



Washington's Consolidated Technology Services Agency

Technology Services Board

Portfolio/Policy Subcommittee Meeting
April 14, 2022
10:00 a.m. – 12:00 p.m.

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO

Paul Moulton – Retired CIO

Tanya Kumar – T-Mobile

Legislative Members

Rep. Matt Boehnke – House R

Rep. David Hackney – House D

Sen. Joe Nguyen – Senate D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair

David Danner – UTC

Tracy Guerin – DRS

Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Vacancies:

Senate Representative

Labor Union Representative

Members present

Members absent

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome / Agenda Review	Bill Kehoe	Introduction	10:00
Approve Minutes from February 10 Subcommittee Meeting	Bill Kehoe	Approval	10:09
Program Status – One Washington <ul style="list-style-type: none"> • Cristie Fredrickson, Executive Sponsor, OFM • John Anderson, Executive Director for Technology Transformation, ISG • Scott Nicholson, OneWA Executive Director, OFM 	Amy Pearson	Program Status/Discussion	10:10
Project Update – Healthcare Enforcement & Licensing Modernization Solution (HELMS) <ul style="list-style-type: none"> • Christie Spice, Executive Sponsor, DOH • Jennifer McNamara, Chief Information Officer, DOH • Marcus Bailey, Project Director, DOH • Gena Cruciani, Quality Assurance, ISG 	Garth Johnson	Project Status/Discussion	10:40
Program Status – WA Cares <ul style="list-style-type: none"> • Ben Veghte, WA Cares Program Director, DSHS • Dennis Elonka, Program Implementation Manager, DSHS • Matt Buelow, Product Manager, ESD • Cathie Ott, IT Strategic Advisor, HCA 	David Sorrell	Program Status/Discussion	11:10
Public Comment			11:40



Approve 02/10/2022 Minutes





Washington's Consolidated Technology Services Agency

Office of Financial Management One Washington

Technology Services Board Subcommittee Meeting
April 14, 2022



One Washington
A Business Transformation Program

Agenda



1. Welcome
2. Funding Overview & Status
3. Ongoing SI Negotiations & Status
4. Workstream Contributions to 23-25 Biennial Decision Package
5. The Way Forward
6. Legacy System Remediation Framework
7. Data Share Agreement Update

Welcome

Cristie Fredrickson



One Washington
A Business Transformation Program



Funding Overview & Status

Cristie Fredrickson



One Washington
A Business Transformation Program



2022 Legislative Session Summary



- Program submitted revised 2022 supplemental budget request of \$87M
- Original House and Senate budgets offered \$14.6M, and \$0 respectively
- Program responded with preference of House budget, and sought fund balance shifts
- Final budgets offered no 2022 supplemental funds for One Washington
- Currently evaluating existing 2021-2023 biennial budget
 - Paused recruiting vacant positions and solicitations for contracted support
 - Evaluating available budget against priority program activities
 - Engaging with program workstreams to identify impacts, and mitigation plans

Ongoing SI Negotiations & Status

Cristie Fredrickson



One Washington
A Business Transformation Program



Ongoing SI Negotiations & Status



- Regular and frequent interaction
 - Meeting and communicating, at least weekly

- Progress
 - Two remaining items

- Confidential executive session
 - In March, One Washington hosted a briefing session for state CIO, OCIO oversight, and quality assurance.



Workstream Contributions to the 23-25 Biennial Decision Package

John Anderson

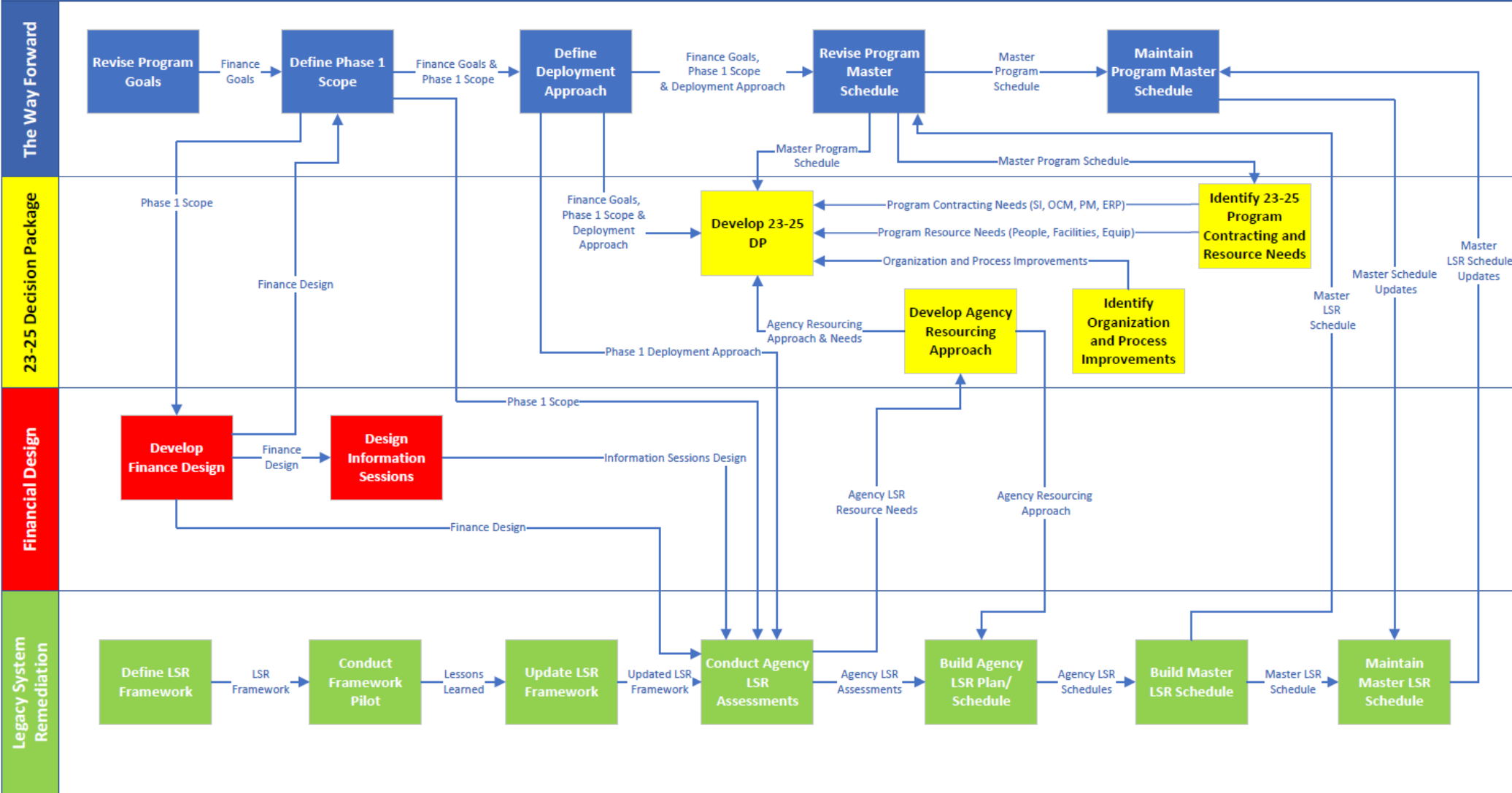


One Washington
A Business Transformation Program



The Way Forward and Legacy System Remediation (LSR) Contributions to the 23-25 Decision Package

Version 2.0 4/1/2022



The Way Forward

Scott Nicholson



One Washington
A Business Transformation Program



The Way Forward Roadmap: Building Blocks



The One Washington program is collecting agency feedback on The Way Forward (TWF) milestones.

- **Conducted agency survey to capture feedback on the program goals for financial transformation**
- **Conducted 3 agency overview sessions**
- **60 responses received (58% response rate)**

Building Block 1 (survey)
Program Goals for financial transformation

- **Week of 4/19:** Conduct scope overview sessions to solicit feedback **prior to survey launch**
- **Thursday 4/21: Launch survey** to capture feedback on the scope for financial implementation

Building Block 2 (survey)
Scope for financial implementation

Building Block 3
Deployment strategy for financial implementation

Building Block 4
Schedule

Through each effort, we want to: (1) be able to utilize feedback, (2) understand what is needed for enterprise-wide success, and (3) listen to the needs of agencies.

Feedback Themes for Future TWF Engagements

- Consider **agency specific impacts/concerns** for each scope option; carefully review the consequences of adding scope, but also of excluding scope.
- **Confirm finance functionality** to be covered by Workday versus what an agency needs to provide.
- Questions around which **business processes** will need to change/transform; clarification around who will be impacted as well as how they will be impacted.
- Questions about the **look/feel/functionality of Workday reports**; determine minimal viable product to accomplish statewide reporting.
- Concerns about **legacy system remediation** and are not sure they will receive the support/resources needed.
- Hear more about how One Washington is **supporting small agencies who have limited staff** and ensuring they can stay on track.
- More **clearly defined roles and responsibilities** for the One Washington program vs. agencies (what work will the agency needs to complete).

Legacy System Remediation Framework

John Anderson



One Washington
A Business Transformation Program



The Four Pilot Agencies



- ▶ WaTech
 - ▶ Health Care Authority
 - ▶ Department of Fish and Wildlife
 - ▶ WA State Department of Transportation
-
- ▶ Continue having 1:1 work-sessions with pilot agencies. The focus of these session is on validation of the system inventory, identify key dependencies, and apply consistent rationalization criteria to identify an initial disposition

LSR Framework Implementation Approach

Dependencies:

- Scope decision coming out of TWF
- Implementation approach decision coming out of TWF
- Design for future to-be processes and illustration process
- Technical specifications of the standard interfaces
- Resource constraints and challenges with budget realities

✓

Inventory

- Existing system inventory for pilot agencies

Validate

- Current list of impacted systems
- Current architectural documents (context diagram and/or data flow diagrams)

Deliverable 1: Validated list of systems and initial disposition categories, validated architectural diagrams

Rationalize

- Rationalization criteria for each disposition category
- Integrations options and guiding principle to use these options

Illustrate

- Design/decision around future 'to-be' processes
- Business workflow processes
- Illustrate/socialize the transformed accounting process by in the Workday solution

Deliverable 2: Remediations schedule including key tasks, milestones and dependencies for each of the impacted system

Schedule

- Skeleton plan for each disposition category
- Comprehensive remediation schedule with tasks, milestones and dependencies.

Data Share Agreement

Cristie Fredrickson



One Washington
A Business Transformation Program



Data Share Agreements Purpose & Status



- Purpose:
 - Eliminate barrier of sharing detailed information across vendors, program teams, and with agencies.

- Agreements received as of March 28, 2022:
 - 68% responded (65 agencies / organizations)
 - 31% no response (31 agencies / organizations)

- Next Steps:
 - Specific agency engagement for those who have not responded to date



Washington's Consolidated Technology Services Agency

Department of Health

Healthcare Enforcement and Licensing Management System (HELMS)

Technology Services Board Subcommittee Meeting
April 14, 2022

Agenda

1. Purpose
2. Project overview, history and project status
3. Issue statement
4. Management strategy and readiness plan
5. Discussion
6. Other background materials
 - Project schedule
 - Project budget
 - Quality assurance project status



Project overview



The Department of Health (DOH) is pursuing a Healthcare Enforcement and Licensing Modernization System (HELMS)



The current system (ILRS) is based on outdated technology that is not able to meet the evolving requirements of DOH and expectations of customers

HELMS will support DOH, boards, and commissions in licensing and regulating:



Almost 500,000 health care professionals practicing in 86 professions across 359 credential types



Nearly 12,000 health care facilities across 21 facility types

Expected Product Benefits

- Providing the public with web access to
 - Status of complaints against providers and facilities
 - Health care facility inspection and investigation reports
 - Provider specializations and practice locations
- Allowing providers to view and manage license information from a single site (e.g., application status, address updates)
- Allowing employers of multiple providers to perform bulk credential renewals
- Consolidating 16 systems currently used for health care licensing into a single system

Project overview, history, status

- Project started in 2017
- Project estimated to close in Sept 2023
- Project Budget is \$32M
- Project Governance Oversight
- Approved Investment Plan
- Approved Technology Budget
- Procurement, NASPO Master Agreement
- Salesforce System Integrator

Current Status

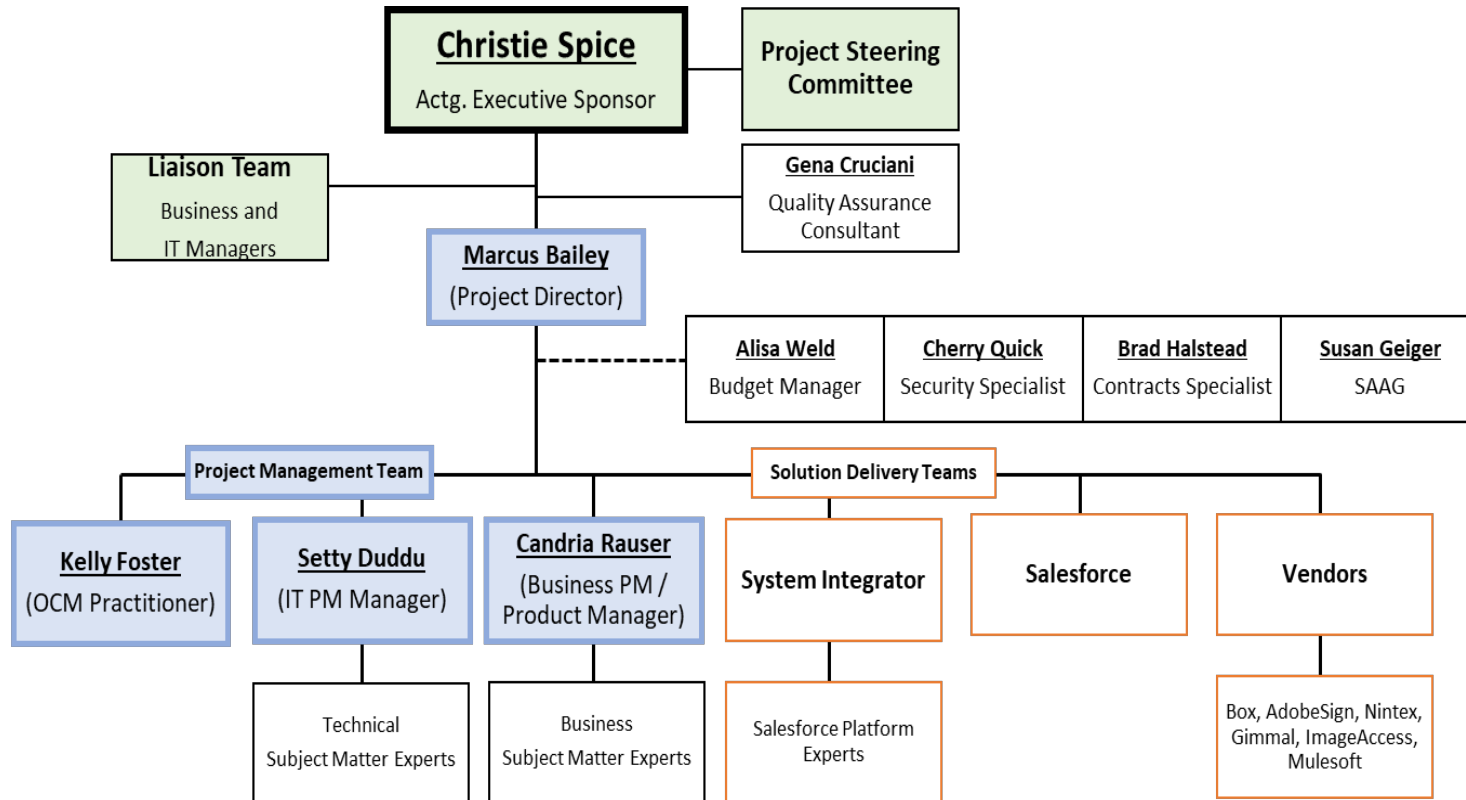


- Refined Business Product Vision
- Technical Delivery Plan
- Solution Release Strategy

Issue Statement

- HELMS Development was paused from Sept 2021 to Feb 2022
- Project is recovering from sub-contractor termination
- Root causes of vendor performance issues
 - Staff turnover
 - Underestimated complexity of the work
 - Ineffective agile project management
 - Project leadership unable to meet delivery performance expectations
- AGO and a SAAG helped DOH resolve issues with the prime contractor and complete transition planning with the sub-contractor

Management strategy and readiness plan



Business Readiness

- Product Vision
- ID Common Processes (E2E)
- ID Variations in Processes

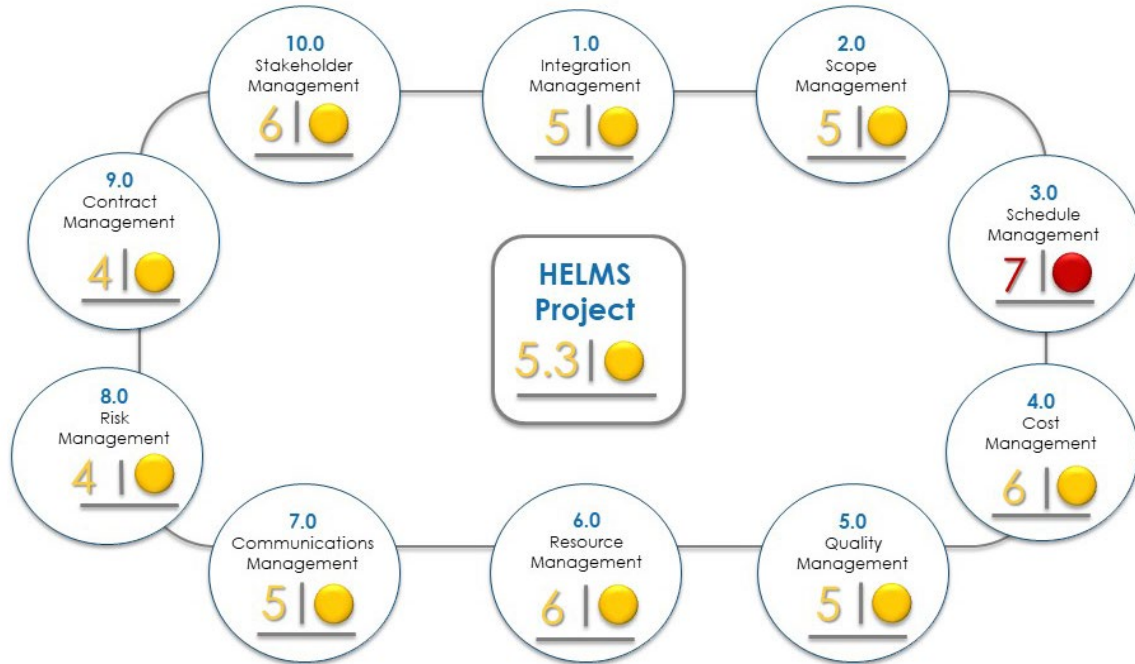
Technical Readiness

- Data Migration Approach
- Data Exchange Approach
- Solution Testing

System Go-Live Readiness

- Monthly assessments: People, Process, Tools, Operational planning

Quality Assurance Dashboard (March 2022)



* Lower numbers mean a lower risk rating

Priority	Recommendations Opened to Date	# Open as of Mar Assessment
High Priority	25	3
Other	53	1
Total	78	4

Assessment Category	Impact Trending	Jan	Feb	Mar
Overall Rating	↓	7.5	5.8	5.3
1.0 Integration	↓	9	6	5
2.0 Scope	↓	7	6	5
3.0 Schedule	≡	9	7	7
4.0 Cost	≡	8	6	6
5.0 Quality	≡	6	5	5
6.0 Resources	≡	8	6	6
7.0 Communication	↓	7	6	5
8.0 Risk	↓	6	5	4
9.0 Vendor	↓	8	5	4
10.0 Stakeholder	≡	7	6	6

Discussion



Other background materials



Project Schedule

The milestone schedule is currently under review by the steering committee.
The original Project Closure was June 2023.

Key Project Milestones	Planned Date
Vendor Discovery Stage	Jan 2022
Vendor Prototype Delivery	May 2022
Build Sprints/Demo/Retrospectives, Testing, Documentation	Jun 2023
Final UAT Testing	Jun 2023
Knowledge Transfer and System Training (end users and support team)	Jun 2023
Final System Go-Live	Jun 2023
System Stabilization & Optimization Period	Jun 2023
Contractor Warranty Period (60 days) (does not overlap with the Stabilization Period)	Aug 2023
Carahsoft Technical Handoff to DOH Information Technology Team	Aug 2023
Project Closure	Sep 2023

Project Budget

Budget	Budget Allocation
Pre-Gated Funding, Feasibility Report (1/1/2017 to 6/30/17)	\$0.96M
Gate 1 – Initiation, Planning, Requirements Validation (7/1/17 to 12/31/19)	\$1.3M
Gate 2 – Procurement and Vendor Discovery (1/1/20 to 6/30/20)	\$4.3M
Gate 3 – System Build, Testing, Training (7/1/20 to 12/31/20)	\$3.9M
Gate 4 – System Build, Testing, Training (1/1/21 to 6/30/21)	\$4.90M
Gate 5 – Prototype, System Build, Testing, Training (1/1/22 to 6/30/22)	\$4.90M
Gate 6 – System Build, Testing, Training (7/1/22 to 12/31/22)	\$5.2M
Gate 7 – Final Implementation, Training, and Documentation (1/1/23 to 6/30/23)	\$2.6M
Gate 8 – Project Closure (7/1/23 to 12/31/23)	\$4.14M
Total Project Cost	\$32.2M





Washington's Consolidated Technology Services Agency

DSHS, ESD, and HCA WA Cares Fund

Technology Services Board Portfolio/Policy Subcommittee Meeting
April 14, 2022

Agenda

1. WA Cares Overview
2. Legislative Changes
3. Implementation Timeline
4. Follow-up from August TSB
 - Governance
 - Integration Architecture
 - Quality Assurance
5. Discussion



WA Cares Overview

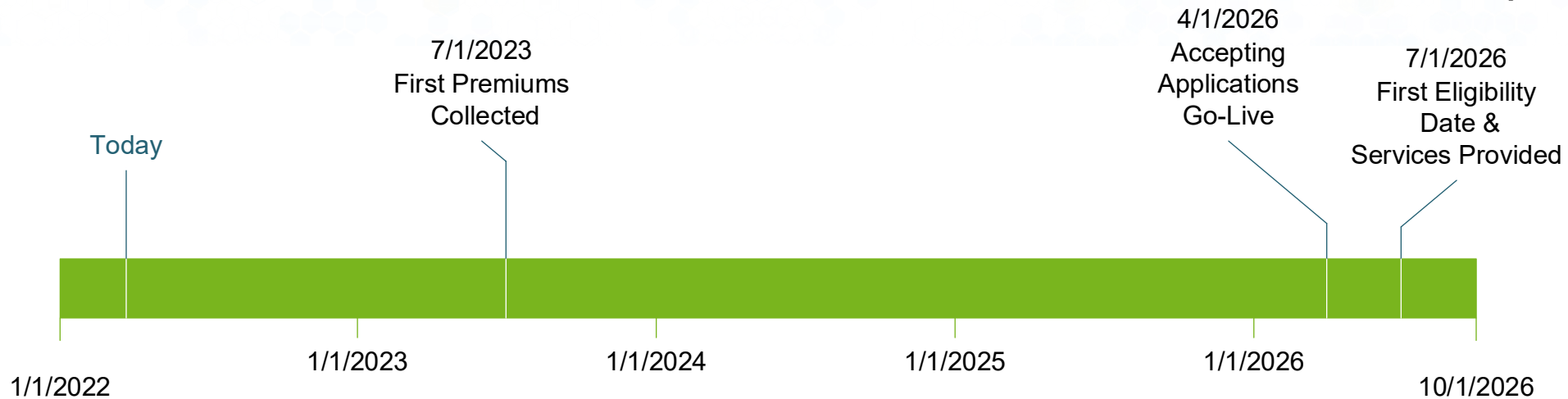
- Universal long-term care program
- An earned benefit
- Self-funded from worker contributions
- Affordable contributions across our careers
- Lifetime maximum benefit of \$36,500
- Contributions begin January 2022; Benefits begin January 2025



Legislative Changes

- HB 1732
 - Addresses coverage gap for near-retirees
 - Delays implementation by 18 months
 - Premium collection from January 2022 to July 2023
 - Benefits available from January 2025 to July 2026
- HB 1733
 - Establishes voluntary exemptions
 - Veterans with service-connected disability rating of 70% or greater
 - A spouse or registered domestic partner of active-duty armed forces
 - Employees working on a non-immigrant visa
 - Employees who reside out of state but commute to work in WA

Implementation Timeline



ESD WA Cares Project – Ends 10/23

ESD/DSHS Integration
3/25 – 8/25

DSHS Requirements and Integrated Design
2/22-2/24

DSHS Build and Release
3/24-8/26

HCA/P1 Build and Release(s)
4/25 – 1/26

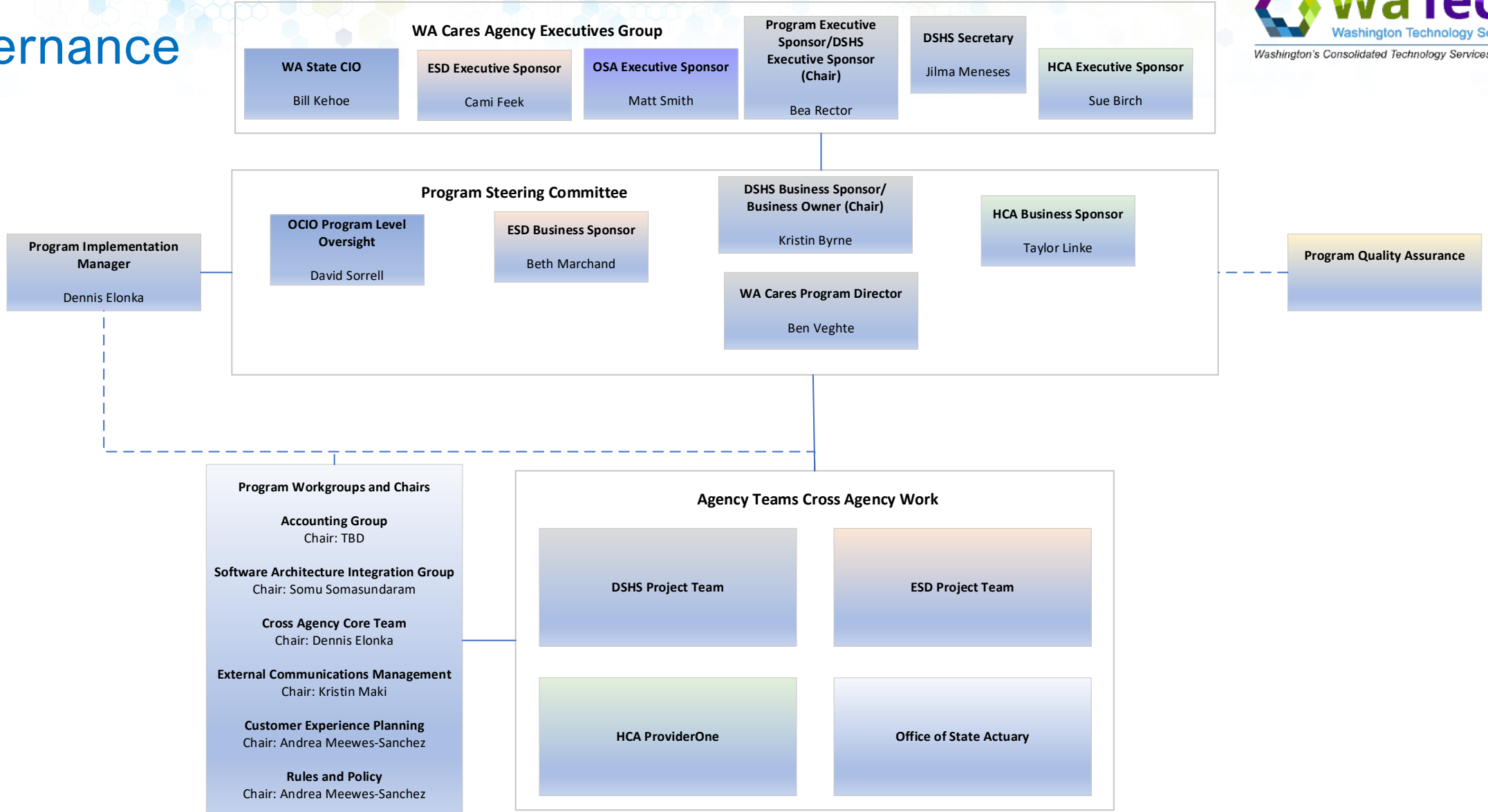


Implementation Timeline: Key Dates

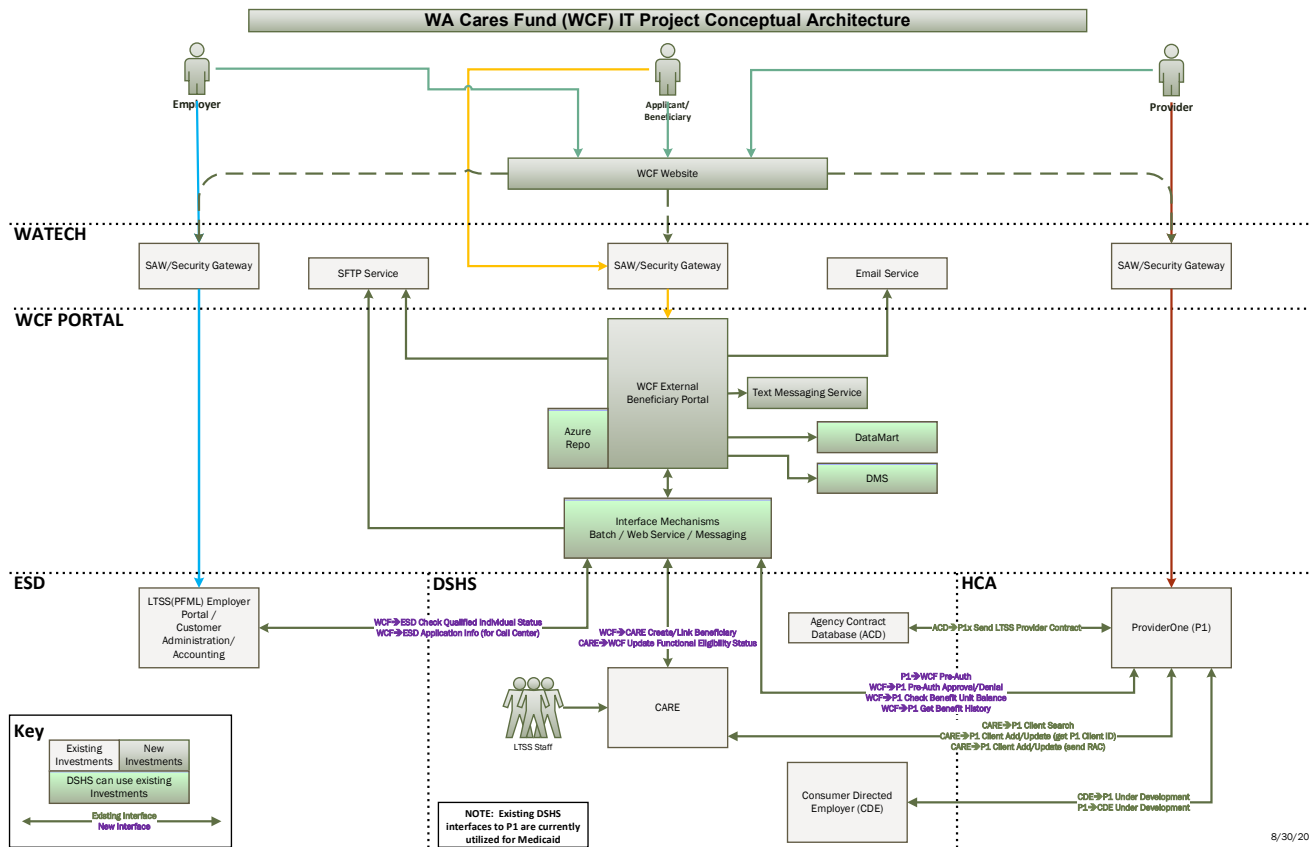
- ESD
 - 1/1/2023 – Additional Exemptions passed in 2022 session complete (SHB 1733).
 - 7/1/2023 – Coverage for self-employed people who opt in begins.
 - 10/1/2023 – Wage reporting and premium remittance for employers begins.
 - 8/31/2025 – Operational release for ESD/DSHS integration – premium paid eligibility determination function & interfaces.
- DSHS
 - 10/1/2025 – Completion of functional assessment tool changes for WA Cares assessment.
 - 10/1/2025 – Completion of application for benefits functionality and benefit management system.
 - 1/1/2026 – Completion of DSHS contact center functional build out.
- HCA
 - 1/31/2026 – Final release target for ProviderOne changes to pay WA Cares Claims. May include multiple releases.

Governance

WA Cares Cross Agency Governance



Integration Architecture



Cross-Agency Technical Principles

- Existing functions that will meet the need of WA Cares change will be reused
- Modern technology will be used for new integrations
- Systems should be designed in a technical fault tolerant way, where applicable
- Cloud based, where applicable
- Simplify customer interactions and system use for consumers
- High availability, scalable, decoupled
- Technology is performant, secure and is extensible

Quality Assurance

- Project Level
 - Provide independent insight and recommendations
 - Active with ESD and completed readiness assessment for DSHS; ongoing project QA for DSHS is pending
 - DSHS pursuing path to use the same QA provider as ESD
- Program Level
 - As lead agency, DSHS will engage program level QA
 - QA vendor to assess and make recommendations on cross-agency governance and program and project management processes, capabilities, practices and controls
 - DSHS, ESD and HCA working with OCIO to define and agree on program level QA scope, activities and measures



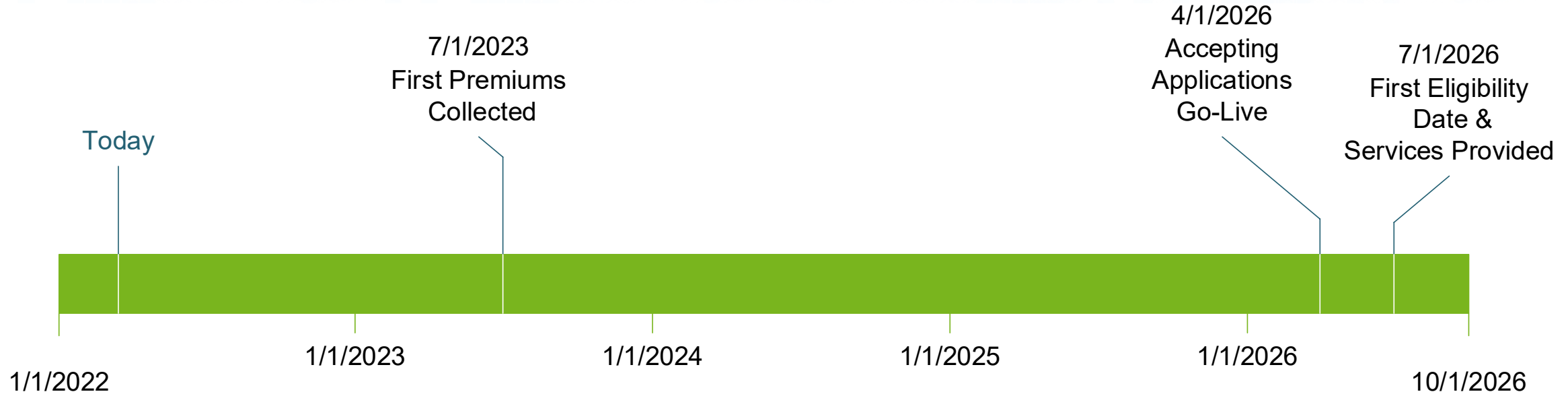
Discussion and Questions



Backup Information

O
C
I
O

WA Cares Program Timeline

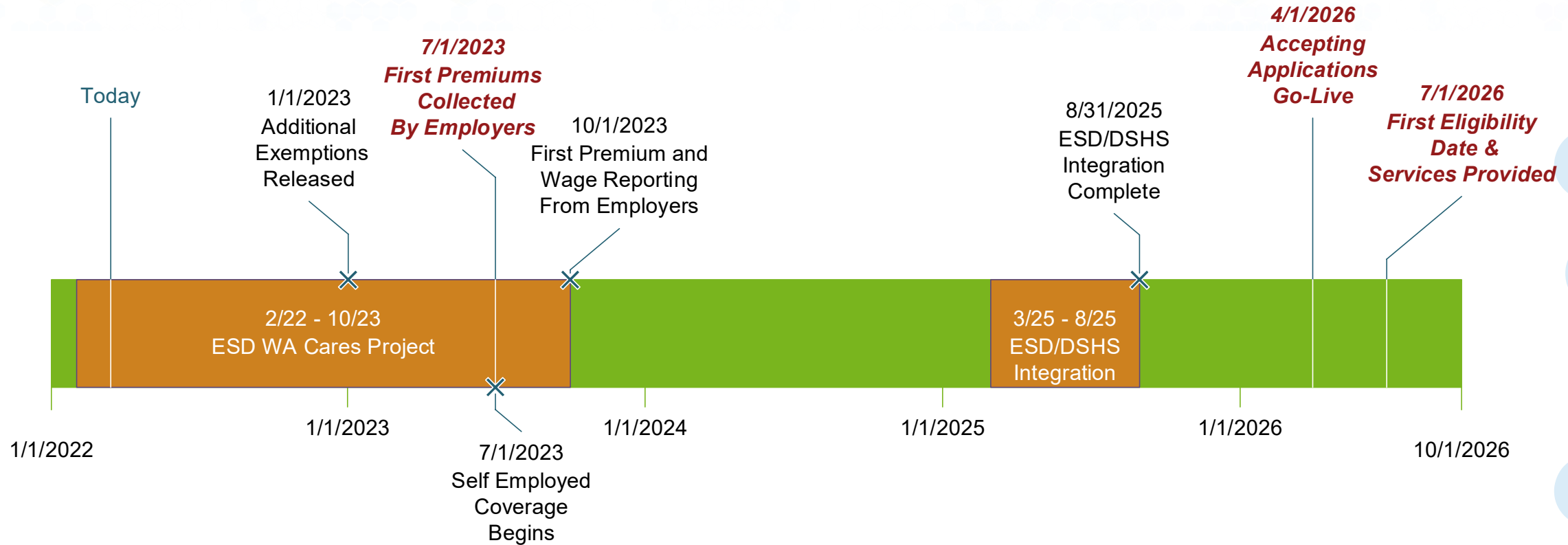


7/1/2023 – Employers begin collection of premiums. Collected by ESD in quarterly reporting after quarter end.

4/1/2026 – Potential beneficiaries may start submitting applications to DSHS for services.

7/1/2026 – Qualified individuals may begin receiving services. Providers of those services would then bill for them through ProviderOne/HCA.

ESD Revised Schedule and Update



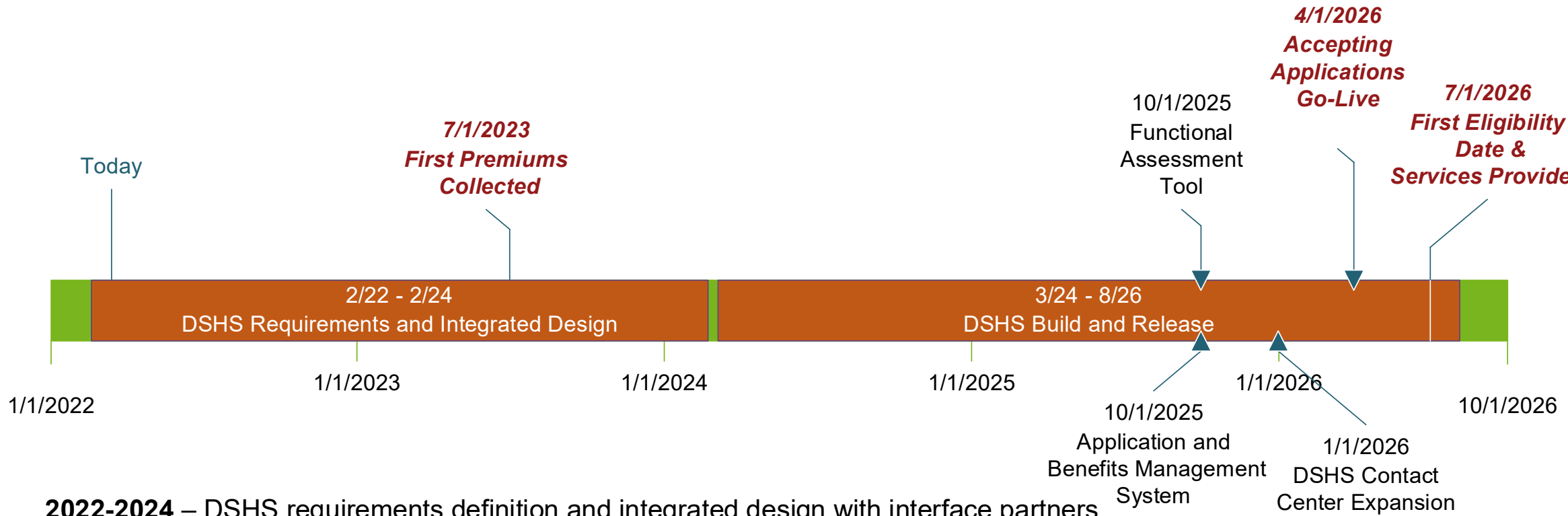
1/1/2023 – Additional Exemptions passed in 2022 session complete.

7/1/2023 – Coverage for self employed people who opt in begins.

10/1/2023 – Wage reporting and premium remittance for employers begins.

8/31/2026 – Operational release for ESD/DSHS integration – premium paid eligibility determination function & interfaces

DSHS Revised Schedule and Update



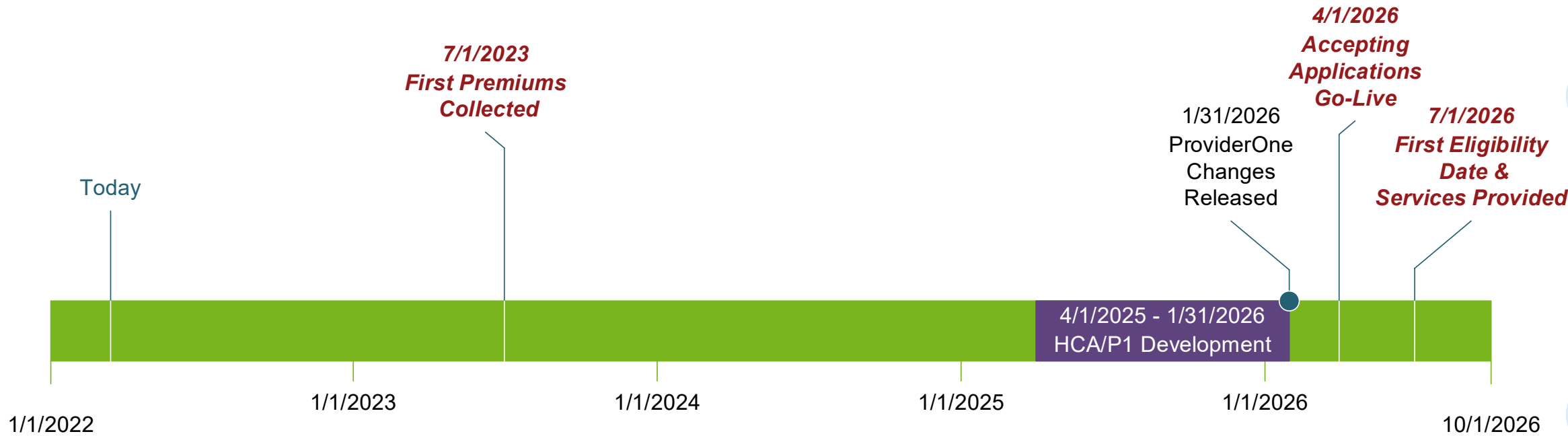
2022-2024 – DSHS requirements definition and integrated design with interface partners.

10/1/2025 – Release of functional assessment tool changes for WA Cares assessment.

10/1/2025 – Release of application functionality and benefit management system.

8/31/2026 – Completion DSHS contact center functional build out.

HCA Revised Schedule and Update



1/31/2026 – Final release target for ProviderOne changes to pay WA Cares Claims. May include multiple releases.

Public Comment

