healthcare.gov

FAILURE TO LAUNCH

the price of failure

outdated government IT procurement

ongoing rescue efforts

lack of management

system glitches

front-end

back-end

bad user-experience
 glitches in the code
 poor information architecture
 not tested before launch
 incompatibility with other websites
 long waits
 dead-ends in application process
 spanish version launched late and poorly translated
 server too slow for high volume demand
 security issues
 delays in data channeling to insurance companies
 pending files = undefined eligibility status
 missing applications data inaccessible to user
 updating data not possible online

challenging requirements

too many screens to navigate
 too many contractors hired
 too many players involved

too many contractors and sub-contractors
 poor collaboration
 road map undefined
 deadlines/milestones undefined
 delays due to missing data
 delays due to edits and changes
 failure to measure progress
 lack of transparency

lack of leadership

absence of leadership

fragmented authority

data submission delays

decision delays

too many contractors and sub-contractors

poor collaboration

manpower

fix problems

larger servers bandwidth to handle the load
 fix and debug software
 complete security risk assessment
 test the website for user experience
 test the website for functionality
 allow online feedback to user
 fix back-end storage
 automatic data exchange healthcare.gov/federal agencies/insurers
 create a system that defines eligibility for subsidy

hire a qualified team leader
 come up with a plan and define roles
 hiring qualified task force

hiring qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

almost four times the estimated budget
 failure to provide healthcare for all frustrated users
 user data not secure
 public deception
 losing faith in the system
 negative media campaign

negative feedback on Obama administration
 proof for Republicans on repelling ACA bill
 find out who’s accountable for failure

public
 financial
 political

overestimating users technical skills
 failing to hire qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

5 federal agencies
 36 states with different health policies
 over 300 private sector insurers
 detailing over 4000 insurance plans

over 300 private sector insurers
detailing over 4000 insurance plans

overestimating users technical skills
 failing to hire qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

failing to hire qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

failing to hire qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

manpower

fix problems

larger servers bandwidth to handle the load
 fix and debug software
 complete security risk assessment
 test the website for user experience
 test the website for functionality
 allow online feedback to user
 fix back-end storage
 automatic data exchange healthcare.gov/federal agencies/insurers
 create a system that defines eligibility for subsidy

hire a qualified team leader
 come up with a plan and define roles
 hiring qualified task force

hiring qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

almost four times the estimated budget
 failure to provide healthcare for all frustrated users
 user data not secure
 public deception
 losing faith in the system
 negative media campaign

negative feedback on Obama administration
 proof for Republicans on repelling ACA bill
 find out who’s accountable for failure

public
 financial
 political

overestimating users technical skills
 failing to hire qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy

overestimating users technical skills
 failing to hire qualified IT experts
 inefficiency to acquire technology
 bureaucracy/procurement hassles
 companies hired for long-term contracts don’t feel the need to innovate
 small companies are excluded
 need for reform procurement policy