

HEALTHCARE.GOV: APPLYING LESSONS LEARNED

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HEALTHCARE.GOV

Business Challenges



Transform the process for purchasing health insurance



Create online, real-time processes for back-office processes



Orchestrate complex dependencies with many organizations



Establish new model of integrated verification, determination and enrollment



Meet a mandated, immovable launch date

Delivering in an Uncertain Environment

ADMINISTRATION

- **Trickle Budget/Funding**
For first 15 months of 41-month sprint
- **Staffing**
Repeatedly denied support for staffing plan until it was too late
- **Contractor Pool**
Lack of access to a larger pool of IT contractors

STAKEHOLDERS

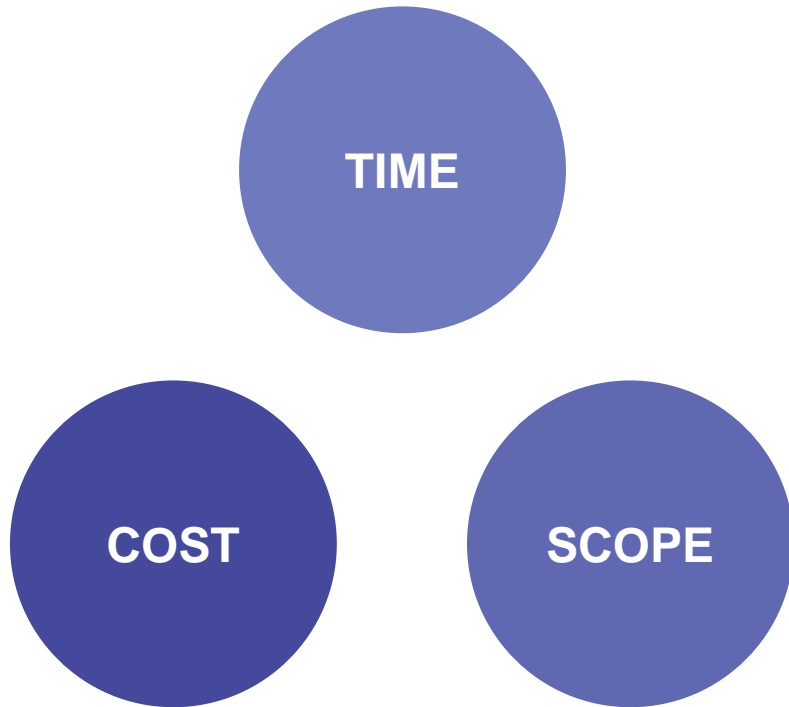
- **Multi-agency**
Cultures, preferences, and risk tolerance
- **Diverse Stakeholder Domains**
WH/OMB, HHS, CMS, IRS, SSA, DHS, OPM, Peace Corps, State Medicaid, CHIP, DOIs, Issuers, etc.
- **Lack of Singular Leader**
To drive decision-making across stakeholder domains

OUTCOMES

- **Policy Impacts**
Business requirements driven by policy-making processes
- **ACA**
Demanded fundamental changes to health insurance business processes
- **Criteria**
Lack of a meaningful definition of success (or failure)

HealthCare.gov





REFERENCE
ARCHITECTURE

EXECUTING IN A VOLATILE ENVIRONMENT

Manage What You Can Control

- Enterprise perspective
- Pragmatic approach
- Continuously manage risks
- Choose the technology solution appropriate to the problem

12,700,000 enrolled

280,000 concurrent users

0 zero data loss

REALITY VS. SPIN

Outcomes

- Fast recovery with reference architecture
- Design validated externally
- No issues with Data Services Hub
- Passionate commitment
- Notion of a “rescue effort”
- Real and meaningful case studies

Q&A