
Best Practices in Large Program Management

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Agenda

- Introductions
- Tricare Program Overview
- Challenges and Solutions

Introductions

- Joyce Meyer-Warren
 - IT Senior Director, Express Scripts
 - Program Director
- Amy Easterling
 - Senior Manager, Daugherty Business Solutions
 - PMO Performance Team Lead

Express Scripts Tricare Program

Under TPharm4 contract, Express Scripts will adjudicate all DoD retail, home delivery, specialty and MTF claims, servicing the pharmacy needs of the military worldwide.

- Approximately **9.6M TRICARE beneficiaries**
- Partnering with **249 Military Treatment Facilities (MTFs)** across the globe
- Over the past decade, generated **billions in savings** for the Government
- Achieved beneficiary **satisfaction ratings as high as 98.3%**

TPharm4 Implementation Keys to Success

Leadership

- ❑ Cross-functional representation
- ❑ Empowered leaders

Structure

- ❑ One integrated plan
- ❑ Strong PMO resources
- ❑ Rigorous change control

Quality

- ❑ Additional validation phases
- ❑ Engagement with client
- ❑ Engagement with vendors



"...this is the result of extensive planning and coordination over the last several months and want to thank everyone that contributed to this."

NATALIE JONES

DHA Pharmacy Operations Division

Operations Contracting Office Representative (COR)

Tpharm 4 PMO Structure

□ The Program

- 30 parent projects
- 40+ impacted applications
- 12 months analysis - implementation
- Releases staggered over 6 months
- 1500+ resources supporting

□ The PMO

- Performance Management Team
- Business Alignment Team
- Solution Architecture
- Infrastructure
- Integrated Test Leadership
- Go-Live/Command Center
- Solution Leads - coordination with project managers and application development/support (4 key verticals)

Challenges and Solutions

Challenge	How We Addressed It
Inspire accountability to PMs of 30 projects and ensure that everyone understands importance/value of program and sees the “big picture”	<ul style="list-style-type: none">• Established and published a weekly meeting cadence to bring team together – regularly set meetings to review risks, project status and scope impacts• Weekly status report to team and stakeholders – show progress toward goal• Monthly newsletter to team, stakeholders, leadership – remind of the “big picture” and show a lighter side
Coordinate projects/capabilities across multiple “towers”	<ul style="list-style-type: none">• Program solution architect, with visibility across all capabilities, to address issues• QA test lead coordinated integrated testing

Challenges and Solutions

Challenge	How We Addressed It
Manage schedules, budgets, scope of 30 individual projects and monitor impact to the overall program	<ul style="list-style-type: none">• Created/maintained an Integrated Master Schedule (IMS)<ul style="list-style-type: none">• Key milestones from individual projects were tracked in the IMS – updated weekly• IMS also tracked dependencies between projects• IMS calculated overall program % complete, which was then displayed graphically• Created/maintained Program Financial Tracker<ul style="list-style-type: none">• Input from enterprise financial data• Combined Actual Spend, ETC, EAC on all projects to get an overall program view• Created Change Mgmt process<ul style="list-style-type: none">• Any CRs reviewed by CCB weekly• All CRs presented to CCB tracked – including cause (gap, new rqmt), decision, cost, schedule impact

Challenges and Solutions

Challenge	How We Addressed It
Executed multiple QA cycles, including contractually required testing	<ul style="list-style-type: none">• Program QA lead worked with QA teams for each vertical/capability to coordinate integrated testing• Contractually required testing was coordinated across IT and Business to ensure appropriate resources available for both execution, validation and issue resolution
Ensure that risks and issues are appropriately escalated, documented and mitigated	<ul style="list-style-type: none">• Created program-wide risk and issue tracking (Sharepoint) that could be shared between IT and Business• Risk and issues analyst key responsibility was to ensure that risks/issues were documented, mitigated and addressed• Utilized risk tracker to record all questions to external customer

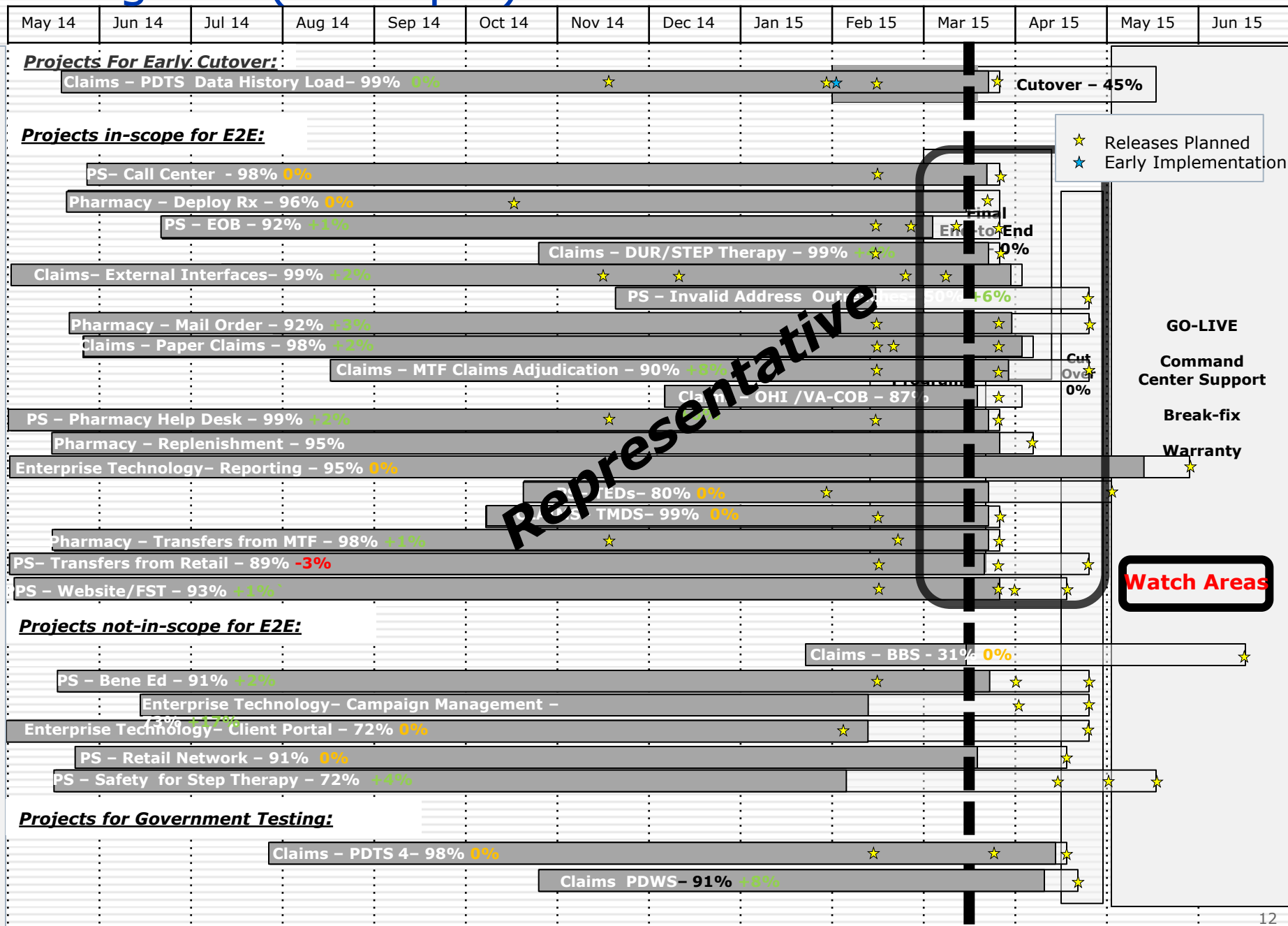
SAMPLE PMO DELIVERABLES

Meeting Cadence (Representative)

	Mon	Tues	Wed	Thurs	Fri
8:00AM	Daily Stand-up	Daily Stand-up	Daily Stand-up	Daily Stand-up	Daily Stand-up
9:00AM					
10:00AM				Weekly Program Status Review	
11:00AM		CCB Prep			
12:00PM			Change Control Board		
1:00PM				Government Program Review	
2:00PM	Key Risk and Issues Review				Financial Review
3:00PM			IMS Review		
4:00PM		VP Advisory Board (bi-weekly)			
5:00PM					

IT Progress (*Sample)

Today



★ Releases Planned
★ Early Implementation

GO-LIVE
Command Center Support
Break-fix
Warranty

Watch Areas

Representative

IT Progress

IT Top IT Schedule Risks

KEY PROGRAM MILESTONES					
Status	Trend	Milestone	Milestone Description	Risk (R) / Issue (I)	Mitigation
	↓				
	↔				
	↔				
	↔				
	↔				
	↔				
	↔				
	↔				

Representative

IT Program Spending Trend Against Reassessment

	Reassessment	Spend to Date	Trend	Reason for Trend
Claims	\$xx	\$yy		
Pharmacy	\$xx	\$yy		
Patient Systems	\$xx	\$yy		
Enterprise Tech	\$xx	\$yy		
Project Governance	\$xx	\$yy		
Infrastructure	\$xx	\$yy		
TOTAL	\$xx	\$yy		

Representative

Trending up
 Trending Down
 On Target

**trend up/down based on > 5% variance from re-assessment*