Correspondence Memorandum

Date: April 29, 2025

To: IAS Program Management Team

From: Michelle Hoehne, Kurt Petrie, Yikchau Sze
              Office of Internal Audit (OIA)

Subject: Internal Audit Insurance Administration System (IAS) Program Review
              Monthly Report

Background
This is our continuation of the monthly communication for our IAS Program Review, covering the period from March 22 to April 18, 2025. OIA's role for this consulting project is to provide feedback on IAS program management and verify that key program outcomes are achieved. OIA is using documentation review and evidence testing to verify the following:

- Management oversight is appropriate
- Status reporting is accurate
- Key risks are identified and properly treated
- Necessary testing is completed
- Other key project milestones are supported and achieved

As announced on April 18, 2025, ETF leadership decided to take a phased approach to the My Insurance Benefits launch, with a focused implementation for the Universities of Wisconsin (UWs) on July 1, 2025, and a full launch for all other employers intended for March of 2026. Planning and assessment are underway for the impact of this decision on individual projects and the program as a whole. OIA plans to focus our review on program readiness for the focused July 1, 2025, launch with the UWs in the coming months, while monitoring the progress toward the intended March 2026 full launch.

OIA Activities Completed
As part of the routine, ongoing monitoring OIA completes, we attended biweekly meetings between OIA and IAS General Program Manager and Program Analyst.
We reviewed the following items for reasonableness and asked follow-up questions as necessary:

- DAQ+ Log
- IAS Program weekly status reports
- Monthly Portfolio Committee Reports

Attachment B

- Eclipse time tracking and allocation of hours and provided our review to Program Management to assist in their monitoring
- Risks and issues documented in Eclipse
- Reporting of End-to-End testing progress
- Training recordings and materials as they become available

OIA Items Noted

Overall Project Monitoring and Operational Readiness

As mentioned in our prior reports, the IAS Program Managers utilized the Program Plan, where all critical tasks were monitored along the critical path. However, this Program Plan was not updated for the month of January, February, or March. Program Managers recently determined there was limited benefit of updating the Program Plan compared to the time and effort involved. Instead, Program Managers review each individual project's critical tasks in Eclipse. We noticed an increase in the number of overdue critical tasks at the end of this review period across various projects. While many of the outstanding tasks are detailed in the key functionalities spreadsheet discussed below, others are not. With an increase in these outstanding tasks, this is something that must be monitored very closely to ensure project completion. In addition, for the risks and issues documented in Eclipse, it appears that some are not being actively monitored and updated as the Program progresses. This may make it difficult to assess these risks and issues with other sources of information being used for Program Management monitoring. We also identified two projects where the completion end date was moved back without a corresponding change request (CR). For one of the projects, staff created the CR after we asked questions about it. A CR for the other project has not been created yet, since it might be consolidated with another IAS project.[1]

As an additional program decision making tool, the key functionality spreadsheet includes the status of remaining items to be completed if ETF can go-live with or without them, the likelihood of them being completed by go-live, and a few other metrics. Because the emphasis is on development work needed, the go-live indicator has that focus. If a holistic approach of the entire project would be included in the analysis, items may potentially be ranked differently. Staff also created a showstopper tracking document which is a subset of the key functionalities spreadsheet that must be available by go-live. Staff have been working diligently to ensure all these items are completed, along with escalating certain items to Benefitfocus for prioritization. While these documents do not include all remaining downstream activities like training and manual operations, they are helpful in ensuring that the highest priority items are identified, monitored, and completed.

Staff have also created a deferments, defects, and enhancements spreadsheet to separately track items from the UWs and the Department of Administration. We

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[1] If consolidated with another project, a CR will be created at that time.

reviewed these items and found many were from the key functionality spreadsheet and others coming from the IAS Defect & Enhancement Review List. We identified a few items that we had questions on the status, the ability to go-live without the item, or the prioritization of the item. These were communicated to the IAS Program Managers. Finally, on the IAS Defect & Enhancement Review List, there were several items that must be completed before the UW go-live where the confidence level of completing the End-to-End cycle 4 testing period is extremely unlikely, with some items that are recent defects needing to be fixed. These items are expected to be fixed as part of Benefitfocus' update release in May.

While it is helpful that staff have created all these spreadsheets to monitor and/or aid in decision making regarding the program, the fact that there is no complete picture in one location to review all remaining items and tasks in the program in detail is concerning. Also, since there are several different spreadsheets to manage, ensuring that the information is accurate can be difficult. Furthermore, the focus is on one item at a time, which could result in individual items, when combined, to have a different go-live indicator. Finally, all this information does not indicate the operational readiness of the vendors and employers and their ability to complete all of their necessary work.

We recommend the following:
- A change request is created and approved when a project end date is moved back.
- Risk and issues are updated and managed in Eclipse to reflect the current status.
- Complete a holistic analysis that includes the impact of the combination of key items to ensure the go-live indicator is not different when combined.
- Periodic review and reconciliation are completed of the various tracking spreadsheets to ensure alignment.
- If any new tools are created for project monitoring or oversight/decision making, ensure they are used and linked to create a more holistic picture for program management purposes.

cc: Strategic Council