

CASE STUDY

# Agile Transformation

## *Centers for Medicare & Medicaid Services (CMS)*

---

San Framework Pillars: Strategy + Transformation

Ni-San (■■) Consulting LLC

*Strategy. Transformation. Execution.*

## THE CHALLENGE

---

Supporting CMS call center infrastructure serving one of the largest federal healthcare programs in the United States — providing coverage to more than 100 million Americans — required coordinated delivery across three technical teams responsible for server maintenance, software licensing, and vendor updates nationwide.

### The challenge was threefold:

- No roadmap, no consolidated reporting dashboard, and no visibility into how work flowed across the three teams. CMS had no unified view of program health.
- The three teams were former employees of an acquired company — already unsettled by the organizational transition — and were now being asked to abandon waterfall and adopt Agile.
- A turf dynamic existed. The acquired company still owned and managed the UI that CMS operators used daily. The new team owned the backend. Boundaries had to be respected while still driving transformation forward.

## THE APPROACH

---

Rather than mandating Agile from the top down, we met the teams where they were — building trust through structure, transparency, and education.

### Roadmap Development

Working directly with the program director, we took an unstructured list of tasks and built the program's first ever roadmap — assigning work to the right teams, sequencing by priority, and organizing deliverables into defined Program Increments (PIs).

### Consolidated CMS Dashboard

We designed and managed a bi-weekly reporting dashboard — collecting status inputs from each Project Manager, reviewing for consistency, and combining them into a single unified program health report presented directly to CMS leadership.

### Value Stream Mapping

We built the program's first Value Stream Map — documenting work flow from stage to stage, identifying who had authority to affect each stage, and surfacing obstacles slowing delivery. The VSM was refined iteratively as the team matured.

### Agile Community of Practice (CoP)

We founded and organized the program's first Agile Product Community of Practice — creating a shared learning environment where teams could understand Agile on their own terms. Guest speakers included an AI professor from Johns Hopkins University and a certified Lean Engineer.

## THE OUTCOME

---

- ✓ Three resistant waterfall teams successfully transitioned to Agile delivery
  - ✓ Team anxiety replaced by confidence — once members understood they defined "done," resistance gave way to ownership
  - ✓ First ever program roadmap built and maintained — giving CMS clear visibility into delivery
  - ✓ Bi-weekly CMS dashboard established — unified program reporting for the first time
  - ✓ Value Stream Map created and refined — obstacles identified and removed
  - ✓ Agile Community of Practice founded — building long-term agile capability within the program
  - ✓ Backend infrastructure delivery stabilized and made transparent to CMS leadership
- 

*"Ni-San exists for organizations that are ready to finish what they started."*

— William M. Randolph Jr., Founder, Ni-San Consulting LLC