Technology Services Board Portfolio and Policy Subcommittee Meeting

May 11, 2017

10:00 a.m. – 12:00 p.m.

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AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and opening remarks	Michael Cockrill	Information	10:00
Policies & Standards Review • **113 – Technology Business Management (TBM) Policy** - *Revised* • **113.10 – TBM IT Expenditure Data Provision Standard** - *Revised* • **113.20 – TBM IT Labor Data Provision Standard** - *Rescind* • **113.30 – TBM Taxonomy** – *Revised* • **113.40 – TBM Reporting Solution Standard** – *NEW* • **187 – Open Data Planning** • **188 – Accessibility**	Rob St. John Sue Langen Cammy Webster Will Saunders Ryan Leisinger	Discussion/Feedback	10:05

Project Briefings
• **DSHS – Electronic Health Record / ICD10**
    o **Carla Reyes, Executive Sponsor**
    o **Sara Tripp, BHA CIO**
    o **Wayne Hall, DSHS CIO**
    o **Paul Anderson, Project Director**
    o **Jill Helmberger, Quality Assurance**
    o **Justin Dickey, Cerner**
• **SBCTC – ctcLink**
    o **Luke Robins, President, Peninsula College**
    o **Tara Keen, Assistant Project Manager**
    o **Charles Moran, Moran Consulting (QA)**
	Rob St. John
	Kathy Pickens-Rucker
	
	Kathy Pickens-Rucker
		Discussion	10:30

Process Improvement Updates	Rob St. John Consultants	Information	11:30
Public Comment			11:55
ADJOURN – 12:00 noon			

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Current TSB Portfolio & Policy Subcommittee Members

Industry Members	**Legislative Members**
Kris Kutchera – Alaska Airlines* Paul Moulton - Costco	Rep. Zack Hudgins - House D Sen. Mark Miloscia - Senate R
Executive Branch (Agency Directors)	**Other Government**
Michael Cockrill – CIO & Chair Tracy Guerin - DRS	Bill Kehoe – CIO King County Jeff Paulsen – Labor Rep

Blue – members present
Black – members absent

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Policy Review

Information / Discussion

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Where Are We?

Work Group Drafts

CIOs Review

TSB Sub Committee Recommends

CIO Adopts

Full TSB Approves

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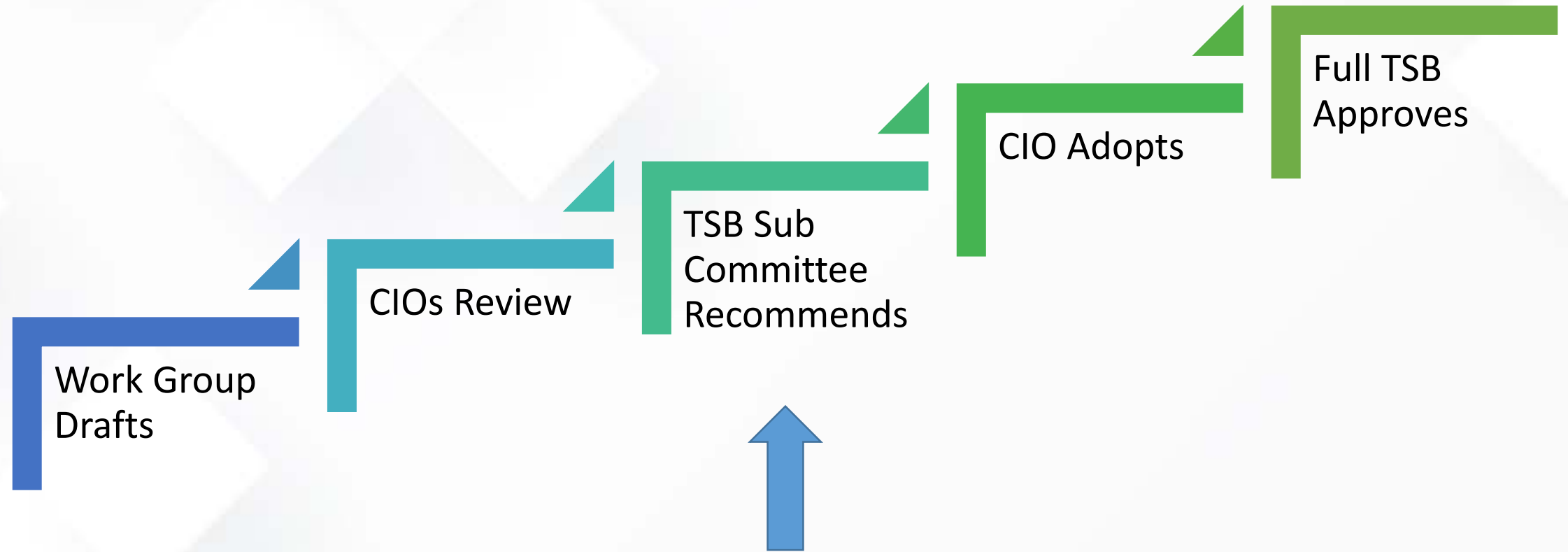
Technology Business Management (TBM)

Purpose of action
- Request approval of sunset review update of an existing policy and standards
- Request recension of outdated standard
- Request approval of new standard

Business case
- RCW 43.105.054 Section 2(f) requirement for TBM Program
- From lessons learned - streamline program work efforts and processes

Key objectives
- Use data driven analytics to identify opportunities for efficiency and savings of IT spend
- Reduces complexity to program participants
- Link IT spend to business service value

Strategic alignment
- Supports efficient, effective and accountable government by using industry standard taxonomy and common terms
- Show what agencies get for IT spend

Implementation
- 44 agencies to use standardization to categorize IT spend for analysis and reporting
- Reduce time spent correcting foundational categorization elements
- One-on-One meetings with agencies

Success criteria
- Agency reporting is 100%
- Increased accuracy in coding IT spend
- More agencies can show value of IT to business service and monitor performance of investment

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Open Data Planning– Sunset review

Purpose of action
- Continue Open Data planning
- Promote transparency
- Facilitate data sharing between agencies

Business case
- Don't wait for the records request
- Helps little agencies do big things
- A transparent marketplace is good for business

Key objectives
- Make agencies have a plan
- Keep it flexible and informative
- Improve within existing resources

Strategic alignment
- Results Washington Goal 5
- State IT strategy – accountable IT
- State transparency complements citizen privacy

Implementation
- In place and supported
- Light touch for light budgeting
- Adoption slow but growing

Success criteria
- Increase the number of agencies reporting sustainable progress (Results WA Goal 5 3.1)
- Increase the variety of data available on state portals (Results WA Goal 5 3.1.a)

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Policy #188 Accessibility

Exposing non-compliance and possibly opening the Agency up for civil legal action	Verse	Being transparent in order to avert action from the Dept. of Justice or Office of Civil Rights

TIMELINE
- March 14th   Proposed change prompted discussion at TSB
- March 20th   Memo to Agency CIOs moving date to June 30th
- April 27th   Meeting to discuss risk associated with Accessibility Plan
- May 11th   Present change to TSB Subcommittee
- May 22nd   Policy Advisory Group meets to discuss next improvements

CHANGE SUMMARY
Remove requirement to post Accessibility Plan for public
Adjust requirements due date

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For Decision

- Do you recommend Policy 113, Standards 113.10 and 113.30 revisions for approval?

- Do you recommend that Standard 113.20 be rescinded?

- Do you recommend new Standard 113.40 for approval?

- Do you recommend Policy 187 revisions for approval?

- Do you recommend Policy 188 revisions for approval?

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Project Briefings

Discussion

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Introductions

- Department of Social and Health Services
  - Carla Reyes, Assistant Secretary, Behavioral Health Administration
  - Sara Tripp, CIO, Behavioral Health Administration
  - Wayne Hall, CIO, DSHS

- Cerner
  - Justin Dickey, Client Accountable Executive

- Other Project Participants
  - Paul Anderson, Project Director
  - Jill Helmberger, external QA

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Key Project Objectives

1. **Implement Cerner Millennium EHR at the 3 state hospitals**
   - Fully integrated clinical and revenue cycle solution
   - Replace hybrid paper-electronic platform
   - Enhance patient and staff safety, regulatory (CMS, TJC) compliance

2. **Implement Cerner PharmNet solution at 4 RHCs**
   - Allow for client registration in system
   - Replace failing MediWare system
   - For use by Pharmacy staff

3. **Modernize Revenue Cycle processes**
   - Electronic compliance with ICD10 coding requirement
   - Streamline end-to-end revenue workflows
   - Replace Residential Payment System (RPS) for state hospitals, RHCs, JRA, and SOLAs

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TSB Guidance

- November 15, 2016 – DSHS:
- Reported on project schedule delays and other performance misses
- Provided background on Cerner, EHR and BH-specific market niche, other clients
- Proposed using 3rd party systems integrator to bridge skills gap
  - Project Director
  - OCM Consultant
  - Experienced Testing Manager

- January 6, 2017 – Michael Cockrill:
- Submitted letter to Pat Lashway with guidance

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Update the Investment Plan
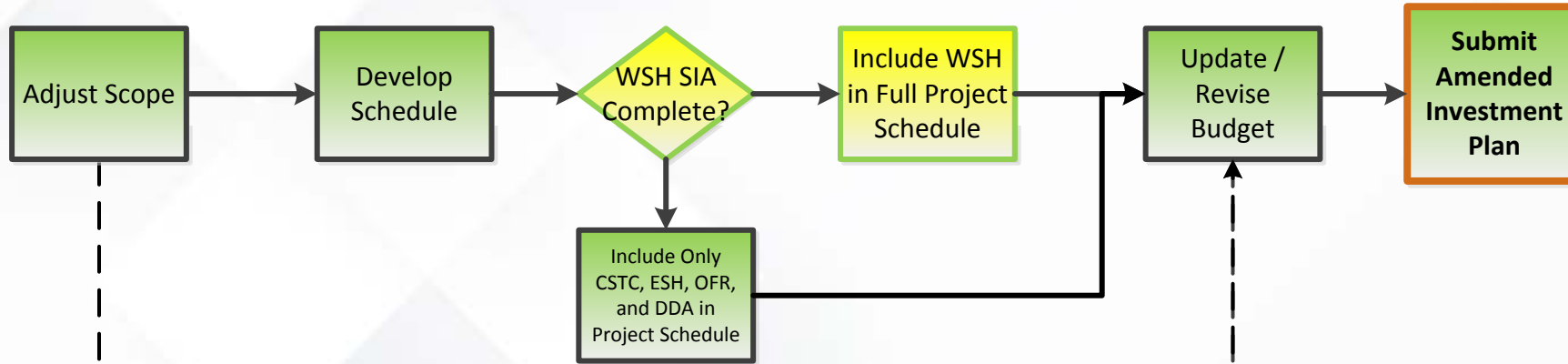
Additional Elements to Ensure Cerner Meets DSHS Requirements
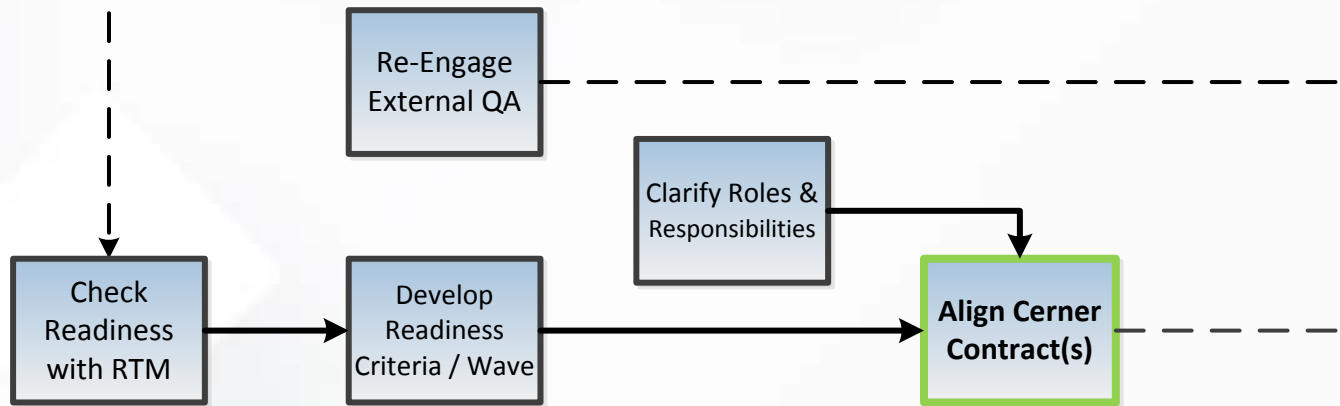
Elements of TSB Guidance

Steps Taken

- January 11, 2017 meeting and follow-up:
  - DSHS and Cerner leaders met.
    - Carla Reyes requested Cerner's assistance with 3rd party augmentation.
    - Wayne Hall requested Cerner cover 3rd party cost.
  - February 3 – Cerner agreed to fund 3rd party Project Director for 6 months.
  - February 10 – Cerner proposed Paul Anderson as Project Director.

- Late February, 2017 – DSHS & AG's office engaged outside counsel experienced in Cerner HIT projects
  - Assist with contract realignment guidance and structuring terms.

- March 20, 2017 – 1st Contract Realignment Meeting
  - Both organizations working to remediate issues and agree on new terms to minimize further project delays.

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Current Status of TSB Directions

Item	Status	Comment
Adjust Scope	In Progress	SAAG developed replacement SOW; currently under review by Cerner.
Develop Revised Schedule	In Progress	Cerner prepared CSTC draft schedule. More work required, including full schedule with risk mitigation. All need to align with revised SOW.
Revise Overall Budget & DP	On hold	Dependent on Schedule and Joint Resource Plan. Improved financial terms agreed to with Cerner.
Clarify Roles & Responsibilities, if using 3rd party	Drafted	DSHS drafted RACI diagram to cover all EHR Leadership roles. Cerner provided additional feedback. Further discussion required.
Re-Engage with QA vendor, preferably new vendor	Complete	Selected 3rd party QA vendor, Ballista, with Jill Helmberger the assigned consultant. Jill is very experienced and providing value.
Employ RTM or similar tool	Continuing	RTM already in place. Will review and align with final contract.
Determine readiness criteria by Wave & use for Go/No-Go decisions	In Progress	Go/ No-Go criteria previously approved by Governance revisited for currency & to break by Wave. Will present to May Governance.
Align the Cerner Contract(s)	In Progress	Basic business principles substantially agreed. Contract terms developed by DSHS and sent for Cerner review. More meetings required.

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ctcLink Update

A single, centralized system to provide students, faculty and staff 24/7 access to a modern, efficient system for all 34 community and technical colleges and the State Board. PeopleSoft software with Ciber as the system integrator. Three colleges began using new solution in August 2015. Still remediating issues reported by those colleges.

• Provided status of the remediation effort at 04/18/17 TSB Subcomm.
• Current status → Remediation Dashboard

TSB requires a new investment plan be submitted for approval before additional colleges go-live.

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Process Improvement

Information / Update

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Improving Project Outcomes

Budget

Align technology strategy & public policy

- IT strategy
- 4-6 year projection
- Lessons learned
- Capital budget model
- IT budget pool

Portfolio

Invest in the right things

- Enterprise strategies
- Modern / Transform
- Enterprise resource planning (ERP)
- Unified business identifier (UBI)
- Humans
- eGov
- Technology Business Management (TBM)

Delivery

Execute & deliver outcomes

- Quality Assurance
- Risk / Severity
- Triggers / major projects to TSB
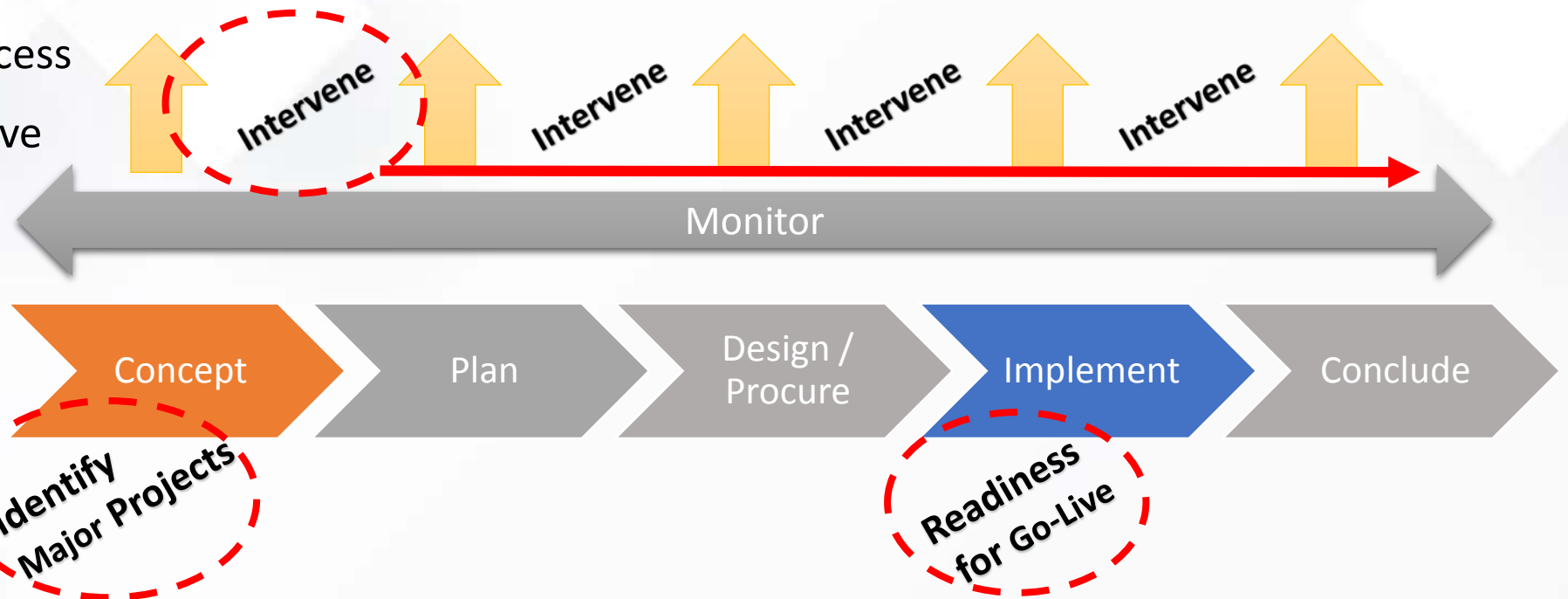- Process
- People/skill
- Responsibility
- Governance
- Project / Program management (PMO)
- Taskforce

☑ Done
☑ Done
☑ Done

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Selected Process Improvements Across the Project Life Cycle

1. Identify Major Projects
2. Oversight Framework
3. Intervening for Success
4. Readiness for Go-Live

Intervene **Intervene** **Intervene** **Intervene** **Intervene**

Monitor

Concept | Plan | Design / Procure | Implement | Conclude

Oversight Framework

Identify Major Projects

Readiness for Go-Live

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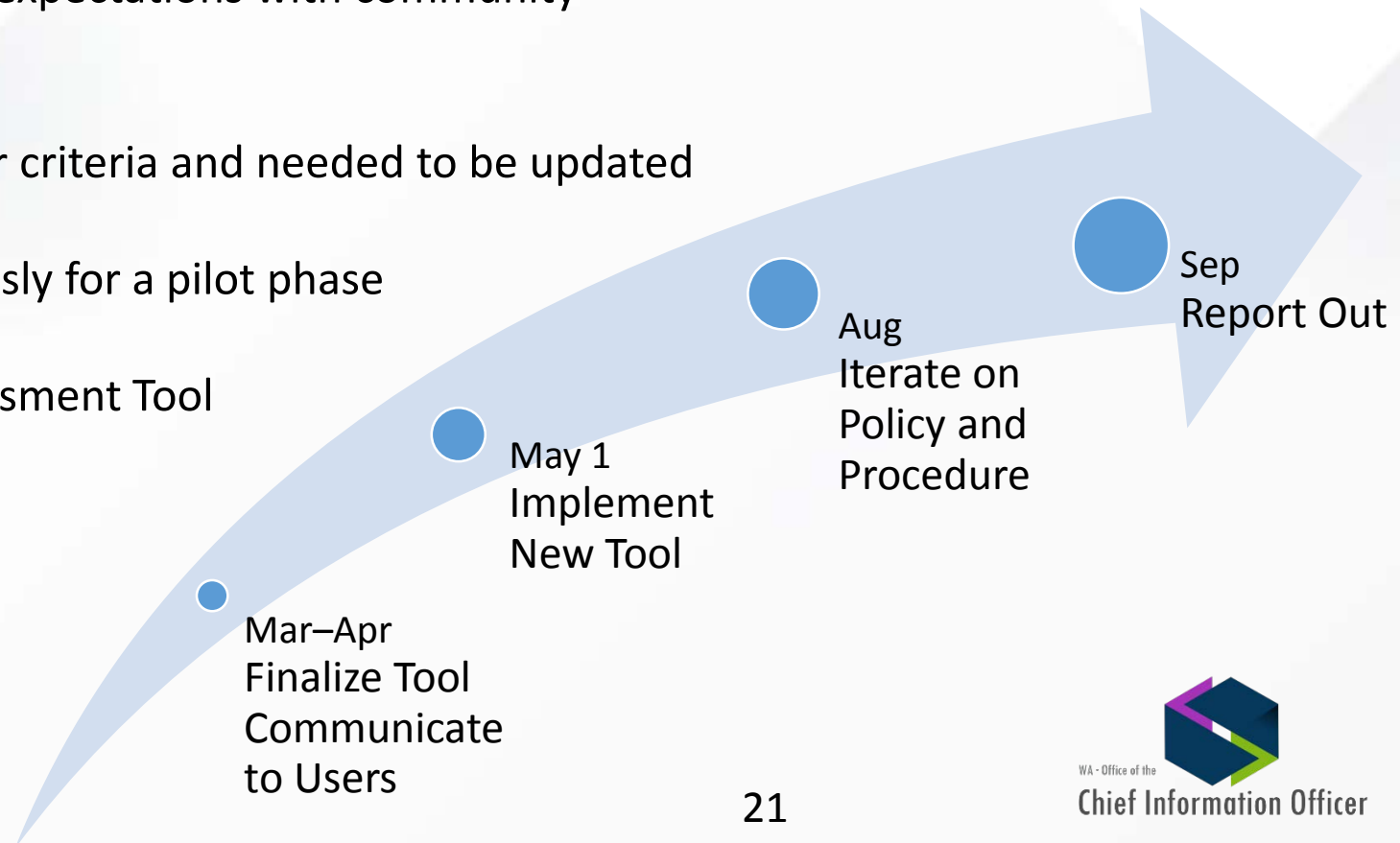# Identification of Major Project

Proposal:
- Analyze the data collected in the pilot phase
- Finalize tool for go-live
- Set cut score for projects and major projects
- Socialize/communicate changes and set expectations with community

Situation:
- Previous risk severity was based on older criteria and needed to be updated
- Develop new IT Project Assessment Tool
- Old and new have been run simultaneously for a pilot phase

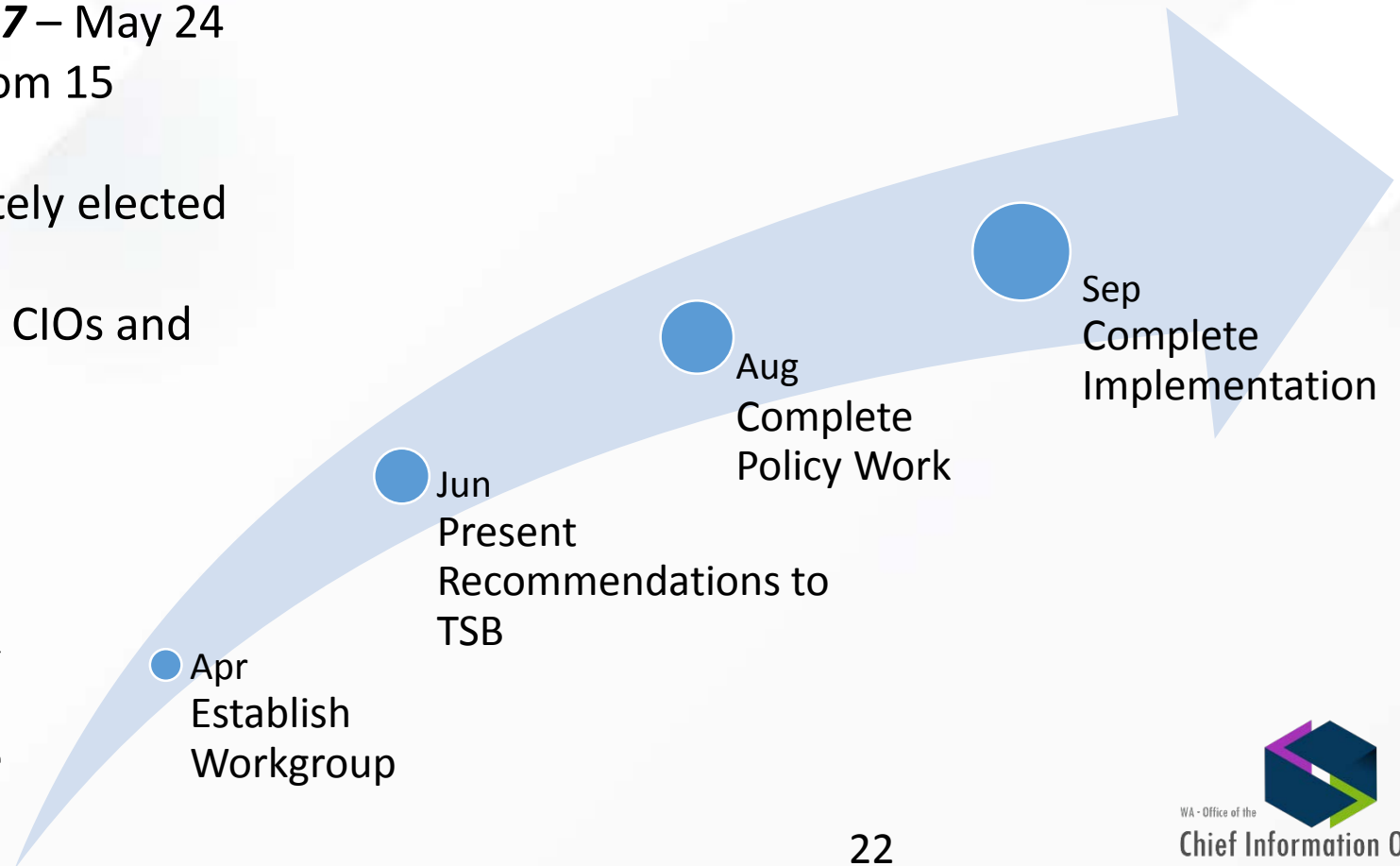**Target:** Implement the new IT Project Assessment Tool

IT Project Assessment tool

Mar–Apr
Finalize Tool
Communicate
to Users

May 1
Implement
New Tool

Aug
Iterate on
Policy and
Procedure

Sep
Report Out

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Work Plan for Process Improvement

- Working sessions - *April 6 – April 17* – May 24
- Strong stakeholder engagement from 15 agencies
- Small, medium and large & separately elected agencies
- Project Managers, PMO managers, CIOs and others

- **Oversight Framework**
- **Intervention**
- **Readiness for Go-Live**

Apr
Establish
Workgroup

Jun
Present
Recommendations to
TSB

Aug
Complete
Policy Work

Sep
Complete
Implementation

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Public Comment

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