical and Electronics Engineers
<b>KL</b>	BerryDunn KnowledgeLink
<b>OIAT</b>	Oficina de Informática y Avances Tecnológicos
<b>PgMO</b>	Program Management Office
<b>PMBOK® Guide</b>	<i>A Guide to the Project Management Body of Knowledge</i>
<b>PMI®</b>	Project Management Institute®
<b>PMP</b>	Project Management Plan
<b>PRDoH</b>	Puerto Rico Department of Health
<b>PRMES</b>	Puerto Rico Medicaid Enterprise Systems
<b>PRMP</b>	Puerto Rico Medicaid Program
<b>RACI</b>	Responsible, Accountable, Consulted, and Informed
<b>RFP</b>	Request for Proposals
<b>SME</b>	Subject Matter Expert

## Appendix B: Deliverable Versioning

### 1. Deliverable Versioning Process

Table 5 presents an example of deliverable version control. The vendor’s approved Configuration Management Plan should include more information.

#### 1.1 Versioning Control Process

All deliverables must conform to an approved version control process, such as the example outlined in Table 5, Version Control.

**Table 5: Version Control**

Version	Description
0.1 – 0.nnn	<p>Iterations of the document during internal draft process.</p> <p>Version 0.nnn is used even if a deliverable document is being used for a joint application design or walk-through session with PRMP. This versioning number can change as frequently as the team would like.</p> <p>Note: The deliverable should not be identified as version 1.0 until it is loaded into the document control repository to start the review process with PRMP.</p>
1.0 – 1.nnn	<p>Initial versions of the deliverable sent to PRMP for approval.</p> <p>Important Note: Once the document is loaded into the Project Documentation library on SharePoint to begin the review process—this version number cannot be changed by the project team. The initial version loaded into the Project Documentation library will be v1.0 and will remain v1.0 until it is either rejected by PRMP or approved by PRMP.</p> <p>If rejected by PRMP, the PRMP project manager or project coordinator will initiate the “PRMP Rejected Document” workflow using the Comment Log for the rejected document requesting the PRMP project coordinator team member to create the next version in line, e.g., v1.1 for the team to incorporate changes and turn on “Track Changes.” This version will be placed in the Project Documentation library for team review and updates.</p> <p>If approved by PRMP, the project manager or project coordinator will initiate the “PRMP Approved Document” workflow using the Comment Log for the approved document requesting the PRMP project coordinator to create version 2.0 and place it into the Final Deliverables library for final delivery to PRMP by the project manager.</p>
2.0	<p>Final approved version.</p> <p>When PRMP approves the final draft (v1.n), The PRMP project coordinator will remove any draft references from the document, accept all changes, and change the version number to v2.0.</p>
2.1 – 2.nnn	<p>Version number 2.n reflects modifications to the final approved deliverable as necessary. An example would be the project manager leaves and the project charter is updated; the new version would be v2.1. If a major revision were required to any document that requires approval of PRMP, the version would move to 3.0 after PRMP approval is received.</p>

Version	Description
3.0	PRMP approved version that involved a major change to a previously approved document version.
3.1 – 3.nnn	Version number 3.n reflects modifications to the final approved deliverable as necessary. The same principles apply here for versioning as in the 2.1 – 2.nnn versioning process.

## 1.2 Revision Control Log

The Change Log on page two of the deliverable should reflect any change and the reason for the new version. Table 6 presents the Sample Review and Change Log.

**Table 6: Change Log**

Version Number	Version Date	Summary of Changes	Revised Page #s	Revised By	Job Title
0.1	10/15/20	Initial internal draft	1-15	J. Smith	BIA
0.2	10/19/20	Second internal draft	3-7	J. Doe	Architect
1.0	10/21/21	Initial submission to PRMP	N/A	J. Smith	BIA
1.1	10/28/21	Incorporated customer-requested changes	18-22	J. Smith	BIA
1.2	11/04/22	Incorporated customer-requested changes	16	J. Smith	BIA
2.0	11/05/22	Final version approved by PRMP	N/A	J. Smith	PRMP PgMO