

Agile in Action
Sponsored by the Private Sector
Technology Group

Medicaid Enterprise System Conference
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Chicago, IL



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Agenda

- Welcome
- Agile Best Practices Committee
- Survey Results
- Agile Procurement
- Agile Maintenance & Operations
- Wrap-up and Next Steps



PSTG General Information



Promote private sector consensus views to CMS and state agencies to drive change that benefits the market as a whole



Communicate the impact of change to appropriate federal and state agencies and interest groups and make recommendations to deal with the effects



Identify opportunities to accelerate adoption and eliminate obstacles to new technology, business services and delivery models



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Goal of the Agile Committee

Survey PSTG member companies about their use of Agile methodologies

Identify quick hits and incremental steps to accelerate adoption

Create materials to inform, guide and support the adoption of Agile practices



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Is it Agile?

Speed

- Does it increase the speed of delivery of value to members?

Quality

- Does it increase the quality of the product and/or service delivered?

Cost

- Does it reduce the cost of projects by reducing rework?

Collaboration

- Does it increase the amount and rate of collaboration between all parties working together on the effort?



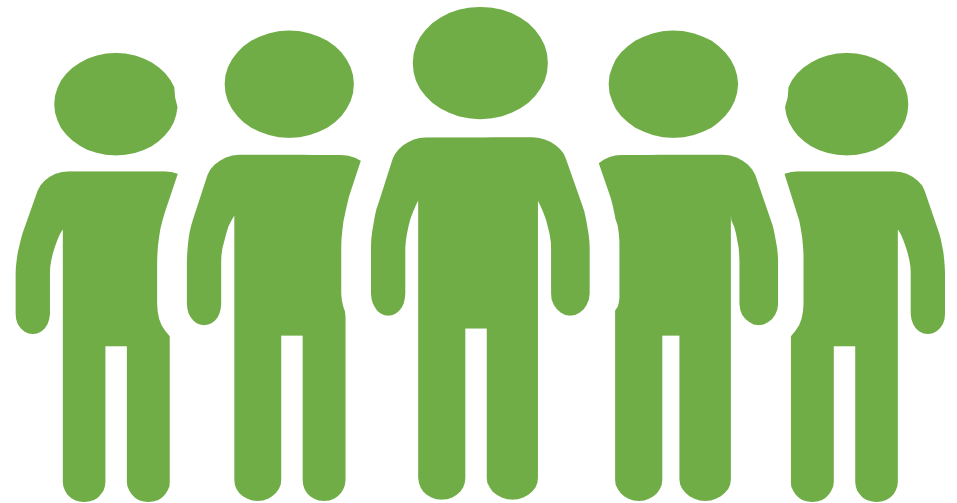
Agile Survey

Best practice-based
survey

Sent to 60+ PSTG
Members

Gathered
information

Recruited
committee members



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Agile Themes from Member Organizations

Agile has been used internally for an average of six years

Companies use Agile internally and a hybrid approach externally

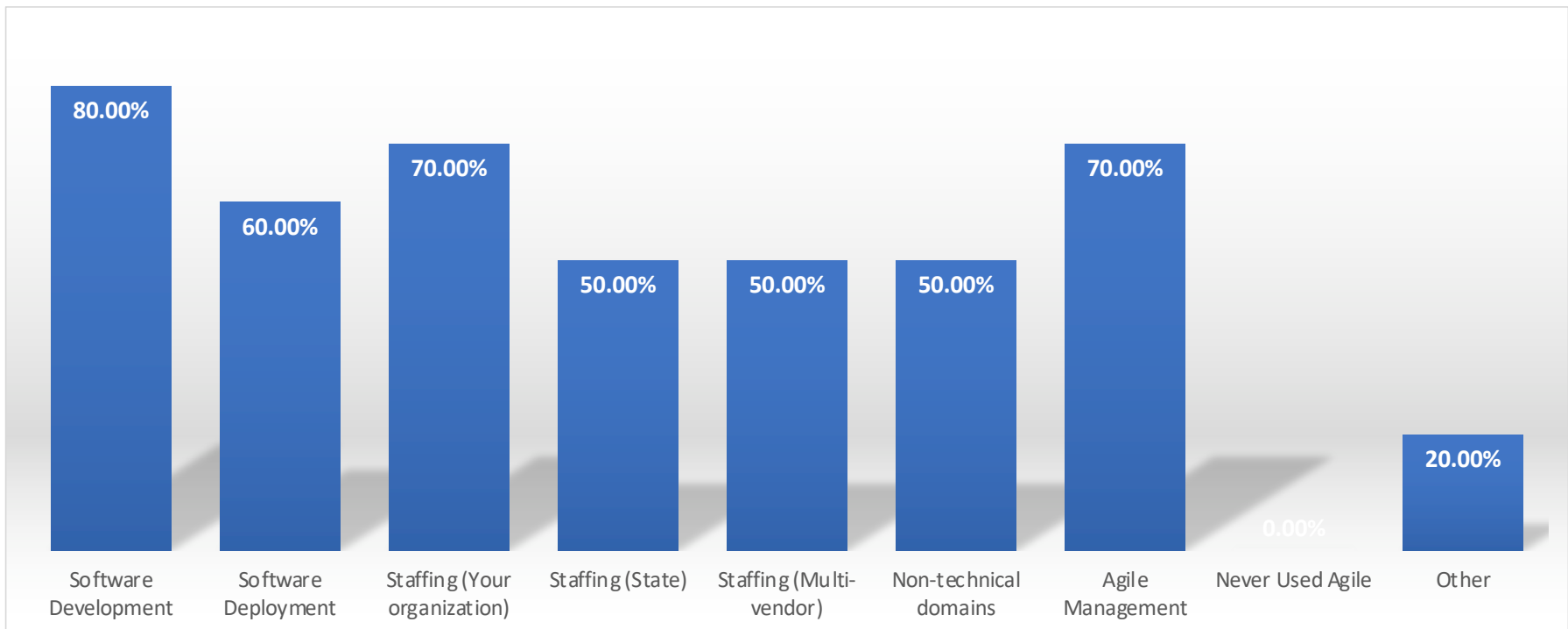
Teams need to develop an "agile attitude" that comes from knowledge and experience

Access on a regular basis to State stakeholders is a consistent problem

Trust grows as users see their needs being met timely and accurately

Project
MMIS
software
Agile
team
requirements
Medicaid
RFP
use
State
Scrum
system
projects
process

How Have You Employed Agile?



Agile Approach to the Agile Committee



Focus on outcomes that can be developed and validated with users



Be prescriptive in planning and execution but not output



Trust that details would emerge to alter outcomes and products



Develop Minimally Viable Products (MVP) to present at MESC



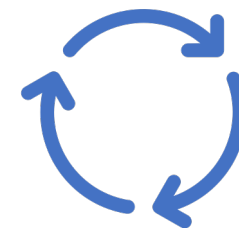
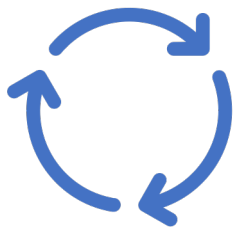
Gather feedback from users to decide next steps in development



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Two Sides of the Coin

**Agile
Procurement**



**Agile
Maintenance
& Operations**

Agile Readiness Assessment

- Agile Manifesto* is the de facto platform for Agile in software development projects
- The Committee adapted the Agile Manifesto to address procurement projects; changes include:
 - Introduction focused on customer's business needs/drivers
 - Procurement focus (versus project focus)
 - Subject Matter Experts driving procurement projects (versus developers)
 - Inclusion of business needs to drive technical requirements
 - Addition of “solution-first” language

* Reference Agile Manifesto - <https://agilemanifesto.org/>

Agile Readiness Assessment Tool

Assessing Agile Procurement Readiness

Agile procurement activities and methods
Measures of readiness include:

- *Strengths
- *Barriers
- *Weaknesses
- *Opportunities
- *Risks

Agile Readiness Tips

Tips help understand what each measure means in terms of where you are now or steps to take to reach readiness

- *Videos
- *Examples
- *Diagrams
- *Articles

Readiness for Agile

Readiness Ranking Methodology
Examples:

- 1 – Ready and currently using Agile principles;
- 2 – Minor issues, ready now
- 3 – Many issues to work around but generally prepared
- 4 – Barriers create difficulties
- 5 – Significant barriers to overcome

Agile Support

Videos
Wiki
Social Media
Agile Resources



Agile Readiness Assessment – Example Questions

- Procurement Regulations
 - Do your procurement regulations permit system development RFPs that are based on high-level requirements and/or agile “user stories”?
- Procurement Evaluation
 - Does your state have a procurement evaluation process to properly score proposals that are based on an Agile methodology?
- IT/Agency Adoption
 - Has your organization implemented a formal Agile methodology for projects that can be encapsulated in an RFP?
- Oversight Alignment
 - Are your Project Sponsors aware of the differences in project processes, deliverables and milestones when an Agile methodology is used?



Agile Procurement – Polling Questions

Check all that apply

- I think an Agile Readiness Assessment would be a valuable tool for states.
- I think such a tool could influence state procurements to be more compatible with Agile practices.
- I think the Committee should move forward with the full development of this tool.

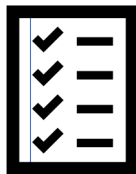


Agile Procurement



Source: <https://api.cvent.com/polling/v1/api/polls/sp4puybp>

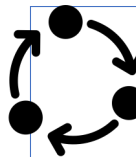
Why Agile for Maintenance & Operations?



Small Projects



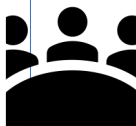
Existing Teams



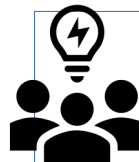
Existing Process



Lower Cost of Learning



Less Prescribed Oversight



Frequent Retrospectives



Agile Bytes for M & O

Produce short videos or animations each focused on a single aspect of Agile

Define the aspect of Agile

Describe how it brings value

Give an example of it's use in M & O



The Power of Small Iterations and Frequent Communication

You're the pharmacy director and you want to build a new Opioid Management program in your state. You and your staff write 50 requirements for your Pharmacy Benefit Manager (PBM) and ask that they be ready for User Acceptance Testing (UAT) in 10 weeks.



Traditional Method

You give your PBM vendor the 50 requirements and you walk through them



The PBM vendor then goes back and configures the new edits



Ten weeks later, the victorious PBM delivers the new edits to UAT



After five days of UAT you realize the PBM didn't understand some requirements, others are no longer valid



Your original date slips as you work with the PBM to fix the issues found in UAT



Can We Improve the Process with Small Iterations + Frequent Communication?

Backlog

You give your PBM vendor the 50 requirements and you walk through them

Sprint 1

Together, you and the PBM pick 10 edits and decide to deliver them to UAT in 10 days

Sprint 1

The PBM vendor then goes back and configures the 10 new edits

Sprint 1

Ten days later the PBM delivers the 10 new edits to UAT

UAT

After four hours of UAT, you realize that the PBM didn't understand one requirement and that one in the backlog is no longer relevant

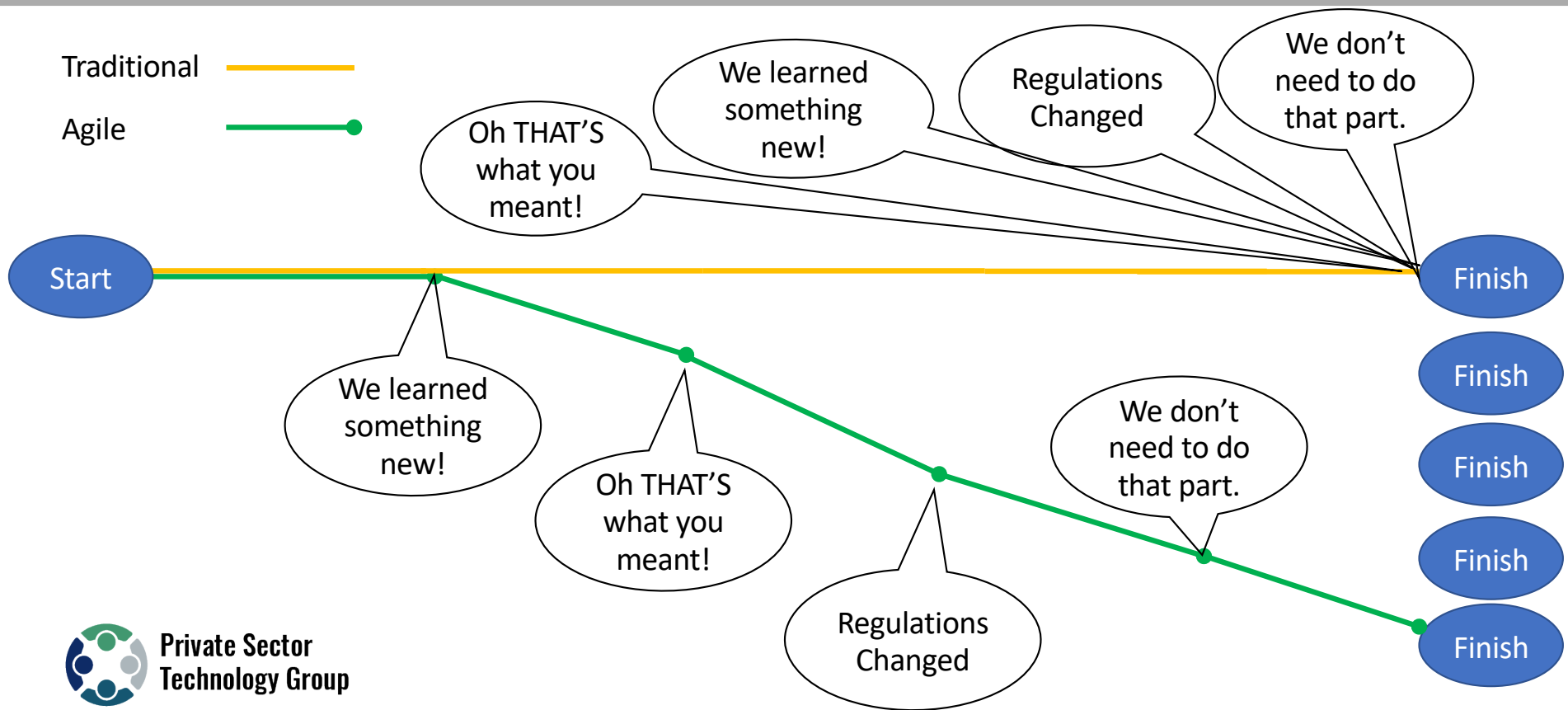
Sprint 2 - n

After repeating that cycle four more times, you approve all edits in UAT



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The Power of Small Iterations and Frequent Communication

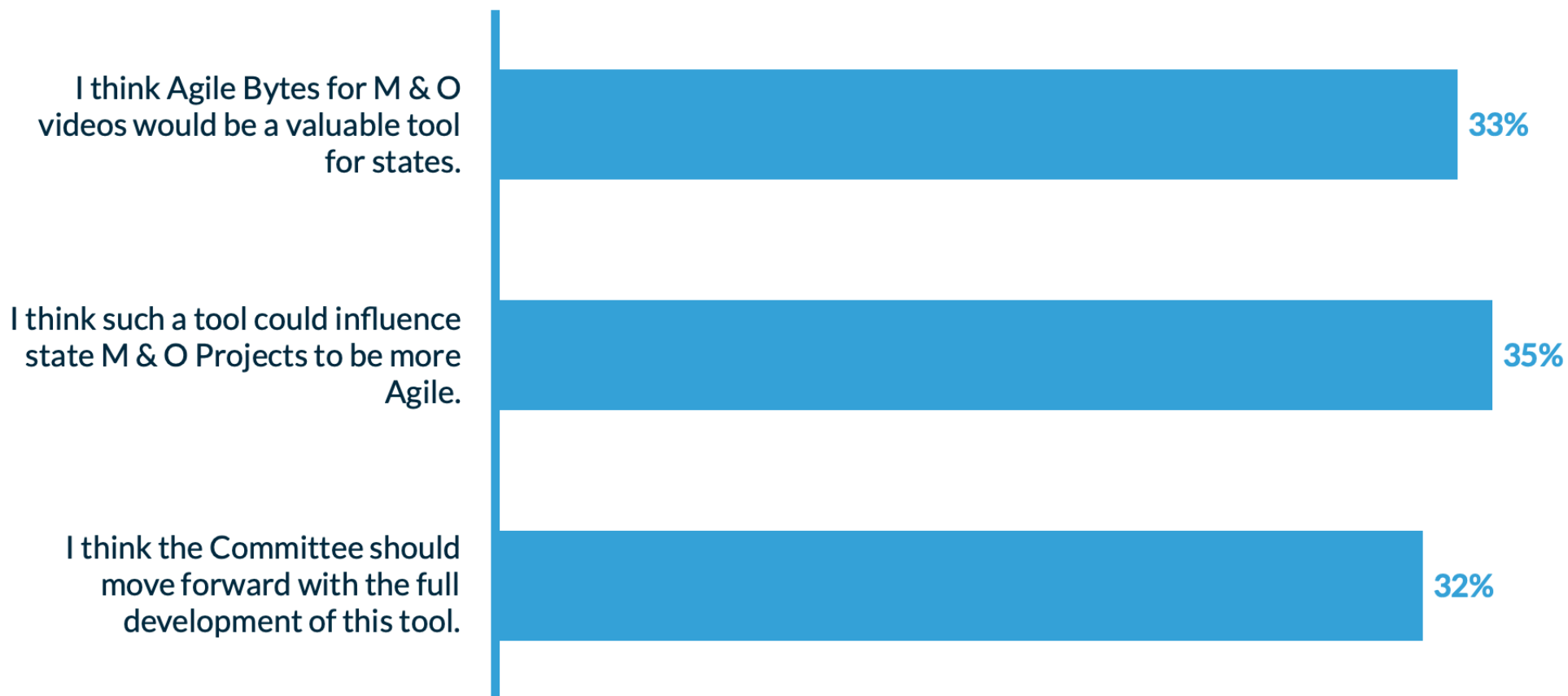


Agile M & O – Polling Questions

Check all that apply

- I think Agile Bytes for M & O videos would be a valuable tool for states.
- I think such a tool could influence state M & O Projects to be more Agile.
- I think the Committee should move forward with the full development of this tool.

Agile M & O



Source: <https://api.cvent.com/polling/v1/api/polls/sp-mnhzes>

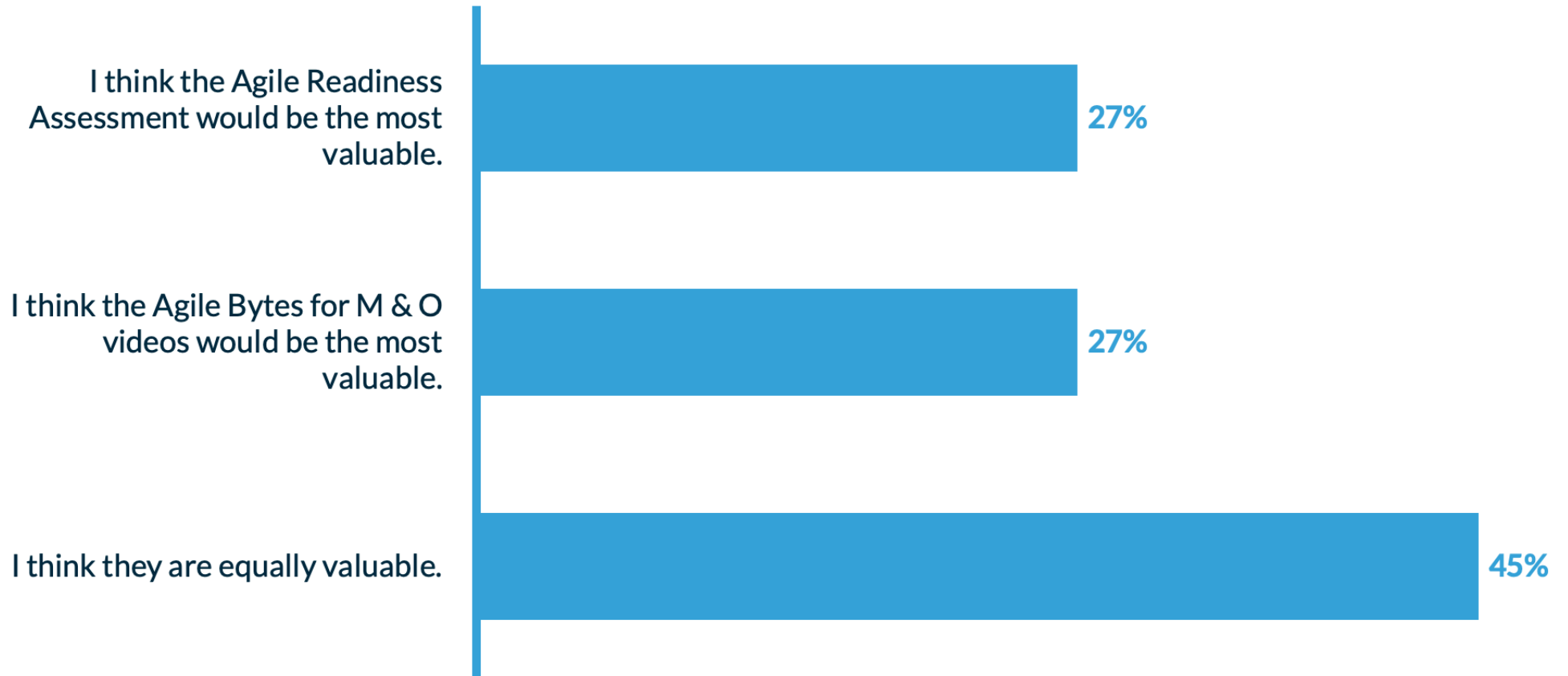
Agile – Best Idea

Choose One Answer

- I think the Agile Readiness Assessment would be the most valuable.
- I think the Agile Bytes for M & O videos would be the most valuable.
- I think they are equally valuable.



Agile – Best Idea

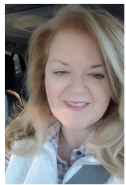


Source: <https://api.cvent.com/polling/v1/api/polls/sp-54b2mu>

Questions?



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