

# CalSAWS

*Together, through trust, collaboration, and transparency, we will deliver an innovative and reliable system for our customers and stakeholders.*



## CalSAWS Risk Management Group (RMG) Report – Off Cycle

May 21, 2025

# LIST OF OPEN RISKS

**Risk 102** - Lack of annual project funding may cause schedule delay or reduction in scope for CalSAWS & other projects

**Risk 203** - The CalSAWS web portal has limited features and accessibility which may impact the project's ability to disseminate information clearly and the counties' ability to locate information easily and timely.

**Risk 306** - Limited Availability of Accenture Staff May Impact the Infrastructure Transition Schedule

**Risk 312** - Delays in completing requirements and design for Single Streamline Application (SSApp) may impact CalSAWS delivery and support

**Risk 313** - Failure to provide M&E team timely access may impact M&E transition

**Risk 314** - Limited Availability of Accenture Staff May Impact the M&E Transition Schedule

**Risk 315**- Absence of a Finalized 2026 CalHEERS release schedule may create challenges for CalSAWS to deliver CalHEERS-designated changes

# CalSAWS RMG Risk Report – May 21, 2025

## GENERAL ANALYSIS

There are currently 7 open risks documented in the SharePoint Risk Log. The majority of the risks are at a medium risk level, resulting in an overall medium Project risk level of 1.34. Six of the risks have trigger dates occurring within the next 90 days.

There are currently no open issues within the SharePoint Issue log.

PROBABILITY	IMPACT					
	1 Minimal	2	3	4	5 Unacceptable	
	90% Near Certainty	(0.9)	(1.8)	(2.7)	(3.6)	(4.5)
	70% Highly Likely	(0.7)	(1.4)	(2.1)	(2.8)	(3.5)
	50% Possible	(0.5)	(1.0)	(1.5)	(2.0)	(2.5)
	30% Unlikely	(0.3)	(0.6)	(0.9)	(1.2)	(1.5)
	10% Highly Unlikely	(0.1)	(0.2)	(0.3)	(0.4)	(0.5)
Legend:	Low	Medium	High			

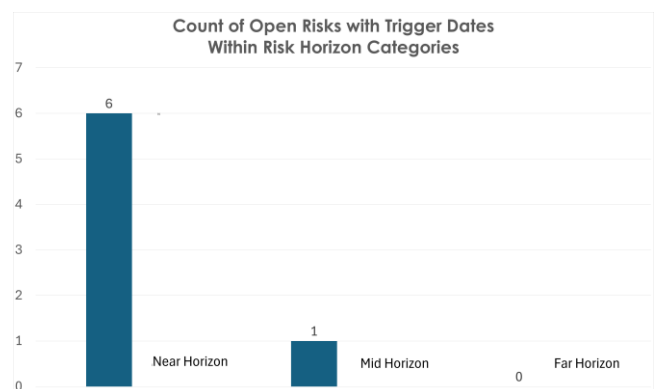
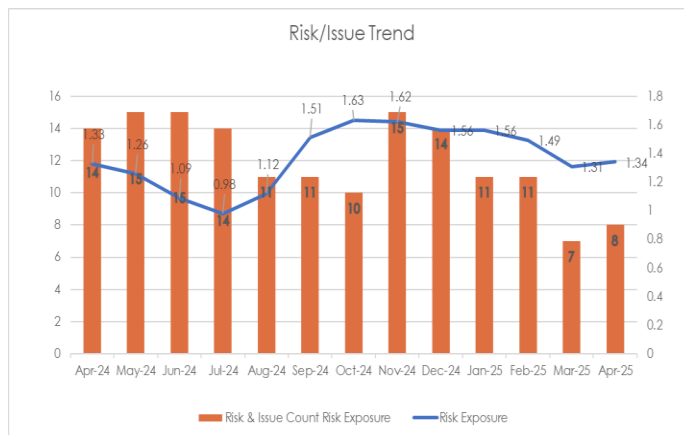
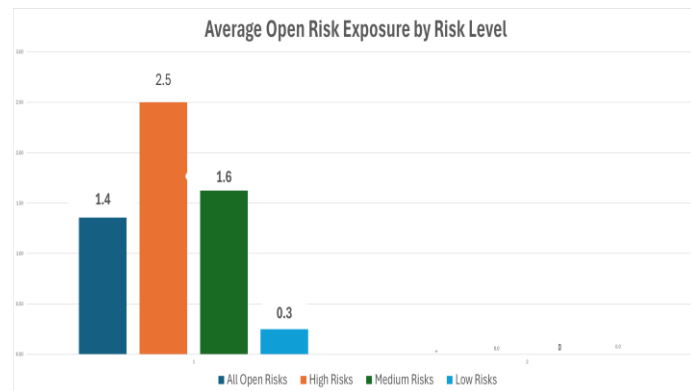



Figure 1 Overall Risk Level and Numerical Analysis

## CALSAWS MAINTENANCE AND OPERATIONS

### RISK 102 - LACK OF ANNUAL PROJECT FUNDING MAY CAUSE SCHEDULE DELAY OR REDUCTION IN SCOPE FOR CALSAWS & OTHER PROJECTS

DESCRIPTION	OWNERS
The project is subject to state funding approval each year. State general fund payments may be deferred, or budget cuts may cause schedule delays, scope reductions, or staff reductions.	Holly Murphy

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
HIGH	Remains same 	1/10/2025	5/10/2025


LATEST STATUS NOTES
<ul style="list-style-type: none"> <li>■ <b>May 5, 2025:</b> CPMO is working to respond to CMS comments and questions including the annual certification process to continue enhanced funding.</li> <li>■ <b>April 4, 2025:</b> CPMO conducted a walkthrough with federal sponsors on March 26th to provide an overview and clarification of funding updates. CMS reported a high backlog, which may lead to delayed approval. The team also continues to provide additional information on the ABQ as requested by State partners.</li> <li>■ <b>March 6, 2025:</b> CPMO continues to coordinate with State partners on supporting the review processes for the IAPDU, as well as provide additional information as needed for the ABQ, so that sponsors have adequate justification for approvals. Due to federal trends of budget reductions on top of State budget constraints, this risk has been elevated to high based on an increased probability.</li> </ul>

CURRENT MITIGATION PLAN
<p>Consortium PMO will monitor actual and projected costs against plan to assess utilization and monitor new funding needs for future funding requests as part of standard processes and apply updates per State schedule:</p> <ul style="list-style-type: none"> <li>■ Verify monthly updates to the State's Master Automation Effort Tracker to identify gaps– Ongoing Monthly</li> <li>■ Prepare and submit Automated Budget Questionnaire (ABQ) – August/February</li> <li>■ Coordinate with State partners to address comments and questions – Fall and Spring budget cycles</li> <li>■ Verify proposed budget – January/May</li> <li>■ Address funding gaps – February/June</li> </ul>

## CALSAWS TRANSITION RISK

**RISK 203 - THE CALSAWS WEB PORTAL HAS LIMITED FEATURES AND ACCESSIBILITY WHICH MAY IMPACT THE PROJECT'S ABILITY TO DISSEMINATE INFORMATION CLEARLY AND THE COUNTIES' ABILITY TO LOCATE INFORMATION EASILY AND TIMELY.**

DESCRIPTION	OWNERS
The CalSAWS web portal has limited features and accessibility which may impact the project's ability to disseminate information clearly and the counties' ability to locate information easily and timely.	Holly Murphy, Peggy Macias

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
Low	Downward 	7/1/2025	10/1/2025

LATEST STATUS NOTES
<ul style="list-style-type: none"> <li>■ <b>May 5, 2025:</b> CPMO continues to identify requirements and is planning for upcoming product assessments.</li> <li>■ <b>April 4, 2025:</b> CPMO is working on a refresh and consolidation of information previously gathered to establish a basis for requirements for a new web portal.</li> <li>■ <b>March 6, 2025:</b> Previous mitigation steps have been completed or updated based on new strategic direction and priorities. Based on recent mitigation steps including assignment of a Communication Manager and completing implementation of the CalSAWS Learning Exchange Center, the probability of this risk is being reduced from medium to low.</li> </ul>

CURRENT MITIGATION PLAN
<p>March 6, 2025, Mitigation Plan: Update the web portal to improve access to information, improve user experience, and streamline organization of information</p> <ul style="list-style-type: none"> <li>■ Develop requirements for a new web portal (CPMO/Customer Engagement, target May 1, 2025)</li> <li>■ Complete alternatives analysis of software options and assess costs (Gainwell Tools Team/CPMO/Customer Engagement, target June 1, 2025)</li> <li>■ Design and develop new web portal (Gainwell Tools Team/CPMO/Customer Engagement, target July 1, 2025)</li> <li>■ Develop standards and maintenance processes to support integrity of the web portal – (CPMO/Customer Engagement, target quarter 3 2025)</li> <li>■ Facilitate organizational change management and training – (CPMO/Customer Engagement, target quarter 3 2025)</li> </ul>


#### CURRENT MITIGATION PLAN

- Implement new web portal, (Gainwell Tools Team/CPMO/Customer Engagement target quarter 4 of 2025)

## CALSAWS TRANSITION RISK

### RISK 306 - LIMITED AVAILABILITY OF ACCENTURE STAFF MAY IMPACT THE INFRASTRUCTURE TRANSITION SCHEDULE

DESCRIPTION	OWNERS
Limited availability of Accenture Knowledge Transfer (KT) providers to support transition of Imaging, Contact Center, ForgeRock and Innovation areas while also supporting ongoing M&O services in these areas may impact the timely completion of transition.	Dawn Wilder, Lulu Fou, Pandu Gupta

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
Low	Downward 	2/3/2025	5/27/2025

#### LATEST STATUS NOTES

- **4/30/2025:** Accenture continues to provide KT to support the completion of Transition as planned for Imaging, ForgeRock, Contact Center.
- **4/7/2025:** Transition plan for ForgeRock in place targeting a May 23rd cutover. Knowledge Transfer and Job Shadowing is in progress.
- **3/12/2025:** Accenture has proposed transitioning ForgeRock As-Is to Gainwell with a cutover completion targeted May 23, 2025.

#### CURRENT MITIGATION PLAN

- Accenture to identify additional resources for assignment to transition activities (include in Change Notice).
- Gainwell will coordinate with the Accenture team to schedule KT sessions to accommodate Accenture's ongoing responsibilities.

## CALSAWS MAINTENANCE AND OPERATIONS

### RISK 312 - DELAYS IN COMPLETING REQUIREMENTS AND DESIGN FOR SINGLE STREAMLINE APPLICATION (SSAPP) MAY IMPACT CALSAWS DELIVERY AND SUPPORT

DESCRIPTION	OWNERS
<p>The Online Single Streamline Application(SSApp), through the California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) portal, is planned to be delivered in September 2025 to meet Centers for Medicare &amp; Medicaid Services(CMS) and State regulations.</p> <p>The delivery of these changes includes updates to CalSAWS, BenefitsCal, CalHEERS, and MEDS. Completion of CalHEERS requirements and design is delayed two weeks due to the late addition of this effort to the 25.9 CalHEERS Release. Due to the late addition, this change requires expedited design, review, and approval.</p> <p>Breadth of requirement impact on various systems include CalSAWS, BenefitsCal, CoveredCA, and MEDS.</p> <p><b>Milestone Schedule:</b></p> <ul style="list-style-type: none"> <li>■ CalSAWS/CalHEERS Requirements (Completed) – Baseline:February 25, 2025; Updated: March 13, 2025</li> <li>■ BenefitsCal Requirements Complete (In Progress) – April 25, 2025</li> <li>■ CalHEERS Design Complete (Completed) – Baseline: March 14, 2025: Technical Docs Approved March 13, Functional Doc Pending Approval - Due March 12</li> <li>■ CalSAWS Design Complete (In Progress) – May 1, 2025</li> <li>■ BenefitsCal Design Complete – June 27, 2025</li> <li>■ CalSAWS/CalHEERS Integration Build Complete: June 27, 2025</li> <li>■ BenefitsCal/CalSAWS Integration Build Complete: July 27, 2025</li> <li>■ CalSAWS/CalHEERS Integration Test: June 30, 2025 – August 15, 2025</li> <li>■ CalSAWS/BenefitsCal R25.09 Build Complete – July 25, 2025</li> <li>■ CalSAWS/BenefitsCal R25.09 System Test – July 28, 2025 – September 17, 2025</li> <li>■ CalSAWS/BenefitsCal R25.09 Release Date: September 22, 2025</li> <li>■ CalHEERS Release Date: September 22, 2025</li> </ul>	<p>Sharon Teramura, Lynn Bridwell, Michele Peterson, Renee Gustafson, Onur Senman, Emmel Davis</p>

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
<b>MEDIUM</b>	Remains same 	<b>5/1/2025</b>	<b>6/25/2025</b>

#### LATEST STATUS NOTES

- **3/17/2025** - Risk created.



#### LATEST STATUS NOTES

- **5/1/2025** - DHCS has identified requirements changes that will reduce the effort. Impact analysis is in progress.


#### CURRENT MITIGATION PLAN

- CalSAWS/BenefitsCal to continue Requirement and Design Impact Analysis (In Progress)  
Confirm Requirements and Design Impact Analysis with CalHEERS and DHCS – Completed 3/13/2025.
- Monitor internal and external schedule and delivery milestones adjusting scope and schedule, as needed (In Progress).

## CALSAWS TRANSITION RISK

### RISK 313 - FAILURE TO PROVIDE M&E TEAM TIMELY ACCESS MAY IMPACT M&E TRANSITION

DESCRIPTION	OWNERS
Deloitte staff may be unable to perform certain reverse shadowing activities timely without access to CalSAWS environments and tools.	Mike Henry, Rajesh Tahaliyani, Dawn Wilder

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
MEDIUM	Downward 	2/10/2025	5/23/2025

#### LATEST STATUS NOTES

- **5/12/2025:** Amazon Q access is completed. We are currently working on the 25.9 JS/RS tools access readiness. The BitBucket branch strategy is being developed, and access provisioning is targeted to be completed by 5/23.
- **4/28/2025:** Access for AWS Accounts and Database completed. Access for Amazon Q for Developer Workspaces in progress.
- **4/14/2025:** Deloitte has access to Sandbox environment including build and deployment pipelines. Access requests for AWS Account, Database are in progress.

#### CURRENT MITIGATION PLAN

Plan is to resolve access and environment challenges for both on-shore and offshore team members prior to the knowledge transfer sessions starting. Access includes SharePoint, Environment, AWS Workspaces, ForgeRock, and ServiceNow.

## CALSAWS TRANSITION RISK

### RISK 314 - LIMITED AVAILABILITY OF ACCENTURE STAFF MAY IMPACT THE M&E TRANSITION SCHEDULE

DESCRIPTION	OWNERS
Limited availability of Accenture Knowledge Transfer (KT) providers to support the timely transition of M&E Services to Deloitte while also supporting ongoing M&E Releases, Premise and other critical projects (e.g., CARES, WDTIP, etc.). The impact would be during KT (3/3-5/30) and Reverse Shadow (5/5-10/3/2025). Deloitte's Reverse Shadow transition activities include overlap on top of the Accenture team Design/Build/Test for Release 25.09 (April-Spt). Examples of additional transition activities where Accenture may have limited staffing capacity (e.g., provide review of updated documentations, troubleshooting outcome differences from Deloitte's RS, provide data integrity for batch jobs/maintenance/ad-hoc queries, data fixes, L3 ticket triage/resolution, etc.).	Lulu Fou, Lisa Salas, Rajesh Tahaliyani, Mike Henry, Holly Murphy, Yong Vangbliayang, Pandu Gupta

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
<b>MEDIUM</b>	<b>Remains same</b> 	<b>3/3/2025</b>	<b>6/2/2025</b>

LATEST STATUS NOTES
<ul style="list-style-type: none"> <li>■ <b>4/30/2025:</b> Accenture continues to provide KT/JS as planned. Commenced providing JS for Release 25.09.</li> <li>■ <b>4/15/2025:</b> Accenture and Deloitte have finalized the list of SCRs and the approach to JS and RJS for and KT Release 25.09.</li> <li>■ <b>3/18/2025:</b> Deloitte and Accenture continue to collaborate in weekly meetings to coordinate availability.</li> </ul>

CURRENT MITIGATION PLAN
<ul style="list-style-type: none"> <li>■ February 21, 2025: The Project has a plan to conduct KT based on the Release schedules (e.g., CalSAWS Baseline, CalHEERS, COLA, SIRFRA/SCERFRA) to meet the M&amp;E Transition cutover timeline by 1/30/2026. Deloitte will be providing the Knowledge Transfer (KT) Plan for Accenture to review and schedule participants availability. This collaborative KT scheduling approach will allow Accenture staff to balance both M&amp;E commitments and support the M&amp;E Transition.</li> <li>■ For KT: Record KT sessions, collapse duplicate KT sessions, do cascade KT. For RS: Stagger RS one month after JS for each function/services.</li> </ul>

## CALSAWS MAINTENANCE AND OPERATIONS

### RISK 315 - ABSENCE OF A FINALIZED 2026 CALHEERS RELEASE SCHEDULE MAY CREATE CHALLENGES FOR CALSAWS TO DELIVER CALHEERS-DESIGNATED CHANGES

DESCRIPTION	OWNERS
Every year, California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) and CalSAWS Project performs an annual review of the prioritized changes for the upcoming year. This process facilitates planning and coordination of upcoming changes to accommodate Joint Application Design, Build, and Test activities within a 12-month timeframe. Three (3) integrated CalSAWS/CalHEERS releases are planned for 2026: 26.2, 26.6, and 26.9. Requested 2026 CalHEERS changes, with CalSAWS impacts, was larger than historical years. In addition, DHCS requested an additional release to support Verify Lawful Presence Service changes. DHCS, CalHEERS, CalSAWS are conducting sessions to plan out the entirety of 2026 taking in consideration CalSAWS M&E Transition, CMS Requirements, and on-going DHCS policy prioritization. CalSAWS' ability to deliver 2026 CalHEERS designated changes may be at risk without a finalized CalHEERS release schedule.	Sharon Teramura, Michele Peterson, Jerry Nielson, Pragati Sharma, Emmeil Davis

LEVEL	TRENDING	EARLY IMPACT DATE	TRIGGER DATE
<b>MEDIUM</b>	Remains same 	<b>6/2/2025</b>	<b>6/25/2025</b>

LATEST STATUS NOTES
<ul style="list-style-type: none"> <li>■ <b>4/7/2025</b> - New risk created</li> <li>■ <b>4/25/2025</b> - DHCS added CalHEERS CR 304049 to Release 26.2 Scope</li> </ul>

CURRENT MITIGATION PLAN
<ul style="list-style-type: none"> <li>■ Confirmed Release 26.2 Scope (Completed)</li> <li>■ Confirm Verify Lawful Presence Implementation release date (In Progress)</li> <li>■ Confirm scope for the remainder of 2026 (In Progress)</li> <li>■ Perform enhanced monitoring of internal and external schedule and delivery milestones adjusting scope and schedule as needed (In Progress)</li> </ul>