To: JCI Editors and reviewers

Subject: Healthcare.gov Website Failure Critical Incident

Date: April 25, 2017

This memo summarizes changes made to our critical incident in response to the many good comments made in Chicago. We look forward to continuing the review process and appreciate the efforts of the reviewers..

Critical Incident

1. Non-technical people are likely to find this too technical (for example, who is Sebilius? )
   1. *We have changed or removed five technical terms, removed and or defined all acronyms in the case and identified Sebilius as Secretary of Health and Human Services. However, this case will most likely appeal to faculty and students in information systems courses.*
2. Must use past tense
   1. *We have corrected five cases of present text.*
3. Needs a hook – why should students care?
   1. *We have revised the hook to express the political and technological crisis that the Obama administration faced in the final days of September 2013 regarding the startup of healthcare.gov*
4. Incident does not bring the key issue into focus until the 3rd paragraph
   1. *We have modified the first paragraph to bring the issue to the forefront.*
5. Shorten the case to meet 3 page limit
   1. *We have reduced the case to 3 pages, including references.*
6. Choose specific date to determine relevance instead of ongoing perspective
   1. *The case is now written around the decision to go live on October 1, 2013.*
7. Descriptive cases should not end with a question. A critical incident’s vision should still be around a decision point (going live without bugs)
   1. *The authors have removed questions in the hook and challenge*. *The incident is focused around October 1, 2013 and the decision to go live with bugs.*

Teaching Note

1. Add public administration as a possible course that this case may apply to.
   1. *This is done*
2. Consider speaking to “scope creep” (a frequently used term in project management).
   1. *This has been added to the answer for question 1.*
3. Learning Objective 1 needs a stronger term than “understand”.
   1. *We have revised this learning objective to focus on the “analysis” aspect.*
4. How does the “halo effect” impact various classroom topic handlings?
   1. *This comment was somewhat unclear to the authors. We have added discussion of the “reverse halo” effect to the third discussion question.*
5. Reference format needs to follow guidelines.
   1. *We have modified the references to be single spaced (with a double space between entries) as called for in the guidelines.*
6. Question 2 and 3 could use more discussion to flesh out relevance and end with “we recommend”.
   1. *We have added discussion to question 2 and 3 to respond to this comment. This includes a recommendation.*