# Technology Services Board

Portfolio-Policy Subcommittee Meeting
April 13, 2023
9:00 am – 11:00 am

# Current TSB Members

**Industry Members**
Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – Oracle

**Legislative Members**
Rep. Matt Boehnke – Senate R
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D

**Executive Branch (Agency Directors)**
Bill Kehoe – State CIO & Chair
David Danner – UTC
Cami Feek - ESD
Tracy Guerin – DRS

**Other Government**
Viggo Forde – Snohomish County

**Vacancies:**
House Representative
Labor Union Representative

Members present
Members absent

# Agenda

| TOPIC | LEAD | PURPOSE | TIME |
|---|---|---|---|
| **Welcome / Agenda Review** | **Deanna Brocker** | **Introduction** | **9:00** |
| **Review / Approve Minutes from Jan. 12 Subcommittee Meeting** | **Deanna Brocker** | **Review/Approval** | **9:05** |
| **Project Status – Healthcare Enforcement and Licensing Modernization (HELMS) Dept. of Health** | **Eli Hayes** | **Project Status & Board Feedback** | **9:10** |
| **Project Status – Workers' Compensation Systems Modernization (WCSM) Dept. of Labor & Industries** | **David Kuhn** | **Project Status & Board Feedback** | **9:40** |
| Information Technology Investment Board (ITIB)<br>• **Board progress**<br>• **Workflow**<br>• **June TSB approvals** | **Nick Stowe** | **Information & Discussion** | **10:10** |
| Cloud Strategy Review | **Bill Kehoe** | **Information & Discussion** | **10:30** |
| **Public Comment** | | | **10:50** |

# Review 1/12/23 Minutes – Deanna

# WaTech
## Washington Technology Solutions

# Project –
# Healthcare Enforcement and
# Licensing Modernization Solution
# (HELMS)
## Department of Health

# HELMS Background

The Department of Health (DOH) is pursuing a Healthcare Enforcement and Licensing Management Solution (HELMS)

The current system (ILRS) is based on older technology, and DOH is unable to increase its capabilities to match growing requirements and the expectations of customers

HELMS will support the licensing and regulatory needs of:

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

2,500 educational and training programs across four educational and training program types

Nearly 12,000 facilities across 21 facility types

# 2023 Advisory Changes:

- Paid vendor for Prototype - Completed

- Amended System Integrator Contract to:
    - Eliminate the scorecard and incorporate a payment schedule that is deliverable based – In progress
    - Onboard out-of-country vendor resources to help implement the system  - Completed

- Appointment of a new Project Director - Completed

- Added 2 WaTech Members to the HELMS Steering Committee: - Completed
    - Eli Hayes, Senior IT Policy & Oversight Consultant
    - Amy Pearson, Chief of Staff to the State CIO

- WaTech engaged as a strategic advisor and partner – meeting every two weeks and as needed – Ongoing

- Amended QA Contract to include Independent Verification and Validation (IV&V) Services - Completed

- IV&V Preliminary Assessment Services engaged - Completed

# Project overview, history, status

- Project started in 2017

- Project estimated to **go live** in **April 2024***

- Project Budget is $32M – Update Needed

- Project Governance Oversight

- Approved Investment Plan – Update Needed

- Approved Technology Budget – Update Needed

- Procurement, NASPO Master Agreement

- Salesforce cloud-based software

*Project Schedule – Re-baselining*

| Overall | Scope | Schedule | Budget |
|---------|-------|----------|--------|

- **Nov 2020 – Oct 2021**

    Original Salesforce System Integrator

- **Feb 2022 - Present**

    New Salesforce System Integrator

- **Feb - June 2022**

    Prototype – **Completed**

- **Aug - April 2023**

    R1 Licensing/Credentialing- **TESTING**

8

# HELMS Risks:

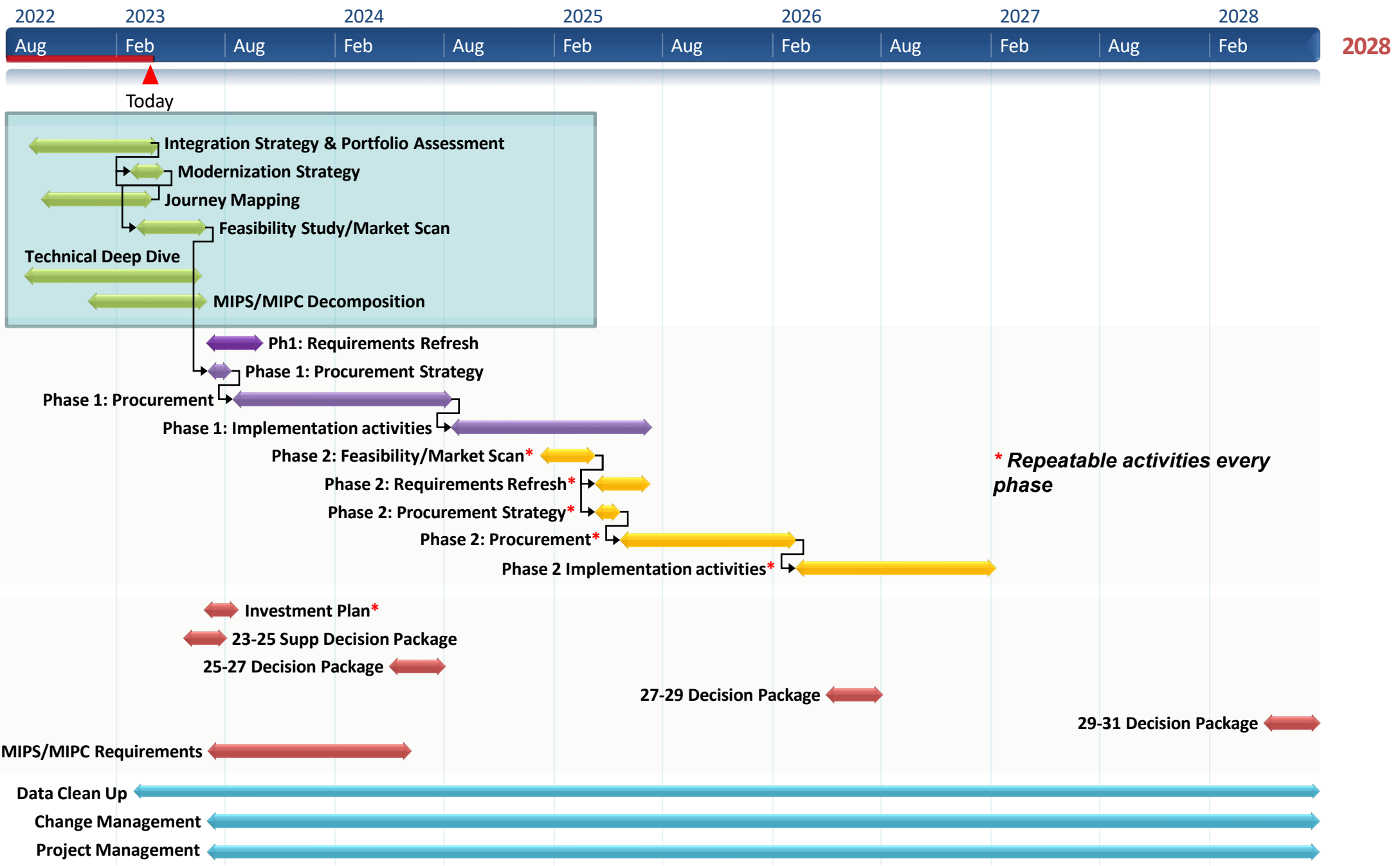**Challenges** facing this project:
- Long project duration
- Stakeholders interests/funding
- Turnover at every level
- Low velocity
- User testing and acceptance
- Adequate and correct resources
- Schedule/Budget Changes

**Risk mitigation** efforts include:
- Advisory recommendations
- Changes to our contracts, project leadership, & processes
- Support from Technical Oversight, DOH and Vendor Leadership Teams
- Collaborative work with vendor

# Questions?

# Project – Workers' Compensation System Modernization (WCSM)

## Department of Labor & Industries

Gantt chart timeline (2022–2028)

**Discovery Planning**
- Integration Strategy & Portfolio Assessment
- Modernization Strategy
- Journey Mapping
- Feasibility Study/Market Scan
- Technical Deep Dive
- MIPS/MIPC Decomposition

**Procurement / Implementation**
- Ph1: Requirements Refresh
- Phase 1: Procurement Strategy
- Phase 1: Procurement
- Phase 1: Implementation activities
- Phase 2: Feasibility/Market Scan*
- Phase 2: Requirements Refresh*
- Phase 2: Procurement Strategy*
- Phase 2: Procurement*
- Phase 2 Implementation activities*

*Repeatable activities every phase*

**Project Activities**
- Investment Plan*
- 23-25 Supp Decision Package
- 25-27 Decision Package
- 27-29 Decision Package
- 29-31 Decision Package
- MIPS/MIPC Requirements

**Ongoing Activities**
- Data Clean Up
- Change Management
- Project Management

# Top Risks & Issues to Project

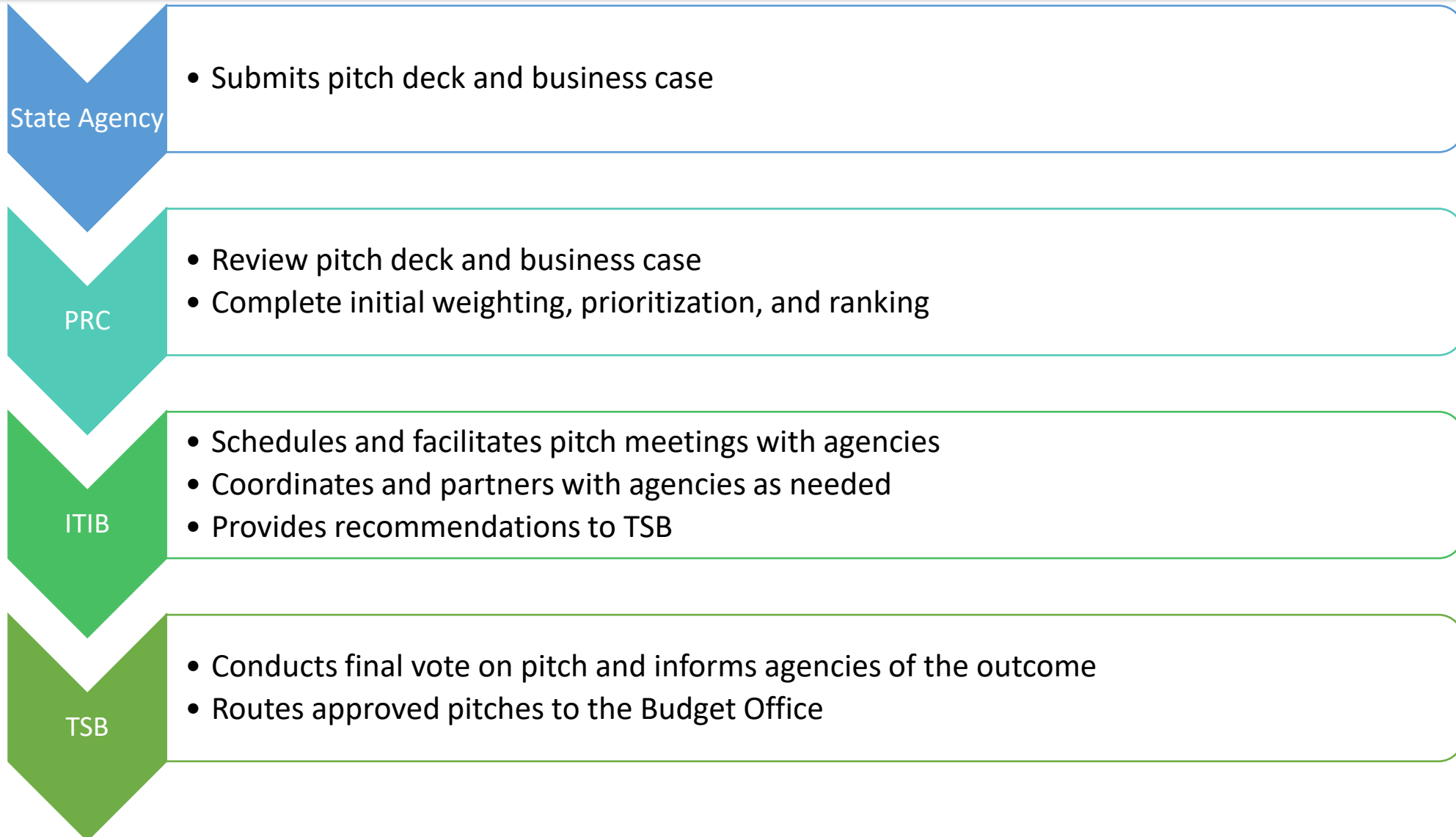| Risk # | Risk impact | Risk mitigation |
|---|---|---|
| **228: Concerns around WCSM staffing and Governance Recommendation alignment Issue: 22** | Matrix staffing for the full WCSM project team could delay the timeline and increase budget. *Note: This is due to delays in hiring, resource constraints, prioritization of workload, resource turnover, etc.* | The WCSM project team will include both Project Staff and Matrix staff. WCSM full time Project Staff should be planned, hired and report to the WCSM project to align with the Governance and OCIO recommendations *Note: There are opportunities for part-time staff and short-term assigned staff to be matrixed to the WCSM project.* |
| **217: Project Director leaving Issue: 21** | Lack of a Project Director may impact WCSM progress, along with overall timeline and budget. | Deputy Project Director and Executive Sponsor will be absorbing the Project Director responsibilities until a new Project Director (Contractor) is hired. |
| **225: WCSM Applications Data Cleanup Impact to Implementation** | Data clean-up work is critical, and if not addressed it will elongate the timeline during the data validation cycles and the implementation. *Note: These delay's may impact future implementations and increase the WCSM budget.* | A data clean-up workstream needs to be established and prioritized based upon the WCSM Solution Strategy. *Note: WCSM and business areas need to identify scope of work, develop the plan, and clean up the application data.* |

# TSB Discussion Points

- In your experience, how would you manage staffing on large transformational projects when the agency norm is to matrix resources and not have a dedicated project team?

- In your experience, when you have multiple prioritization processes with competing governance models that may prioritize the same projects in a different sequence, how do you choose the top priority and have a single process?

# Information Technology Investment Board

# IT Investment Board (ITIB)

- The Board's focus is currently on the **successful deployment of the Legacy and Innovation Fund**.

- We will be partnering with agencies by **leveraging** our Enterprise **IT Governance** model, with explicit board membership from the Technology Management Council and Business Management Council.

- The first board meeting will occur on **April 20** with a focus on the ITIB **charter**, ITIB **timeline**, project evaluation **process**, and evaluation **criteria**.

**State Agency**

- Submits pitch deck and business case

**PRC**

- Review pitch deck and business case
- Complete initial weighting, prioritization, and ranking

**ITIB**

- Schedules and facilitates pitch meetings with agencies
- Coordinates and partners with agencies as needed
- Provides recommendations to TSB

**TSB**

- Conducts final vote on pitch and informs agencies of the outcome
- Routes approved pitches to the Budget Office

# TSB Discussion Points

- What are examples of successful short duration, high-impact projects that you have witnessed?

- What are some key principles or practices you would like to see in projects coming out of this program?

- What are the top three key project or program measures that you will want visibility into as this program matures?

# Cloud Strategy Review

# Enterprise Cloud Computing Program

Cloud Computing

# WaTech
Washington Technology Solutions

# Enterprise Cloud Strategy

## Strategic Goals

**Goal 1: Foundation**
Statewide framework to coordinate and accelerate cloud migrations

**Goal 2: Workforce**
Well-trained and upskilled state workforce prepared for cloud adoption
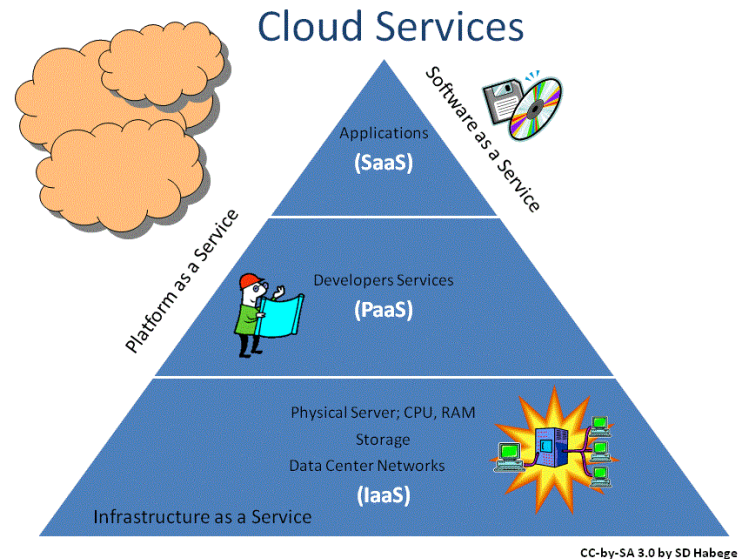
**Goal 3: Consulting**
Consistent, mature, adaptive agency cloud migrations

**Goal 4: Brokerage**
Accelerated purchasing and increased buying power for state agencies
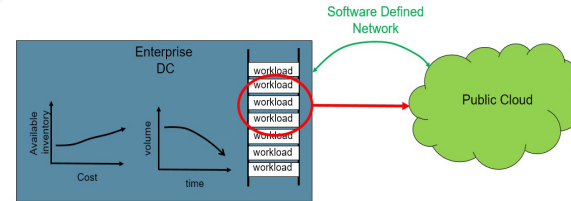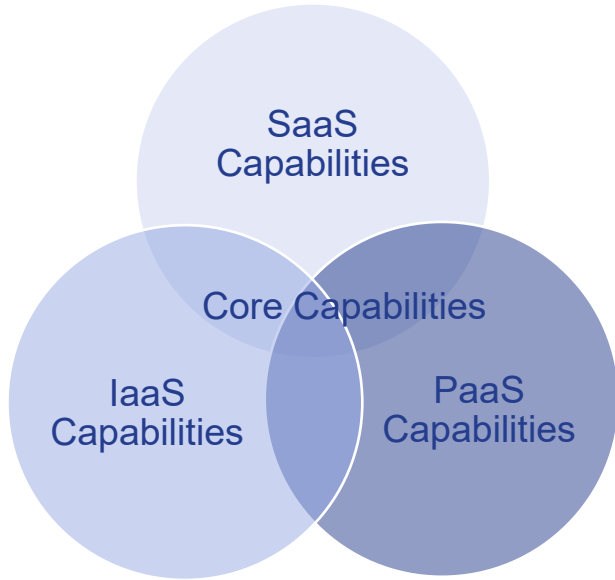
**Goal 5: Marketplace**
Accelerated cloud technology deployments for state agencies

### Cloud Services

Software as a Service

Applications
**(SaaS)**

Platform as a Service

Developers Services
**(PaaS)**

Physical Server; CPU, RAM
Storage
Data Center Networks
**(IaaS)**

Infrastructure as a Service

## Outcomes

- Modernize and transform digital government services

- Shift from a Capital Expense (CapEx) to an Operational Expense (OpEx) model for state IT investment.

- Improve and optimize cloud operating costs.

- Empower state IT workforce with the tools and skills for Cloud adoption.

- Improve operational and business agility.

- Maximize the use of Statewide cloud shared services, reduce duplicative efforts and improved agency customer experience.

# Cloud Foundation Workstream



Software Defined Network

Enterprise DC

Public Cloud

SaaS Capabilities

Core Capabilities

IaaS Capabilities

PaaS Capabilities

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**Multi-Cloud Reference Architecture**

Align with WaTech Existing Services

➕

Leverage Strategic Updates/Existing Projects

Identify Gaps

↓

Prioritize

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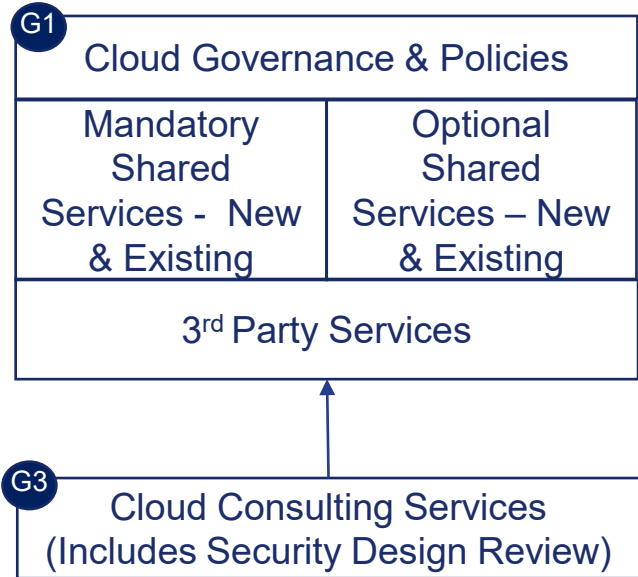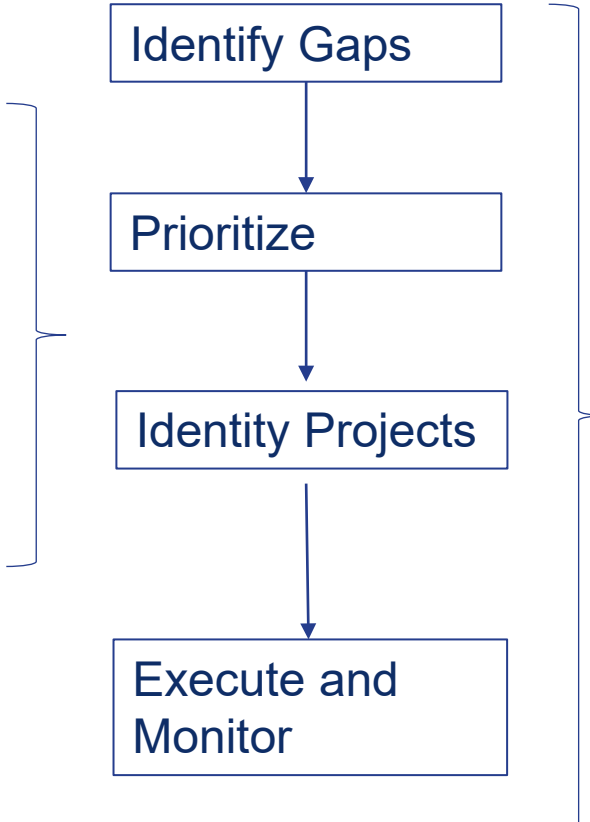Identity Projects

↓

Execute and Monitor

**G5  Marketplace**

**G1  Cloud Governance & Policies**

| Mandatory Shared Services - New & Existing | Optional Shared Services – New & Existing |
|---|---|
| 3rd Party Services | |

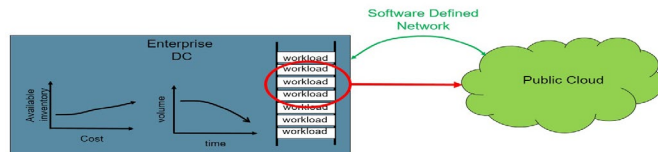**G3** Cloud Consulting Services (Includes Security Design Review)

# Cloud Transition Taskforce Recommendations and Outcomes

## Findings

**#1:** Agency approaches to migrating to cloud services should align with their portfolio modernization strategies.



**#4:** Staff training planning is an integral component of an agency's cloud transition roadmap.



**#7:** The state will need to invest in retraining for the IT workforce as agencies transition to cloud services.



**#8:** A funded, coordinated retraining program that defines and implements a well-planned approach aimed at building core competencies is needed.

## Recommendations

Rec #1: Establish a **Cloud Readiness Program** within WaTech to assist agencies' plans and prepare for further transitioning to cloud
- Agency C**loud transition & modernization plan**

**Portfolio Management**

**Modernization Strategy**

**Cloud Transition & Training Needs**

**Staff Training Plan**

**Core Competencies Current->Future**

Rec #2: Establish the **Cloud Retraining Program** to provide a coordinated approach to skills development and retraining.

## Outcomes

- Agency modernization strategy and roadmap
- Skill assessment & Training gaps
- Organizational Change Management people & process changes

- Trained staff & Retention
- Single repository & platform of training opportunities & information
- Data driven training

- Establish a Cloud transition workgroup
- Defined core competencies by personas
- Defined career pathways, link to classification & compensation
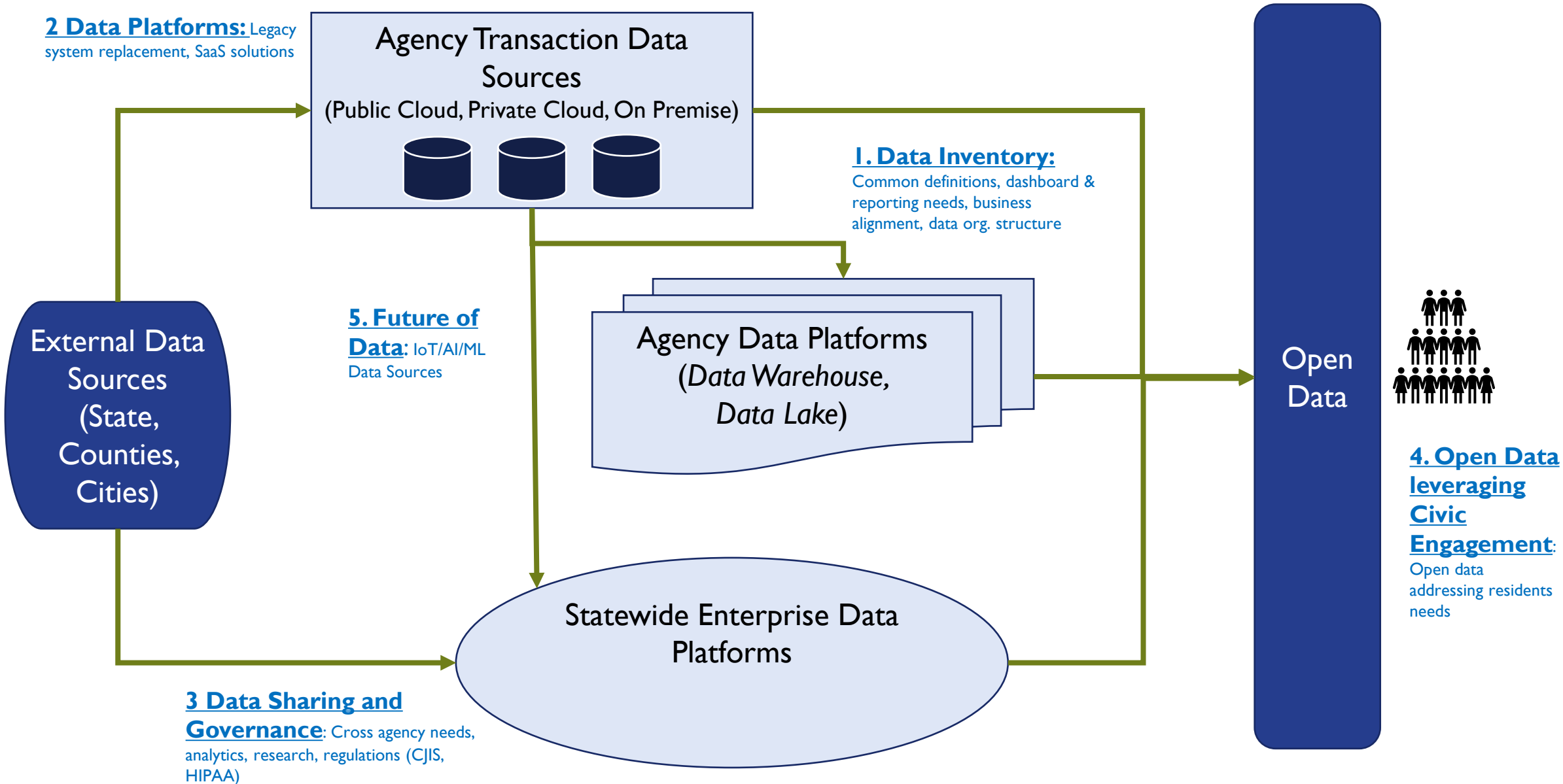
# Transform Public Service through a Connected Government

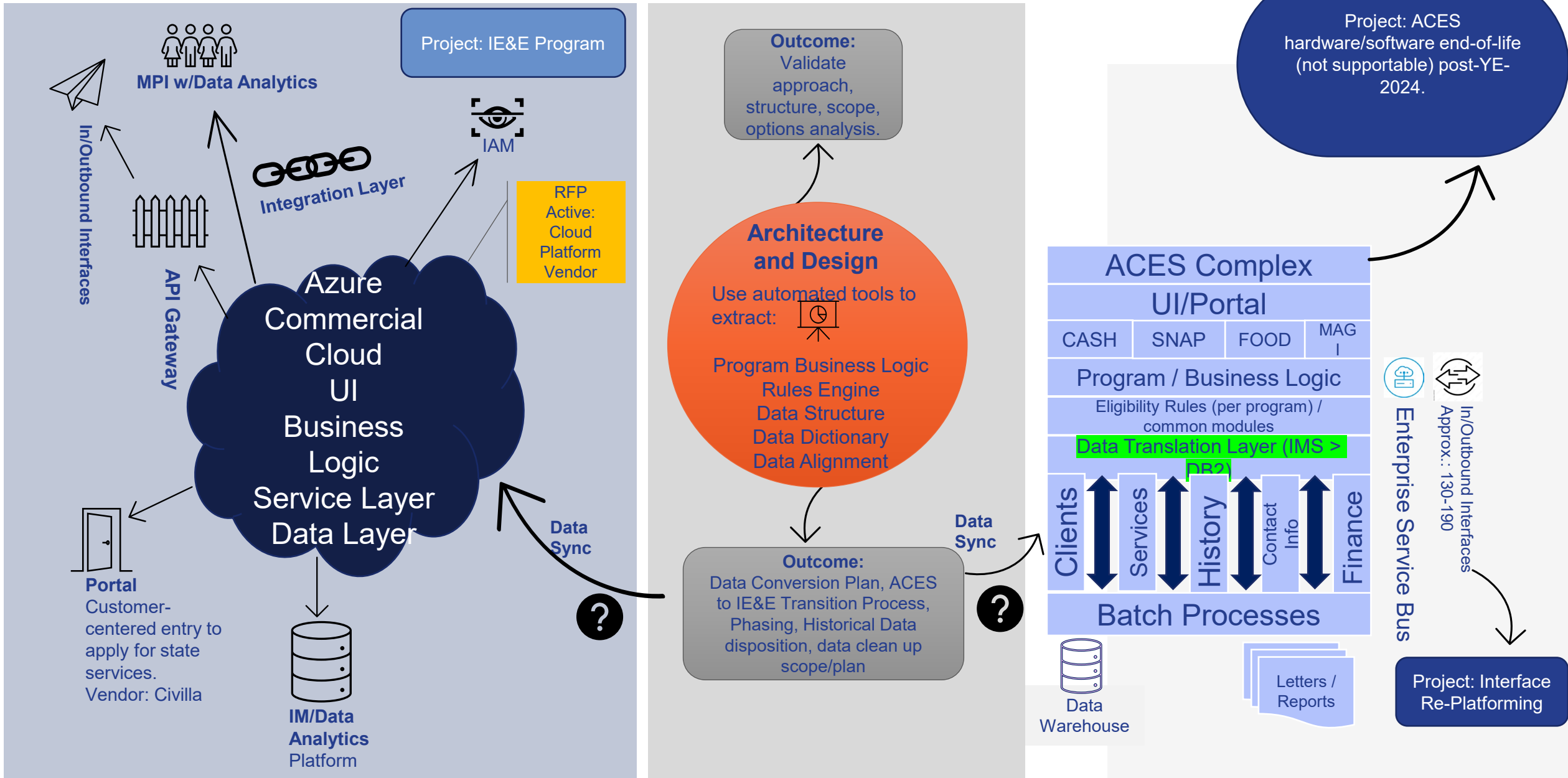# Connected Government Strategic Enterprise Initiatives

- **Resident Portal**

- **Resident Identity and Access Management (SAW replacement)**

- **Accessibility Program**

- **Enterprise Data Strategy, Platform, and Resources**

- **GIS Expansion**

# Integrated Eligibility and Enrollment – Future State Environment



In/Outbound Interfaces

MPI w/Data Analytics

Integration Layer

API Gateway

IAM

Project: IE&E Program

RFP Active: Cloud Platform Vendor

**Azure Commercial Cloud UI Business Logic Service Layer Data Layer**

Portal
Customer-centered entry to apply for state services.
Vendor: Civilla

IM/Data Analytics Platform

Data Sync

**Outcome:**
Validate approach, structure, scope, options analysis.

**Architecture and Design**

Use automated tools to extract:

Program Business Logic
Rules Engine
Data Structure
Data Dictionary
Data Alignment

**Outcome:**
Data Conversion Plan, ACES to IE&E Transition Process, Phasing, Historical Data disposition, data clean up scope/plan

Data Sync

Project: ACES hardware/software end-of-life (not supportable) post-YE-2024.

ACES Complex

UI/Portal

| CASH | SNAP | FOOD | MAGI |

Program / Business Logic

Eligibility Rules (per program) / common modules

Data Translation Layer (IMS > DB2)

Clients | Services | History | Contact Info | Finance

Batch Processes

Data Warehouse

Letters / Reports

Enterprise Service Bus

In/Outbound Interfaces Approx.: 130-190

Project: Interface Re-Platforming

# Public Comment