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Technology Services Board

Full Board Meeting

May 29, 2025

9 – 11:00 am

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Current TSB members

Industry Members

Kelly Dyer - LexisNexis
James Feore – Aardvark Intelligence
Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R
Sen. Derek Stanford – Senate D
Vacant – House R
Rep. Chipalo Street – House D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair
Cami Feek – Employment Security Dept.
Vacant – Agency Director
Vacant – Agency Director

Other Government

Viggo Forde – Snohomish County
Vacant – Labor Union

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Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome | New Member | Agenda review	Bill Kehoe	Introductory remarks	9:00
Review 12/10/24, 1/29/25, 3/13/25 Meeting Minutes	Bill Kehoe	Members will **VOTE**	9:10
TSB Charter	Bill Kehoe	Members will **VOTE**	9:15
Health Care Management and Coordination System (HCMACS) Program	Kera Zamora	Program status & Board feedback	9:20
WA Cares Fund	Sam Pulley	Program status & Board feedback	9:45
Land Agreement Management System (LAMS)	Ashley Raty	Program status & Board feedback	10:10
Enterprise IT Strategic Plan Refresh	Deanna Brocker	Information, Board discussion	10:35
Legislative Updates	Katy Ruckle	Information	10:50
Public Comment			10:58
Adjournment			11:00

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Minutes

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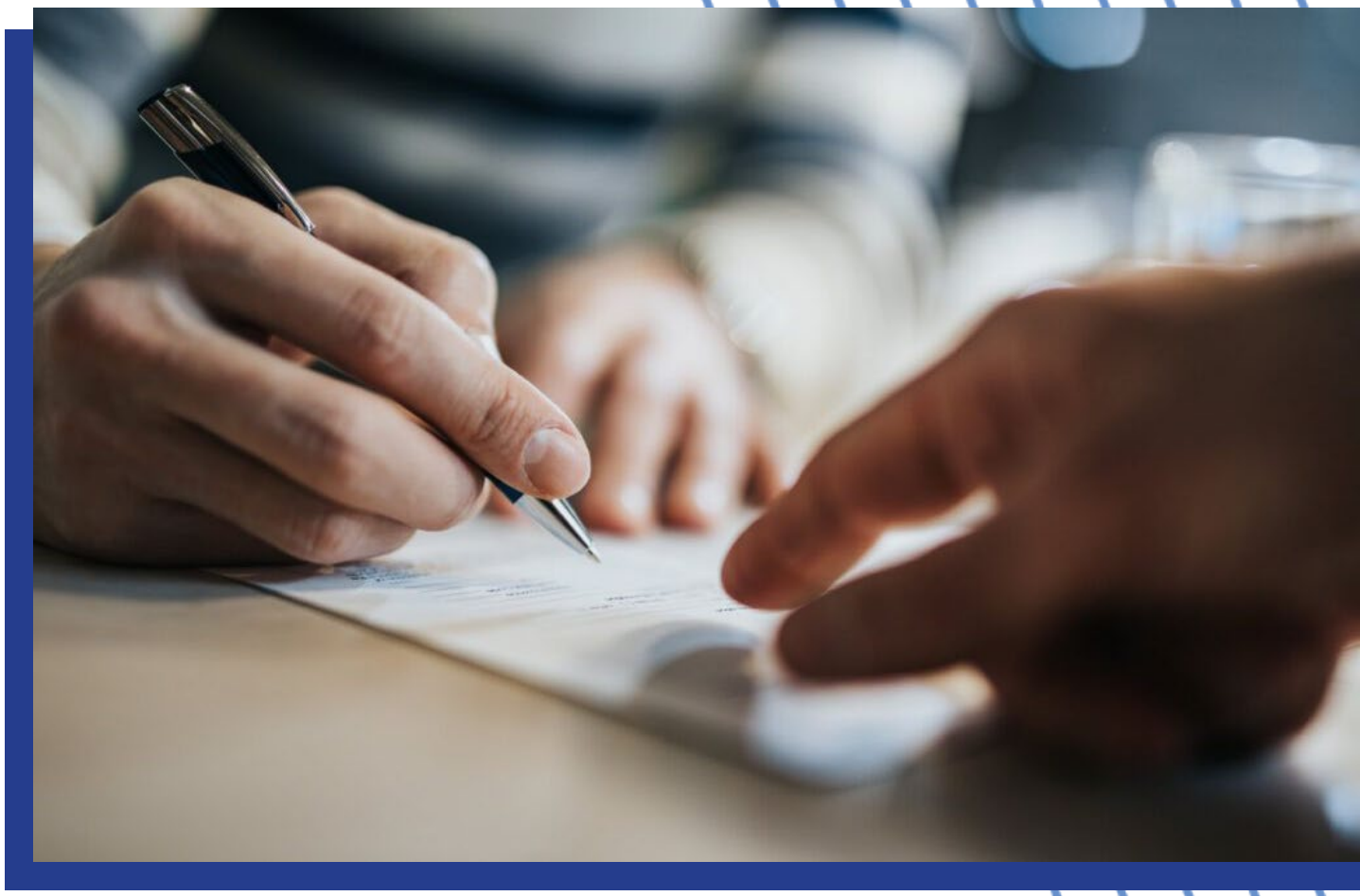
TSB Charter



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Health Care Management and Coordination System Program

Project Overview

The Health Care Management and Coordination System (HCMACS) is a statewide enterprise EHR solution supporting coordinated care across DOC, DSHS, and HCA. FY26 Funding has been approved and supports the enterprise EHR approach to purchase licensing and a phased rollout, with the objective of a foundationally shared system built on common services and workflows.

Project Concerns

- Agency alignment on risk ownership and mitigation is needed.
- Vendor SOWs must be deliverable-based to ensure accountability and results.
- Program requires QA Assessment and regularly updated schedule tied to resources.

Current Project Health Assessment

Scope

Schedule

Budget

Overall

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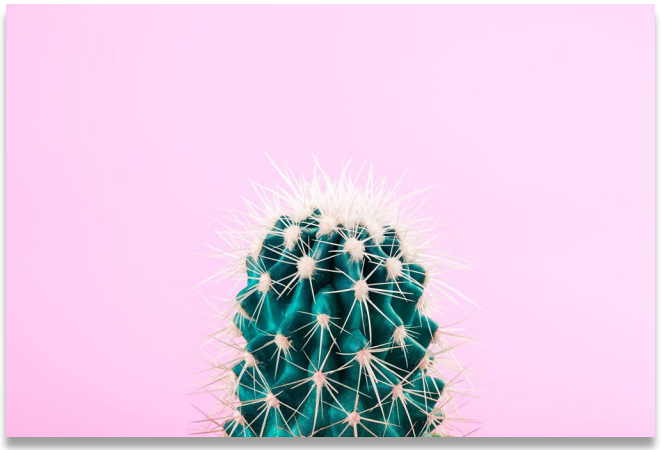
Health Care Management and Coordination System (HCMACS)

Background and Discussion Topics

Health Care Management and Coordination System (HCMACS) is an enterprise Electronic Health Record (EHR) Solution that aims to support coordinated care for Washington residents who receive state health care benefits and services from Washington's Department of Corrections (DOC), Department of Social and Health Services (DSHS), and Health Care Authority (HCA). Currently agencies and providers are using a mix of paper and siloed electronic health records**.** The **approved Enterprise EHR plan** guides our efforts. **Upcoming milestones** include Epic contract execution, QA/OCM contracts, resourcing, system integrator RFP, Epic orientation training, and reporting of metrics/outcomes. **Go-live is planned for August 2027.**

GO-LIVE READINESS

- Roadmap Development
- System Integrator RFP
- Epic Contract Execution
- Resourcing



KEY ISSUES & RISKS

- Federal and State Funding
- OFM Issued Contract/Hiring HOLD
- Resourcing and Staffing

SUCCESSES & LESSONS LEARNED

- CMS Approval of HCMACS
- HHS Coalition Support
- Phased Approach
- Enterprise System & Approach

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WA Cares Fund Program

Project Overview

A multi-agency effort to make long-term services and support benefits available to assist eligible Washingtonians with meeting their needs for long-term care. It provides an insurance benefit funded through an employee payroll premium.

Project Concerns

- Completion of the readiness dashboard will aid leadership in preparing for successful go-live.
- Maintain a risk-tolerant culture to continue strong program execution into the 2026 Pilot.
- Apply integration testing lessons learned to aid end-to-end testing in October.

Current Project Health Assessment

Scope **Schedule** **Budget** **Overall**

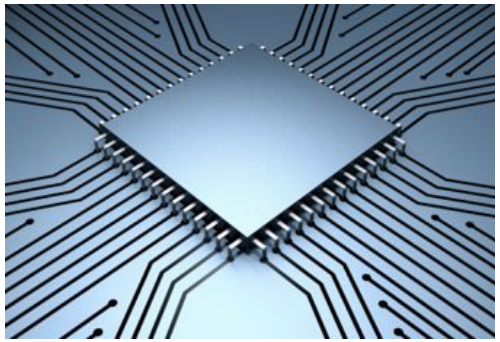
Quality Assurance (ISG)

WA Cares Fund

Background

The WA Cares Fund Program is a long-term care insurance benefit for all eligible Washington employees that will cover the cost of at least some of their long-term services and supports needs. WA Cares Fund is an earned benefit, self-funded from worker contributions, with a lifetime maximum benefit of $36,500, which will be adjusted for inflation.

For Discussion

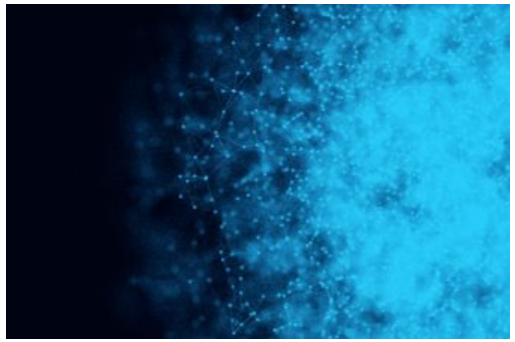


GO-LIVE PREPARATION

- Pilot implementation planning underway
- Readiness dashboards in development (critical path focused)
- OCM engaged in Go Live Planning

KEY ISSUES & RISKS

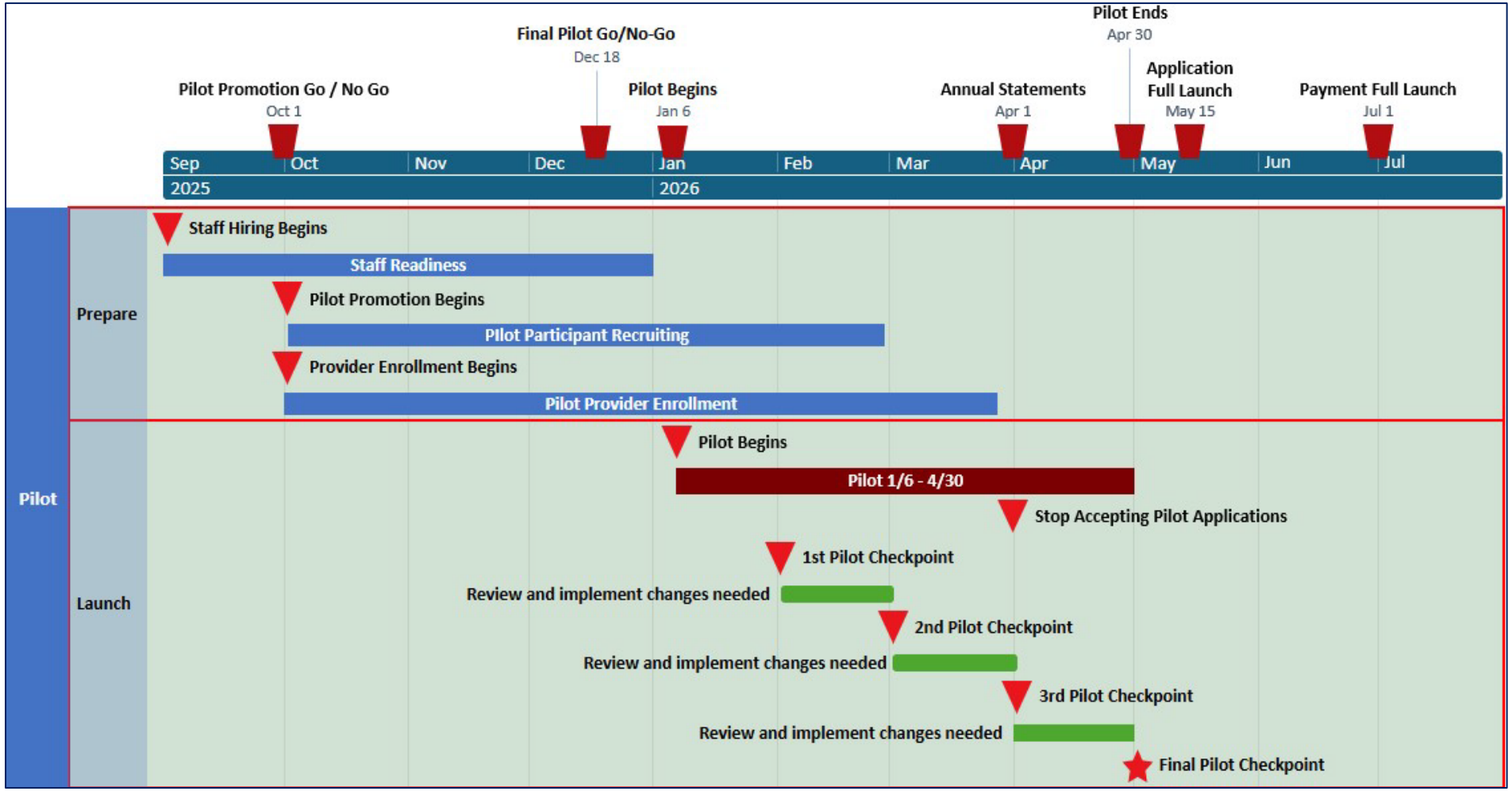
- Risk related to HCA P1 system re-procurement
- Issue related to the implementation of Coordination of Benefits (payor of first resort)
- Risk related to new legislation & possible schedule impacts
- Risk related to program funding



SUCCESSES & LESSONS LEARNED

- Program continues to be in green status
- ESD Phase I Contribution Determination development and test complete
- HCA Provider One development, test & release is completed (staged)
- All DSHS development and test on schedule
- Cross agency integration testing completed ahead of schedule

Pilot Timeline Including Other Program Milestones



Sample WA Cares Fund Readiness Dashboard (Example Only)

WA Cares Fund Cross-Agency Readiness Dashboard

Readiness: Pilot January 6, 2026

Status as of: August 21, 2025	Go / No Go: September 18, 2025 (comms) December 18, 2025 (launch)	Go Live Dates: October 1, 2025 (comms) January 6, 2026 (launch)	
Executive Sponsor Bea Rector (DSHS) **Program Implementation Manager** Gabrielle Steckman	**Business Sponsors** Ben Veghte (DSHS) Greg Beck (DSHS) Taylor Linke (HCA) Justin DeFour (ESD)	**Project Managers** Dennis Elonka (DSHS) Chi Underwood (ESD) Todd Emans (HCA)	**OCM** Jen McCoy (DSHS) Rachel Rutherford (DSHS) Emily Gray (ESD) HCA TBD

Technology		Program		People/Partners (hired / trained)		Operations	
BAMS / CRM	✓	Policy and Rule		DSHS		Core Processes and Procedures Final	
GetCare		Accounting and Finance		ESD Benefits Specialists		Operational Reporting Live	
ESD		Data Sharing Agreements		HCA		Process for Operational Questions Final	
Provider One		Website / Communications		AAA		Applicant / Beneficiary / Provider Pilot Surveys	

Provider Enroll 10.1.25 | Pilot 1.6.26 | Statements 3.31.26 | Applications 5.15.26 | Benefits 7.1.26 | Technololgy | Program | People | Operations | +

Land Agreement Management System

Project Overview

The project replaces legacy systems and processes with a modern SaaS solution for real estate agreements and activities across DNR functions.

Project Concerns

- Project process controls for schedule, scope and budget are not being tracked and maintained.
- Sponsorship represents one of the core functions but not the interests of the organization.
- Future integration needs for OneWA are not in scope.

Current Project Health Assessment

Land Agreement Management System (LAMS)

Background

LAMS is a Software as a Service (SaaS) application designed to manage the contracts and finances related to the management of lands entrusted to the agency.

For Discussion

GO-LIVE PREPARATION

- Requirements Freeze – May 31
- Vendor Config Complete – Jun 30
- E2E Testing and UAT Complete – Sep 30
- Admin and User Training Complete– Nov 30
- Go-Live Date – Dec 1

KEY ISSUES & RISKS

- Resource availability
- Executive sponsor authority
- Project staff burnout

SUCCESSES & LESSONS LEARNED

- Poorly defined business requirement and scope creep -
- Maintain backfill support after the first year -
- Working software +
- Contractor support +

Washington State IT Strategic Plan Update

Deanna Brocker

IT Strategic Plan Refresh in Motion

START

Spark

Planning Kickoff (Apr)

2 weeks prep, 200+ invited

Collaborate

Workshops in Action

2 sessions, 80+ attendees

Ideate

Ideas Unleashed

900+ ideas → 100+ themes

Align

Advisory Group Work

Synthesizing feedback, shaping statewide goals

Engage

Statewide Input

Feedback loop: now through early June

Confirm

Plan Finalization (Jun)

Final goals and unifying statement for 2025-2028

FINISH

RCW 43.105.220 State information technology plan

(1) The agency shall prepare a state strategic information technology plan which shall establish a statewide mission, goals, and objectives for the use of information technology, including goals for electronic access to government records, information, and services. The plan shall be developed in accordance with the standards and policies established by the agency. The agency shall seek the advice of the board in the development of this plan.

Enterprise IT Strategic Plan 2023-2025

Connected Government, Stronger Communities, Better Washington

Goal #1
Create a Government Experience that Leaves No Community Behind

Goal Statement: Through a connected government that emphasizes service delivery and the experience of those we serve, we can achieve equitable outcomes across our communities.

Goal #2
Better Data, Better Decisions, Better Government, Better Washington

Goal Statement: Use data and insights to improve the experience of those we serve, prioritize service improvements, drive strategic decisions, and improve transparency.

Goal #3
Innovative Technology Solutions Create a Better Washington

Goal Statement: Prioritize solutions emphasizing access, technology, and innovation to address systemic societal challenges and align our decision-making for those we serve.

Goal #4
Transform How We Work. Best Workforce Ever.

Goal Statement: Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish new and agile processes and practices to achieve our future vision.

Our Pillars Digital Trust | Shared Governance | Equitable Outcomes | Service Excellence

Our Values Human-Centered | Inclusive Ideas | Courageous Innovation | Accessibility | Stay Nimble | Community + Connectivity

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Legislative Updates

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Office of Privacy and Data Protection Bill Review

56 bills relating to privacy and technology

11 passed the legislature

Legislative Highlights

- SB 5014
  - Concerning election security.
- HB1205
  - Prohibiting the knowing distribution of a forged digital likeness.

Proposed moratorium on state-level AI regulation heads up to US Senate I IAPP

Legislative Highlights

State-Local Cybersecurity Grant Program match funded in budget bill (ESSB 5167)

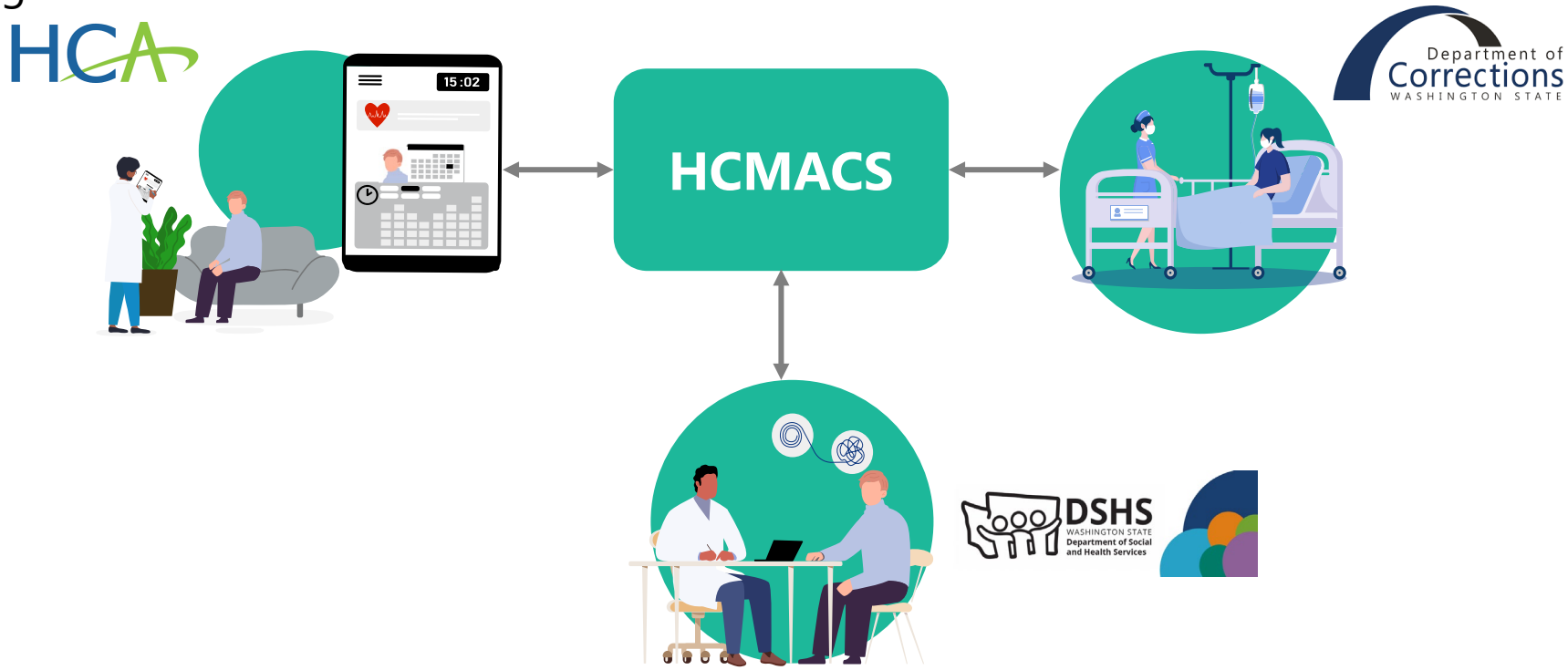
- *GAO Report April 2025*
- *SLCGP program funded 839 projects across the United States.*
- *252 Projects Funded in WA.*
- *Washington state is responsible for 30% of all projects funded in the nation under our program.*

Public comment

What is HCMACS?

Health Care Management & Coordination System

We are focused on implementing an **enterprise Electronic Health Record (EHR) solution** that improves care coordination and case management for people in Washington across multiple agencies and care settings.



...with **potential future integration** of other agencies and care settings.

Washington State Department of HEALTH

Washington State Department of CHILDREN, YOUTH & FAMILIES

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HCMACS Program Strategic Waves

Enterprise Minimum Viable Product (MVP) live in 2027 with options for expanding foundational system in future years

Details follow

Initial Go-Live Wave

- Epic contract execution
- DSHS Eastern, Western (incl. Steilicoom and CSTC), New Western Hospitals
- DOC all facilities
- HCA 8 Tribal and 20 BH Providers
- Highest priority interfaces, data conversions, and legacy system replacements

Wave 2 (~2028-2029)

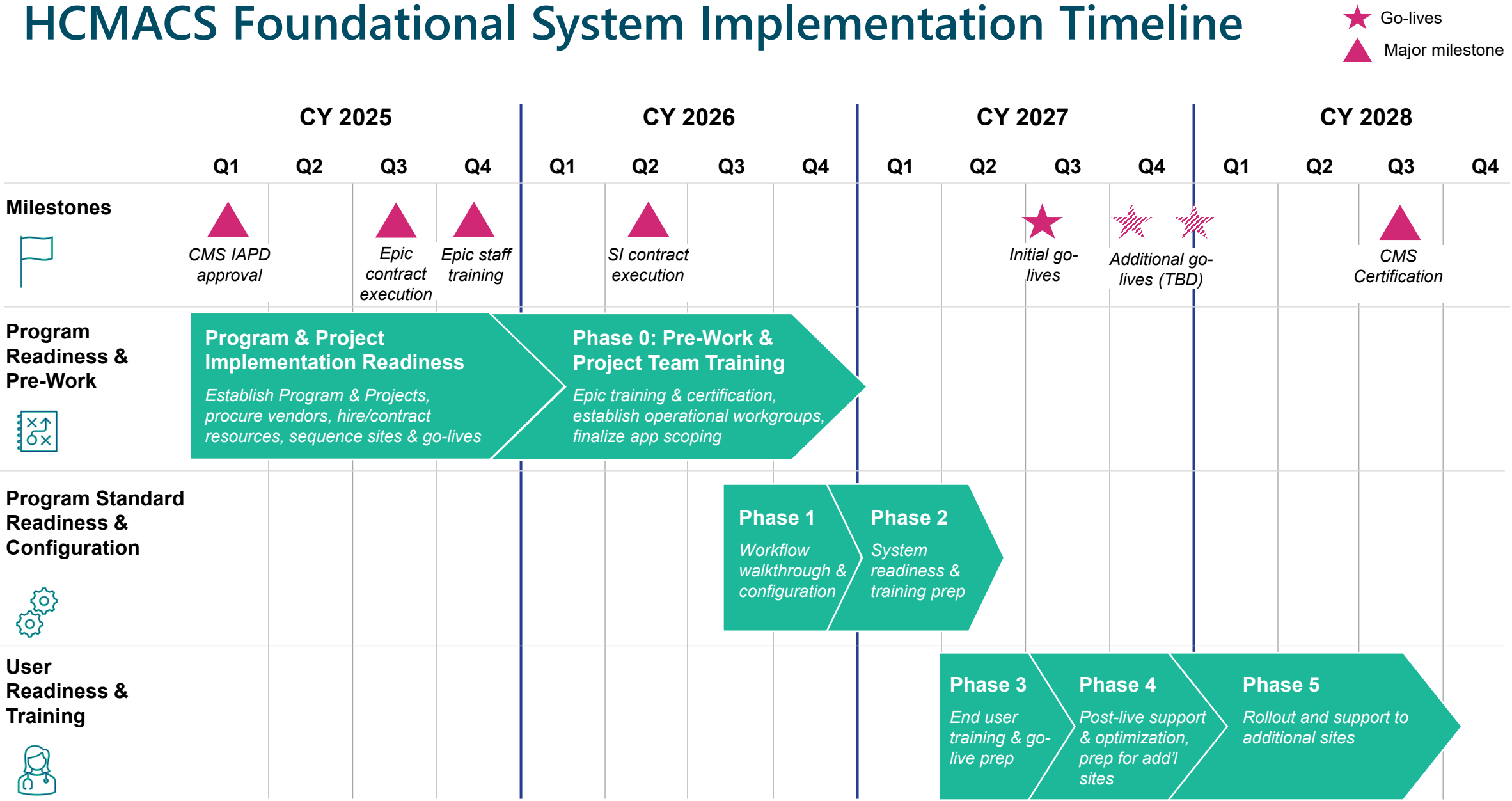
- DSHS remaining BHHA facilities (legacy DDA/BHA)
- Additional Medicaid providers (i.e., Tribal, BH, FQHC, CAH, rural)
- Priority set of County Jails
- Medium-priority interfaces, data conversions, and legacy system replacements

Wave 3+ (2030 and later)

- Additional Medicaid Providers
- Additional Jails
- DOH
- DCYF
- Local Health Jurisdictions (LHJs)
- Remaining interfaces, data conversions, and legacy system replacements
- Other HHS partners

**Additional funding needed to complete initial go-live and the proceeding waves.

HCMACS Foundational System Implementation Timeline



Sources: HCMACS implementation timeline as of May 2025

HCMACS Accomplishments & Current Priorities

Accomplishments since the Enterprise EHR Plan was approved in 2023

- ✓ **Federal Partnership** – secured enhanced federal match from CMS for planning & implementation
- ✓ **Procurement** - Selected Epic as the EHR System Vendor, prepared RFP for Systems Integrator
- ✓ **Governance** – established Executive Steering Committee and Agency Project governance
- ✓ **Program Management** – established Program and Agency PMOs and Project Management Plan
- ✓ **System Design** - refined system architecture, technical requirements, and performance standards
- ✓ **Readiness** – Agencies started to standardized clinical and technical workflows
- ✓ **Resourcing** – hired key Program and Agency staff, developed resourcing plan
- ✓ **Change Management** – launched communications workstream and developed HCMACS branding

HCMACS activities slowed from November 2024 – April 2025 due to OFM hiring and contracting freeze

With HCMACS included in the conference budget for SFY26, the Program will accelerate towards its next set of pre-implementation milestones

- ❑ **Execute Epic contract** and purchase enterprise licenses (ASAP)
- ❑ Publish RFP and **select Systems Integrator** (onboard by early Q2 CY26)
- ❑ **Resource** Program & Agency Projects (80% complete by Q2 CY26)
- ❑ Publish HCMACS and Agency **outcomes and metrics** (Q3/Q4 CY25)
- ❑ Leadership attends **Epic orientation training** (Q4 CY25)
- ❑ Execute contracts for **Organizational Change Management and Quality Assurance** (ASAP)
- ❑ Complete **Program/Agency readiness** including workflow standardization and development of enterprise policies (Q2 CY26)
- ❑ Submit **SFY27 supplemental decision package** (ASAP)

Risks & Mitigation Approaches

Current Phase Risks	Mitigation Approaches
Long timelines to procure the Systems Integrator (SI) and HCA Provider Support vendor including competitive procurement and CMS approval create timeline risks	The HCMACS Program will quickly launch its RFP, adhere to clear timelines and requirements, and coordinate with stakeholders including CMS to accelerate timeline
Challenges resourcing and onboarding 80% of required staff by the end of the phase due to lengthy hiring processes	The HCMACS Program and Agencies will appropriately use contracted resources such as using the System Integrator RPF where needed to supplement hiring and meet staffing timeline goals
Difficulty aligning complex enterprise technology and data policies across multiple agencies	The HCMACS Program and Agencies will engage senior IT stakeholders early and consistently, and prioritize simplicity and practicality in enterprise standards design

Risk mitigation topics for discussion with TSB

- **Priorities –** what is most important to deliver in MVP (e.g., functionality, interoperability, interfaces)?
- **Talent -** how best to access expert technical talent and clinical resources?
- **Enterprise design -** how to navigate multi-agency IT policy, system, and data decisions to develop enterprise standards?