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# DOH Status Report Dashboard

**Reporting Period**

November - December 2025

**Agency Sponsor**

Robert Herron

Click on the various statistics or dials to view the supporting information within your agency's Smartsheet Florida PALM Workbook.

## RW Task Timeliness

## RW Task Completeness

**Direct Impact Task Timeliness**



**Direct Impact Task Timeliness:**

Score = 100%

- Submitted On Time = 50
- Submitted Late = 0
- Pending Submission = 0

**Other Task Timeliness**



**Other Task Timeliness:**

Score = 96.44%

- Submitted On Time = 80
- Submitted Late = 4
- Pending Submission = 0

**Direct Impact Task Completeness**



**Direct Task Completeness:**

Score = 81.63%

- Submitted Complete = 28
- Submitted Incomplete = 4
- Completed After Submission = 17

**Other Task Completeness**



**Other Task Completeness:**

Score = 91.73%

- Submitted Complete = 40
- Submitted Incomplete = 1
- Completed After Submission = 11

The RW Task Timeliness dials reflect the timeliness of your agency's submission of all RW tasks based on the task due date. Calculations are based on all RW tasks to date.

The RW Task Completeness dials reflect the completeness of your agency's task submissions based on the task rubric. Calculations of task completeness includes all RW Tasks since RW 512.

**Change Champion Network:**

The Change Champion Network composition reflects the completeness of your CCN makeup.

- Unique Filled Role = 16
- Duplicate Filled Role = 0
- Vacant Role = 0

The dials above include an intuitive Green-Yellow-Red spectrum, where green indicates the measure is in a positive range, yellow represents that the gaps in expected results present an increasing risk to the agency, and red indicates that there are significant gaps in expected results that present an elevated risk level for the agency.

### RW Tasks - Completed or Open Items

Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	100% - Submitted	09/22/25	Task completed. Had meeting with PALM on 9/22 reviewing task before submittal.		12/19/25
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	100% - Submitted	12/19/25	New requirements were added by PALM team.	Submission Complete	
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	11/04/25		Submission Complete	
Direct	Data	661	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	11/04/25		Task Closed - Submission Incomplete	
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	11/04/25		Task Closed - Submission Incomplete	
N/A	N/A	627	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	11/04/25		Submission Complete	
Indirect	N/A	667	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	100% - Submitted	11/24/25		Submission Complete	
Indirect	N/A	668	Submit Monthly Progress Report - Testing	12/01/25	12/30/25	100% - Submitted	12/19/25		Submission Complete	
Direct	Technology	592	Agency IdP SMEs Add End Users to Agency's Identity Provider	12/08/25	01/09/26	100% - Submitted	12/19/25			
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	100% - Submitted	01/08/26			
Indirect	N/A	606	Update Agency Readiness Certification #2	12/15/25	01/09/26	100% - Submitted	01/08/26			
N/A	N/A	671	Submit Bimonthly Agency Readiness Status Report	12/29/25	01/14/26	100% - Submitted	01/12/26			
Indirect	N/A	669	Submit Monthly Progress Report - Testing	01/05/26	01/30/26					

## Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

### DOH Risks

Status	Date Opened	Date Closed	Primary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for Nov. - Dec. 2025
Open and Monitoring	04/22/25		Business Process Change	Agency is unable to determine how the Trial Balance, Schedule of Allotment Balances, year-end closing processes and Schedule I processes will be completed with the	Stable	9 (High/High)	N/A	DOH is reviewing all the information available on Knowledge center to understand and implement changes to the best of ability.	DOH will have to continue working on remediation with the information they have.	This risk is monitored and reviewed on a monthly basis by the CORE team

				Account field which combines the current FLAIR General Ledger Code and Object Code.						
Open and Monitoring	04/22/25		Business Process Change	The intention is for DFS to setup all of our organization codes and they have to route through their team for an approval process as well.	Stable	9 (High/High)	N/A	DOH will wait for the Organization codes to be set up by DFS	This will delay things for DOH	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Training	Lack of prototype system. Agency would like a demo of the overall process in the PALM to better understand how the processes would start and end.	Increasing	9 (High/High)	N/A	DOH resources will attend the in-person trainings	DOH will have to have expedite the testing and training.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Business Process Change	DOH currently uses multiple RDS and existing reports in preparation of Federal Grant Reporting. DOH is concerned how the agency will generate Grant Reporting within PALM.	Increasing	9 (High/High)	N/A	DOH is reviewing all the information available on Knowledge center to understand and implement changes to the best of ability. DOH resources are also reviewing current Grants reports start to end again.	DOH will have to continue working on remediation with the information they have.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Business Process Change	PALM eliminating the IBI field for DOH	Stable	9 (High/High)	N/A	DOH is working on a work-around to address this issue.	DOH will have to continue working on remediation with the information they have.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Post Implementation	With the implementation of PALM there will be many enterprise processes that are overseen by one agency that will impact all agencies. One example of this is DFS. DFS oversees areas such as Vendor Relations, Auditing, Financial Statements and New Account Codes. DFS will solely establish processes that will impact the successful implementation of PALM at the agency level based on these processes in relation to PALM being provided prior to implementation.	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will have to prepare for possible delays.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Business Process Change	"Payroll Reallocation Voucher Adjustment: • How will we complete payroll reallocations for a voucher that posted in FLAIR in May - June 2026 when PRP is to process in July 2026 using the PALM data? • How will FIRS or CHDs edit or correct any vouchers between May-June 2026 when we go to PALM July 2026? • If only the balances are rolling over to PALM, then what about the voucher details?"	Stable	9 (High/High)	N/A	DOH is reviewing all the information available on Knowledge center to understand and implement changes to the best of ability.	DOH will have to continue working on remediation with the information they have.	This risk is monitored and reviewed on a monthly basis by the CORE team

				This is specific for Payroll Reallocation, but this will be true for all Vouchers."					
Open and Monitoring	04/22/25	Business Process Change	Enterprise entities like AG/IG's offices or Agencies like DMS, DFS may present new processes / changes at or close to Go-Live or during Hypercare, that may present more work on the Agency. For example, auditing of payments and the increased number of returns and possibly hold up of payments all while transitioning and learning how to work within PALM. Back in 2019 when we went live with the Statewide Travel Management System (STMS), our trips were sampled for audit and returned by DFS increased from approximately 0-2 trips returned per month to 34 trips returned in April 2019 and 197 trips returned in May 2019. Once these trips were returned, we had to review the return and clear up the issue with the returns which meant coordinating with each traveler for each trip returned. This was very time consuming and a struggle to learn a new system and deal with the influx in sampled trips being returned.	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will be prepared for delays.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25	Deployment/Cutover	Missing or Incomplete information - Clear understanding and instructions from the Project team to the agency to complete tasks. Time to process the ask of the task and have enough time to discuss and complete the task correctly.	Stable	9 (High/High)	N/A	DOH is in constant touch with the Readiness Coordinator to understand / clarify instructions	DOH PM will be in touch with the PALM Project Readiness Coordinator	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25	Deployment/Cutover	PALM Go-Live planned during hurricane season	Increasing	9 (High/High)	N/A	This may cause possible delays to Go-Live	Possible delays in Go-Live activities	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25	Conversion/Configuration	DOH PALM ABS are required to create test data (Agency Business Systems need more than the 5 rows of data provided by PALM), we could miss scenarios during testing. The sample data provided	Increasing	9 (High/High)	N/A	DOH is converting a couple of months of old data	DOH technical team is working with Terri Mulkey to create data for testing	This risk is monitored and reviewed on a monthly basis by the CORE team

				in the interface files is not accurate.						
Open and Monitoring	04/22/25		Staffing/Resource Avail	Go-Live is planned at Year End, this will not give enough time for DOH staff to complete Year end activities, PALM Testing, and completing various activities for Go-Live.	Increasing	9 (High/High)	DOH staff works almost fulltime on Yearend closing activities in May, June and July.	DOH SMEs will struggle to make time for year-end activities as well as PALM testing and various Go-Live tasks.	DOH will struggle to Go-Live with Year end activities	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	10/22/25		Agency Business System	Cross Agency: Timely completion of AxiomPro system remediation	Stable	9 (High/High)	AxiomPro is a 3rd party managed Agency business system, which is used by at least 9 different agencies.	1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable sample/ test files available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) and complete defect fixes. 5. Agency to monitor the progress of the system remediation and provide support/ consultations.	ABS remediation of several agencies will be impacted. Some agency may have manual workaround however this may impact go-live readiness for a few agencies.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	10/22/25		Conversion/Configurator	Cross Agency: Uncertainty around Data Warehouse Data and Access may cause a delay in agency planning or rework.	Increasing	9 (High/High)	The answer to this risk affects our designs for agency data structure.	Check documents released by the PALM Team to confirm assumptions or resolve end user needs by creating reports in FDW	The longer that this design is delayed the more likely that rework will be required at the agency level to meet historical data needs for Agency Business Systems and Users, which will potentially put the Go-Live Date at risk.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	10/22/25		Business Process Chang	Cross Agency: Interface file structure, file format/ layout and requirements changes may lead to rework for agencies.	Stable	6 (Medium/High)	The Project should provide ample advanced notice of any pending or possible interface file changes.	DOH monitors PALM site for updates to the interface regularly. This activity takes about 4-6 hours of work for a Business Analyst, Tech Lead and PM to review and analyze the changes and impact.	ABS remediation readiness hampered, delayed, and perhaps stalled.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Training	Lack of Training: The training needs to be specific to the State of Florida implementation, including specific Chart of Accounts ChartField values as well as other configured elements. In addition, there also needs to be technical related training for interfacing methods, data access for the IW, and remediation techniques	Increasing	6 (High/Medium)	N/A	DOH is working on creating Foundational trainings and involved in UAT Pre-requisite meetings with DFS team.	DOH will have to have expedite training.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Training	The training timeframe given will not be enough time for us to create and launch agency specific trainings. End users won't have time to take them before go live either.	Stable	6 (High/Medium)	N/A	DOH training team is currently working on metrics to create a UAT plan to manage trainings for all PALM users.	DOH will have to have expedite training.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	09/09/25		Agency Business System	Timely completion of AxiomPro system remediation.	Stable	4 (Medium/Medium)	AxiomPro is a 3rd party managed Agency business system, which is used by at least 9 different agencies.	DOH is working with Image API to identify the requirements and the final report.	DOH will work with Image API on an alternate solution.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	10/22/25		Interface	Cross Agency: Challenges around availability of Interface files (Inbound and Outbound) and timely communication may lead agencies not to be able to complete the Cycle 2 testing	Decreasing	4 (Medium/Medium)	Cycle 2 Testing requires multiple interface submissions to identify all issues with interface submissions. With some of the interfaces using agency data for this, implementing development changes requires more coordination than normal as to not interfere with interface testing.	Interface testing with the PALM Project team until we get the files in successful status from PALM	Agencies may not successfully complete Cycle 2 testing under the current schedule with the amount of time the PALM team is taking for responses to interface submissions. This is also slowing development implementations due to testing concerns.	This risk is monitored and reviewed on a monthly basis by the CORE team

				by October/2025.						
Open and Monitoring	10/22/25		Conversion/Configurator	Cross Agency: Limited use of special characters may lead to rework/additional work at agencies	Stable	4 (Medium/Medium)	The project could have automated the removal of special characters. Configurations and conversions were updated by technical resources.	Configurations and conversions Smart sheets were updated by technical resources.	Rework/additional work will be needed	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/07/25		User Acceptance Testing	Lack of Testing Environment. Subject matter experts can determine the processes needed, document those processes, and train staff within a sandbox environment prior to go live. Subject matter experts can also start working through processes and identify gaps for the staff and determine additional training requirements.	Increasing	3 (High/Low)	N/A	DOH has raised this risk to PALM Project. The delivery of test environment is scheduled in August 2025. Upon delivery of this we will remove the risk.	DOH will have to have expedite the testing and training.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Agency Business System	Awaiting confirmation and finalized configurations, conversions, and interfaces so DOH can calculate work effort on remediation and develop project timelines for completion of necessary tasks.	Stable	3 (High/Low)	N/A	We are creating DOH's FDW	DOH will have to continue working on remediation.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	04/22/25		Training	Payroll Design Sessions are scheduled to complete / finalize by the PALM project in July-October 2024 (Segment IV). Agencies may not have enough time to understand and implement change of processes, requirements, interface files.	Decreasing	3 (High/Low)	N/A	DOH is reading all the available information on knowledge center to understand Payroll changes.	DOH will have to continue working on remediation with the information they have.	This risk is monitored and reviewed on a monthly basis by the CORE team
Open and Monitoring	10/22/25		Business Process Change	Cross Agency: Uncertainty Around Batch Schedule during E2E Interface Testing, may create challenge for agency ability to perform E2E Testing	Decreasing	3 (High/Low)	We can't know when new information is going to be coming from PALM to schedule processes to populate Agency Business Systems with up to date financial information.	Worked closely with the PALM team to coordinate and resolve issues that arise during Interface Testing.	The later that this is delayed the more likely that there will be impacts at the agency level that will require rework to meet the PALM Batch Schedule and potentially put the Go-Live Date at risk at the agency level.	This risk is monitored and reviewed on a monthly basis by the CORE team

#### DOH Issues

Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for Nov. - Dec. 2025
Open	05/01/25		High - Impacts the ability	Agency Business System	Changes to PALM website, PALM tasks, and the Interface files: Our agency is taking a lot of effort to educate and train technical and non-technical staff. Constant changes disrupts processes and it takes time to find the same information and retrain staff. For e.g., DOH staff got used to receiving emails for Interface and Report updates, now we have 2 or 3 resources who will check the Change Log every so often	DOH staff got used to receiving emails for Interface and Report updates, now we have 2 or 3 resources who will check the Change Log every so often	Resources will check PALM site and Change Log every week	06/30/26	DOH team is monitoring the PALM site and tasks frequently.

#### DOH Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Nov. - Dec. 2025
People Processes Technology Data	PALM will provide solution and remediation of enterprise applications i.e., STMS, PeopleFirst, etc.	Logged	05/01/25	DOH Finance and Accounting	This assumption is still valid.
People	PALM will maintain the project "On schedule"	Logged	05/01/25	DOH PALM Project team	This assumption is still valid.

Processes Technology Data					
People Processes Technology Data	Enterprise entities like AG/IG's office, or Agencies like DMS, DFS will not add changes or new processes at Go-Live or during PALM HyperCare period	Logged	05/01/25	DOH Finance and Accounting	This assumption is still valid.

### Agency Sponsor Confirmation

As Agency Sponsor, I understand my role and responsibility for monitoring and reporting on my agency's readiness status. I have reviewed and confirmed the accuracy of my agency's readiness status as reflected in this dashboard.

Agency Sponsor Name: \*

Confirm \*

Submit

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### DOH Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
November - December 2025	Robert Herron	robert.herron@flhealth.gov	01/12/26
September - October 2025	Robert Herron	robert.herron@flhealth.gov	11/04/25
July - August 2025	Robert Herron	robert.herron@flhealth.gov	09/04/25
May - June 2025	Robert Herron	robert.herron@flhealth.gov	07/07/25
March - April 2025	Robert Herron	robert.herron@flhealth.gov	05/02/25
January - February 2025	Robert Herron	robert.herron@flhealth.gov	03/06/25