PEBP

Update on Morneau Shepell Performance Improvement Plan

2026-01-23

Agenda

Background

In 2018/2019, Morneau Shepell and PEBP partnered to introduce a series of enhancements to the PEBP enrollment solution, including:

- Migration to a new portal platform (MyLife 2.0);

- Implementation of a new responsive enrollment tool;

- Integration of Voluntary Benefits (VB) supported by Corestream;

- Automation of event process where no documentation requirements exist;

- Decommissioning of OCR/Document Management in AX and replacement with Morneau Shepell's Kofax/FileNet solution;

- Introduction of HRIS files and on-line data updates for agency reps to automate data collection from upstream systems (WorkDay and Central Payroll).

The project was a significant undertaking for both organizations – in terms of time and importance to the overall relationship. Project management and resources were assigned and worked to deliver on all elements of the solution. Over the course of the project, some deliverables were added to the original scope with agreement from project leadership such as migration of the hosting environment to a US data center.

Additionally, some deliverables increased in complexity or encountered delays from parties outside both organizations and were de-prioritized on agreement with leadership with intent to deliver these at a later date:

- HRIS interface and on-line data updates for agency reps;

- Decommissioning of OCR/Document Management in AX.

In addition to the above, some elements (e.g. approach to integrating Voluntary Benefits) were simplified to help reduce risk. The result of this project flux was compressed time and attention to quality assurance which impacted the level of rigor applied to this phase of the process. As such, the system delivered for open enrollment was not fully compliant with all terms in Morneau Shepell's Contract Amendment #4.

The net result of these conditions impacted the quality of the delivered solution, which created impact on PEBP participants, PEBP & Morneau Shepell staff, and our leadership teams:

Ref	Issue	Details	Impact	Participant impact	Staff impact	Leadership
			Key Contributing Factors			
1	Project governance approach	Plotting and management of critical path items, buffers, and trade-offs didn't adequately capture the impact of slippage in some deliverables, which resulted in trade-offs & some items being removed from initial launch	High	N/A	Increased churn in project and deliverable planning and associated uncertainty	Loss of confidence in overall project management discipline Loss of credibility with outside stakeholders (HRIS/payroll)
2	Compressed testing time	Compression of time available for testing all elements (including end-to-end impacts of changes beyond participant User Experience) compromised ability to validate all impacts of changes on overall operating environment	High	N/A	Significant churn and uncertainty at go-live, resulting in significant challenges during OE	Impact on KPIs and overall relationship
3	Environment management – issues promoting to production	Code and configuration sign-off in User Acceptance Testing (UAT) wasn't parallel to production experience leading	High	Issues with participant website capabilities which triggered calls	Increased call and operational workload	Impact on KPIs

		to unanticipated production issues				

			Resulting Issues			
Ref	**Issue**	**Details**	**Impact**	**Participant impact**	**Staff impact**	**Leadership**
4	Site access issues	Inconsistencies in behavior of participant portal between browsers, and versions of browsers, leading to login problems & inconsistencies in user experience	Medium	Limited access to self-service & triggered outreach calls	Fielded additional call volume	Impact on KPIs
5	Vendor site integration issues	Intermittent issues with SSO to HealthScope (related primarily to HealthScope technology)	Medium	Limited access to self-service	Fielded additional call volume	
6	User Experience (UX) - VB integration approach	Difficult for participants to understand what's available, enroll, and view their products & deductions	High	Limited awareness of products, drives confusion	Increased call volumes	Reduced impact of VB purchases
6	VB transition approach	Mapping from old to new polices not well orchestrated, no planned conversion of carrier VB data at go-live, and change management wasn't comprehensive in approach	High	Confusion – e.g., what is this deduction, what's it for, what's the breakdown,	Increased call volumes, reduced visibility	Increased call volumes and cancelled VB policies impacting VB revenue

Ref	Issue	Details	Impact	Participant impact	Staff impact	Leadership
				where did my old policy go?		
7	Rules for medical benefit applied to new VB products	Rule sets originally intended to support core medical elections (only) were not revisited as we added VB products	High	Confusion leading to calls to PEBP and submission of documents	Increased call volumes; increased operational tasks	Increased workload for operational teams due to poor requirements definition process
8	Operational issue management & approach to firefighting	Issues lead to many on-the-fly workaround and firefight deployment / fixes that triggered other problems as these were made without considering impact on other elements of the solution (example = flagging auto-approval of events with EOI without consideration of other document requirements for same event).	High	Confusion on what coverage was in-force and engagement to sort out what to do with errors	Significant churn & challenges in the support and operational teams leading to time-consuming investigation & rework	Impact on KPIs and overall relationship
9	Production instability during firefight support process	Rapid solutioning of workarounds and firefight deployments & bulk processes to deal with issues led to some additional unanticipated consequences	Medium	Issues with participant website capabilities which triggered calls	Increased call and operational workload	Impact on KPIs and overall relationship

As we think through the performance improvement plan, a number of key areas which have led to our current state and which need to be addressed to future-proof the solution and working relationship need to be addressed. These are outside of the steps required to catch up and regain stability and trust in the solution and prevent against future recurrence of issues. Key elements of our partnership model that we need to review include:

Item	Detail
Project management	Project plans need to reflect critical path, clear documentation of project scope to ensure clarity and agreement on deliverables, and include buffers. Project governance model needs to ensure identification and management of stakeholder impacts and input through the process.
Issue management	Our approach is too single threaded due to embedded knowledge with one person (Vanessa), which contributes to email escalations and churn
Interface validation	Not being done consistently for all interfaces - PEBP finds the issues & Vanessa then needs to research vs. Morneau Shepell ensuring quality and consistency of delivery
Solution design	Need to assign and retain a Solution Architect to ensure the end-to-end solution holds up and to re-involve when key elements of the solution or requirements change
Impact matrix	Need a formal matrix to help all team members understand what is impacted / what could break when a change is needed in one area of the solution
Quality control process	Need a more structured approach to quality management - for ongoing platform delivery, incremental changes & for large-scale ones. Test execution plans including matrix, cases, tactical plan, testing scope, support model, etc. Any significant UAT efforts (e.g. for OE) should be supported by Morneau Shepell staff on-site at PEBP.
Requirements management & change control	Need to review and update requirements document artifacts and validate with current system configuration and ensure that any changes to these are documented consistently & passed through a formal change control process.

Environment management	Need to ensure that all changes are tested and approved in UAT before promotion to production, and that production deployments are properly scheduled and validated. Client has limited testing in UAT as there are differences between UAT and production that they can't always explain. At OE, PEBP was comfortable in UAT but elements were missed in some production deployments. Issue of lack of test accounts in production that needs to be addressed.

Performance Plan Goal

PEBP desires a fully-integrated member facing intuitive portal that will improve the member experience enrolling in both standard medical offerings and Board-approved voluntary benefits. PEBP also desires an upgraded client-side system where manual processes conducted by PEBP staff are replaced with less risky, thoroughly tested and validated, automated processes for eligibility and enrollment in program services. Morneau Shepell shall create a fully integrated benefits platform incorporating voluntary benefits where possible into a dynamic, intuitive industry leading member portal and will streamline to the extent possible based on PEBP rules and procedure requirements, all in-scope client-side operations through collaboration with PEBP supported employers as well as strategic and robust automation of internal PEBP processes.

This document provides the scope and high-level plan to deliver to the above vision. Any additions or modifications to the scope of the performance improvement plan will be subject to change control process to ensure we are actively managing project risks associated with change to the scope documented herein.

Our goal is to deliver to PEBP's satisfaction on all elements contained in this Performance Improvement Plan by April 1, 2020. This includes both tactical fixes to the existing platform, along with improved approaches and methodologies to protect against recurrence of issues in our operational model and partnership. If Morneau Shepell does not deliver on the Performance Improvement Plan to PEBP's satisfaction as determined based on a set of metrics to be agreed to during the planning phase of this initiative and evaluated on completion of the initiative by PEBP's Executive Officer by April 1, 2020, beyond factors within our control, we acknowledge that PEBP may choose to: 1) develop a decommissioning plan to replace the system and terminate the contract early with no remaining financial responsibility to PEBP; 2) renegotiate contract terms and collaborate with Morneau Shepell on additional solutions; or 3) accept the system as-is and honor the remaining time and financial consideration as approved in the current contract amendment.

Recent Progress

- ✓ Closed 75% of internal service ticket backlog

- ✓ Closed 61% of service tickets reported by PEBP

- ✓ Completed all cycles of employer portal for online HRIS project

- ✓ Completed the testing for the document triggering rules for all events as part of the Event Processing Rules Configuration deliverable

- ✓ Presented to PEBP the VB decoupling solution to be used as of 1-Apr-2020

- ✓ Completed review and received feedback from PEBP on the new MS enrollment tool "look & feel"

- ✓ Completed roll-out of AX decommissioning deliverable

Key Performance Plan Items

Morneau Shepell has made significant progress on these items since we began this work in September. For the 10 Key Performance Plan items listed below:

- 9 are On Track for completion by the Target Resolution Date

- 1 is temporarily in an At Risk status (item #4) but is expected to be completed on time

We separate the performance improvement plan into two key areas – tactical (what we need to do to stabilize) and operational (what we need to do to future-proof our long-term relationship). Following are the recommended areas of focus for each:

Tactical areas of focus

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
1	Event processing rules configuration	• Review & revise documentation triggers to separate VB treatment from medical plan treatment	• Formal sign-off on rulesets & comprehensive testing to ensure accuracy	10/14/19	11/5/19* 2/27/20*	**On Track** *11/29/19 – Revised date. Completing the analysis and review of documentation takes slightly longer *2/27/20 - target resolution date dependent on the size & scope of changes required
2	Event error & issue management	• Conduct structured audits to identify and support remediation of issues with event processing since April 15 (e.g. auto-approving events, EOI issues, etc.)	• Capture of all issues and impacted participants • Successful resolution of issues impacting participant accounts	10/7/19	11/7/19* 12/4/19*	**On Track** *11/7/19 – Completed review of errors and issues *TBD - target resolution date dependent on the size & scope of corrections required

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
						Target resolution date in process of being confirmed
3	Catch-up & management of other back-log issues	• Increase bench strength of issue research & support working team to reduce key person dependencies & increase throughput	• Increase speed and accuracy of requisite fixes	9/30/19	TBD	**Monitoring** Analysis of the backlog issues completed and implemented plan to address them May require additional time to address all the issues due to complexity and number of items
4	Optimize user experience for the participant portal	• Capture & address key areas of concern to simplify the user experience and optimize in terms of overall intuitiveness for the membership	• Reduced calls related to site navigation • Increased VB uptake	9/30/19	3/11/20	**On Track**
5	Complete the decommissioning of AX	• Evaluate de-coupling AX from HRIS interface initiative & complete the implementation & conversion process	• Elimination of reliance on AX • Sign-off on new solution after stabilization period	In Progress	TBD	**On Track** Rolled out to production on 4-Nov-2019 Final batch extraction and import will be tied to the HRIS project go live as it is dependent on the paper documents to stop being processed through AX system. Awaiting PEBP decision on date.

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
6	Complete the HRIS interface initiative	• Complete the implementation of the HRIS files from Workday and Central Payroll • Roll-out the administrator portal to enable on-line collection of hires, status changes, and data updates to other Pay Centers	• Testing completed with successful pass of test cases • Interface code error free in production • Reduction in operational team work effort	In Progress	3/31/20	**On Track**
7	Formally market lifestyle VB products already in production	• Subject to Morneau Shepell and PEBP comfort that existing elections are working correctly, including payroll deductions, and are not causing unexpected issues for members and PEBP staff	• Formal marketing that Lifestyle products are available to PEBP members • Increased VB uptake	10/7/19	04/01/20*	**On Track** * Based on the recent joint discussions, target resolution date is dependent on the optimization of user experience decoupling solution

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
8	Enable self-service for retiring employees (previously deprioritized until after May 2019 launch)	• Create the ability for retiring employees to make their elections on-line (vs. the current paper-based approach)	• Elimination of paper from the retirement process • Increased efficiency for operational teams	11/4/19	2/28/20	**On Track**

Partnership & operational support optimization

Morneau Shepell has made significant progress on these items since we began this work in September. For the 8 items listed below:

- 3 have been Completed
- 7 are on track
- 1 is in Monitoring status

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
1	Project management & governance	• Establish a formal governance structure (SC, working committee, reporting cadence) and project management approach for remediation project, key events (OE, upgrades, etc.) and ongoing	• PEBP approval of project governance model • Increased confidence in project outcomes	8/29/19	9/27/19	**Completed**
2	AV tickets and overall issues management	• Add resources to reduce key person dependencies & simplify triage model during catch-up phase • Introduce on-site support in triaging issues and working with PEBP on the performance plan • Improve turnaround on reviewing and triaging AV tickets & increase rigor in assigning and managing delivery to due dates	• Turnaround time for reported AV tickets • Capture of all requests via AV to ensure patterns are more easily recognized, root causes identified, and priorities managed effectively	9/30/19	N/A	**Monitoring** • Added resource to reduce key person dependencies • Introduce on-site support for triaging issues and working with PEBP on performance plan • Implemented plan to improve turnaround on reviewing and triaging AV tickets – under monitoring
3	Interface management	• Formalize the support structure for interface management & reduce dependency on PEBP	• Reduction of missed interface delivery timeframes	10/7/19	12/16/19	**Completed**

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
			• Reduction of interface issues			
4	Solution design & continuity	• Assign a Solution Architect to support PEBP, including any significant future initiatives	• Improved cohesiveness of overall solution • Reduction in unintended consequences when requirements change	9/16/19	10/11/19	**Completed**
5	Requirements management	• Review and update key requirements documents to ensure reflection of current state. Ensure future change requests are captured and change controlled	• PEBP sign-off on updated requirement artifacts	9/30/19	1/24/20* 3/18/20*	**On Track** *1/24/20 – Complete analysis & review of documentation *3/18/20 - target resolution date dependent on the size & scope of changes required
6	Change control	• Establish a formal change control process including impact identification (matrix), risk assessment, stakeholder impact, sign-offs / workflow, etc.	• Reduction in errors or differences in understanding when changes are made	9/3/19	10/8/19	**Completed**

	Issue	Proposed Actions	Success Measures	Start Date	Target Resolution Date	Status
7	Quality assurance	• Review and optimize the overall quality control process, including approach to test planning, test members, scenario management, and overall approach and accountabilities between Morneau Shepell and PEBP • Move to a more regimented schedule to batch fixes / releases vs. deploying to production on a piecemeal basis	• Reduced errors & issues related to product or configuration changes	9/30/19	2/3/20	**On Track**
8	Environment management	• Re-baseline UAT environment and develop overall approach to syncing between environments • Review deployment procedures & determine methods to ensure correct propagation between test and production environments	• Consistency between signed-off system and configuration in UAT vs. production	9/30/19	1/31/19	**On Track**