

# CASE STUDY

DEPARTMENT OF HEALTH & HUMAN  
SERVICES, CENTERS OF MEDICARE  
& MEDICAID SERVICES (HHS/CMS)

# THE SITUATION

CMS leadership was interested in gaining the benefits of adopting Agile methodologies for the Internet Quality Improvement and Evaluation System (iQIES), which is an internet-based system that includes survey and certification functions across State Agency Security Officials, State Assessment Coordinators, CMS users, and Office of Financial Management (OFM) users.

# THE APPROACH

CC Pace provided Agile coaching to the CMS staff and 120 Agile software developers working on the government's Internet Quality Improvement and Evaluation System (iQIES). CC Pace was tasked with guiding these teams through a SAFe implementation. CC Pace provided leadership training and worked together with the Product Owners to identify and map value streams to reduce waste from the current process as well as epic creation and story mapping to prepare for program increments. Our team of coaches also provided ongoing training and guidance to the teams to increase communication and identify risks and dependencies across the program. CC Pace coaches added several SAFe events to iQIES, such as the Inspect and Adapt Workshop, and SAFe Team Assessments. CC Pace coaches were actively engaged in the coaching Community of Practice for the Center for Clinical Standards and Quality (CCSQ) and configuring and modifying the Atlassian suite for Essential SAFe.

# THE RESULTS

Beyond creating staff proficiency in SAFe, CC Pace coaching recommendations resulted in better alignment of contact staff to support the iQIES Product Owners, Agile metrics tracking, portfolio transparency, and a fully adopted process to monitor and report progress against stated goals, including measurement of program objectives completed at the end of each PI.

## ABOUT CMS

CMS is the federal agency that provides health coverage to more than 100 million people through Medicare, Medicaid, the Children's Health Insurance Program, and the Health Insurance Marketplace. CMS works in partnership with the entire health care community to improve quality, equity and outcomes in the health care system.

## ABOUT CC PACE

CC Pace is a business and technology consulting firm headquartered in Fairfax, Virginia. For over 40 years, CC Pace has built its reputation on an unwavering commitment to customer satisfaction and is nationally recognized for solving business problems and delivering high-impact results. CC Pace specializes in the mortgage banking and financial services industries and our clients appreciate that we have a deep understanding of their business. Our domain experience allows us to design solutions to not only meet their needs, but achieve both measurable bottom-line results and significantly improve business execution.