Technology Services Board

Portfolio/Policy Subcommittee Meeting
May 12, 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. 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

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>LEAD</th>
<th>PURPOSE</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome / Agenda Review</td>
<td>Bill Kehoe</td>
<td>Introduction</td>
<td>10:00</td>
</tr>
<tr>
<td>Approve Minutes from April 14 Subcommittee Meeting</td>
<td>Bill Kehoe</td>
<td>Approval</td>
<td>10:09</td>
</tr>
<tr>
<td>Program Status – Health and Human Services (HHS) Coalition</td>
<td>David Sorrell</td>
<td>Program Status/Discussion</td>
<td>10:10</td>
</tr>
<tr>
<td>• Sue Birch, Director, Health Care Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Les Becker, Deputy Secretary for Innovation and Technology, Department of Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cathie Ott, IT Strategic Advisor, Health Care Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Rich Pannkuk, Deputy Assistant Secretary of Facilities, Finance &amp; Analytics, Department of Social &amp; Health Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Dan Renfroe, HHS Coalition Governance Manager, Health Care Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Status – One Washington</td>
<td>Amy Pearson</td>
<td>Program Status/Discussion</td>
<td>10:40</td>
</tr>
<tr>
<td>• Cristie Fredrickson, Executive Sponsor, OFM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• John Anderson, Executive Director for Technology Transformation, ISG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Scott Nicholson, OneWA Executive Director, OFM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tomy Mollas, Organizational Change Management Director, OFM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Project Oversight Transformation Project Update</td>
<td>Nicole Simpkinson</td>
<td>Project Update/Discussion</td>
<td>11:10</td>
</tr>
<tr>
<td>Public Comment</td>
<td></td>
<td></td>
<td>11:30</td>
</tr>
</tbody>
</table>
Approve 04/14/2022 Minutes
Health and Human Services Coalition

TSB Portfolio/Policy Subcommittee Meeting
May 12, 2022
Members of the HHS Coalition

Ex-Officio Advisors

Washington State Department of
CHILDREN, YOUTH & FAMILIES

Washington State Department of Health

Transforming lives

Washington State Department of Social & Health Services

Washington Health Benefit Exchange

Washington State Health Care Authority
HHS Coalition IT Vision and Enabling Strategies 2021-2024

- Removing barriers to access for client benefits
- Providing rapid value to programs and Washingtonians through agile delivery methodology for IT projects
- Improving equitable access and outcomes for all

- Ensuring good stewardship of public dollars
- Collaborating across HHS Coalition programs
- Conducting effective government program operations
- Ensuring robust communications in emergencies

Joint governance:
- Create authoritative client identifier
- Rapid incremental delivery
- Leverage reuse of previous investments
- Use human-centered design principles

Modular approach:
State-led teams:
HHS Coalition Portfolio Process

Coalition Project Criteria

- Impact on shared business outcome for 2+ organizations
- Maximizes federal funding (CMS) available to the state

Coalition Portfolio

Projects by Category

- Coalition Project
- Enhanced Collaboration Project
- Enterprise-Wide Project

Projects by Organization

- Coalition
- DCYF
- DOH
- DSHS
- HBE
- HCA
Enterprise-Wide Project: Master Person Index (MPI)

- Identity matching solution that is core to Integrated Eligibility intake and data exchange.
- MPI integration layer design complete and in development.
- First system will be connected in fall 2022.
Enterprise-Wide Project: Integrated Eligibility & Enrollment (IE&E) Program

- Roadmap outlines vision and plan for incremental development of IE&E services for 75 HHS programs.
- Foundational platform and first product have been defined and initial procurements are underway.
Coalition Integration Architecture
Shifting from Project-Driven to Enterprise-Wide

Historically Project-Driven Architecture

Enabling Strategies Guide Architecture Cornerstones

Evolution Towards Coalition-Wide Architecture

- Technical Modularity
- Modern Development
- Shared Data
- Modern Technology
- Principle of Principles
- Commonality
- Effective Governance
Coalition Challenges

Culture & Collaboration

Communications

Shared Asset Ownership

Recruitment & Retention
Contact Info

Dan Renfroe
HHS Coalition Governance Manager
360-622-1346
HHSCoalition@hca.wa.gov

Resources

HHS Coalition Legislative Report 2021
HHS Coalition IT Strategy 2021-2024
1. Welcome
2. Program Updates
3. The Way Forward: Deployment Approach
4. Q&A
Welcome / Program Updates

Cristie Fredrickson
Program Updates: Two Key Risk Areas

Funding Overview & Status
- Re-evaluated spending plan to align with 21-23 Biennial budget
- Initiated recruitment for limited positions, based upon funding and priority
- Provided notice to impacted contractual partners

Systems Integrator (SI) Negotiation Status
- Continued regular and frequent interaction
- Continue to make forward progress
The Way Forward: Deployment Approach

Scott Nicholson
John Anderson
Cristie Fredrickson
Tomy Mollas
TWF Building Blocks

Building Block 1
(survey)
Program Goals for financial transformation

Building Block 2
(survey)
Scope for financial implementation

Building Block 3
Deployment strategy for financial implementation

Building Block 4
Schedule
# Pathway to ESC Decision

## Goals

- **Mar 17 - Mar 28**: Agency goals survey
- **Apr 13**: Finance transformation goals approved

## Scope

- **Mar 28**: Advisory/support prep sessions
- **Apr 12 - Apr 13**: Core team/smaller team discussion to review and prepare options for ESC
- **Apr 21 - May 2**: Agency Feedback Survey - Scope
- **May 6**: Advisory/support teams review/input - produce recommendation
- **May 9 - May 10**: Core team develops scope recommendation
- **May 11 - May 12**: ESC meeting to review recommended scope
- **May 16**: Financials Scope approved

## Deployment Strategy

- **Apr 8 - Apr 11**: Expert partners produce deployment strategy recommendations
- **Mar 28 - Mar 29**: Core team reviews deployment strategy options
- **Apr 19 - Apr 20**: Advisory/support prep session 1
- **Apr 21 - Apr 22**: Advisory/support prep session 2
- **Apr 27 - Apr 28**: ON SITE: Advisory/support session on deployment strategy - recommendation outcome
- **Apr 29 - May 2**: Core team session on deployment strategy options - recommendation
- **Apr 1 - May 1**: Scope/Deployment Strategy Leadership Readiness Meetings
- **May 5 - May 17**: Agency surveys
- **May 17**: ESC review
- **May 25**: Core team deployment strategy recommendation
- **Jun 1**: ESC meeting to review recommended deployment strategy
- **Jun 2**: Deployment Strategy approved by ESC
Prior to 2019 (example)

<table>
<thead>
<tr>
<th>Wave</th>
<th>Description</th>
<th>Agency Phasing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Description of Waves</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wave 1: Initial Release</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wave 2: Full Deployment Release – For agencies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>with complex business processes. This lowers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>technical risks, provides a longer runway for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>organizational change management efforts, and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>decreases the risk to target go-live dates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wave 3: Expanded Functionality Release</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial Release</td>
<td>Wave 1 - July, FY22</td>
<td>• Office of Financial Management (OFM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Office of the Governor (GOV)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Washington Technology Solutions (WaTech)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Department of Enterprise Services (DES) (+ small agencies except for Payroll only)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Department of Corrections (DOC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Services for the Blind</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Washington State Treasurer (TRE)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Department of Health (DOH)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Utilities and Transportation Commission (UTC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• University of Washington (UW) (*Integration only)</td>
</tr>
<tr>
<td>Full Deployment Release</td>
<td>Wave 2 - July, FY23</td>
<td>• All other agencies</td>
</tr>
<tr>
<td>Expanded Functionality Release</td>
<td>Wave 3 – July, FY24</td>
<td>• Agencies that require expanded functionality to meet their business needs</td>
</tr>
</tbody>
</table>

After 2019 (current)
Deployment Definition/Context

• Deployment refers to the method and timing by which Workday will be implemented.
• The Deployment Approach assessment from the Way Forward Team is limited to the first financial release, does not apply to future functionality releases.
• Options under assessment range from a single deployment of first financial release functionality to all agencies, to a waved release by agency cohorts with multiple deployments over time.
Deployment Approach Levers

System of Record
Legacy System Remediation
Agency Cohorts/Deployments

Workday
Full Remediation
Single Deployment

AFRS
Crosswalks
Multiple Deployments

Example 1: All Agencies, Full LSR
Example 2: Single Deployment with some agencies doing LSR
Example 3: Single deployment, All agencies cross-walked
Example 4: Multiple agency cohort (waves)
Example 5: Two agency cohort waves (pilot)
## Key Criteria to Assess Deployment Approach

### Benefits

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmatic Benefits</td>
<td>(e.g., timeline / funding / resources)</td>
</tr>
<tr>
<td>Business Benefits</td>
<td>(e.g., audit efficiencies, manual process reduction / workarounds, system of record)</td>
</tr>
<tr>
<td>Technical Benefits</td>
<td>(e.g., temporary integrations, decommissioning AFRS, data integrity, security)</td>
</tr>
<tr>
<td>People Benefits</td>
<td>(e.g., organizational change management, self service)</td>
</tr>
<tr>
<td>Sustainment Benefits</td>
<td>(e.g., Workday operational model post go-live)</td>
</tr>
<tr>
<td>Adoption Benefits</td>
<td>(e.g., agencies system, processes, and thinking modernization)</td>
</tr>
</tbody>
</table>

### Risks

<table>
<thead>
<tr>
<th>Risks</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmatic Risk</td>
<td>(e.g., timeline / funding / resources)</td>
</tr>
<tr>
<td>Business Risk</td>
<td>(e.g., audit findings, manual processes / workarounds, system of record)</td>
</tr>
<tr>
<td>Technical Risk</td>
<td>(e.g., temporary integrations, resuscitating AFRS, data integrity, security)</td>
</tr>
<tr>
<td>People Risk</td>
<td>(e.g., organizational change management, training)</td>
</tr>
<tr>
<td>Sustainment Risk</td>
<td>(e.g., Workday operational model post go-live)</td>
</tr>
<tr>
<td>Adoption Risk</td>
<td>(e.g., agencies still using legacy systems, processes, and thinking)</td>
</tr>
</tbody>
</table>

### Additional Considerations

<table>
<thead>
<tr>
<th>Additional Considerations</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Goal Alignment</td>
<td>(e.g., support of financial transformation goals)</td>
</tr>
<tr>
<td>Time to Core Financial transformation</td>
<td>(e.g., time it takes to get all agencies on to Workday)</td>
</tr>
<tr>
<td>Time to Enterprise-wide transformation</td>
<td>(e.g., how long until all agencies remediated)</td>
</tr>
<tr>
<td>Agency Impact</td>
<td>(e.g., impact on agencies and their staff, recruitment and retention)</td>
</tr>
<tr>
<td>Statutory considerations</td>
<td>(e.g., required state and federal requirements and reporting)</td>
</tr>
</tbody>
</table>
### On Thursday 5/5,

- The **Deployment Strategy Survey** was launched to AST Leads after the TWF Deployment Overview session.

### Next Tuesday 5/17:

- The **Deployment Strategy Survey** closes at 5:00pm PDT.

### Timing

<table>
<thead>
<tr>
<th><strong>On Thursday 5/5:</strong></th>
<th>Survey (Deployment Strategy) launched to AST Leads after the TWF Deployment Overview session</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Next Tuesday 5/17:</strong></td>
<td>Survey (Deployment Strategy) closes at 5:00pm PDT</td>
</tr>
</tbody>
</table>

### Content / Format

- **We sent the TWF Deployment Strategy survey to AST Leads** and request one response per agency.
  - 13 mandatory questions
  - For conditional questions, shared an optional matrix tool to rank benefits/risks

### Support

- **Wednesday 5/11 and Thursday 5/12:** This week, we are hosting two support sessions to address any questions as you complete and submit your surveys.

---

*The survey task was added to your Agency Readiness Checklist (ARC) during the Friday 4/29 ARC update.*
IT Project Oversight Transformation Project Update

TSB Portfolio/Policy Subcommittee Meeting
May 12, 2022
Vision

State agencies, WaTech and the Office of Financial Management (OFM) work in partnership to implement successful, fiscally sound projects to further the delivery of essential government services.

IT project oversight is integrated, streamlined, and focused on highest value to ensure the best use of resources to support on time, on budget IT projects that deliver planned outcomes.
Business goals

1. Improve the IT project oversight model to focus on minimizing, mitigating, and managing project risk to deliver successful project outcomes.

2. Humanize the oversight process for state agencies while making it more consistent and predictable, and ensuring transparency and fiscal accountability.

3. Enable higher value oversight for larger, more complex, higher risk projects and lower agency project costs related to oversight and independent quality assurance for smaller, lower risk projects.

4. Reduce the time and simplify the process to register IT investments, especially for recurring maintenance and operations.
5. Refine the investment planning process to improve the reliability of cost and schedule estimates.

6. Identify updates to relevant technology policies to reflect the improved oversight model and reduce the need for policy waivers.

7. Allocate state agency and OCIO resources to the highest value and for maximum efficiency.

8. Clarify roles and responsibilities for all oversight partners.
Guiding principles

1. Focus oversight on delivering the highest value and working in partnership with agencies to effectively manage, mitigate and minimize project risk to deliver successful project outcomes.

2. Emphasize trust, respect, and partnership in the oversight process.

3. Allocate resources for highest value and maximum efficiency.

4. Align our knowledge, skills and abilities with the size, complexity, and risk level of projects.

5. Apply best practices and lessons learned.

6. Maintain the professional independence of oversight.

7. Maintain transparency and be responsive and accountable to the authorizing environment.
Deliverables

1. Integrated oversight model.

2. Refined requirements for WaTech oversight and quality assurance.

3. Revisions to the investment registration, project risk assessment and oversight determination processes and associated tools.

4. Revisions to the investment planning process and associated tools.

5. Recommendations for the gated funding process.
Policies and standards

- Policy 121 IT Investments – Approval and Oversight
  - Policy 121 Procedures
  - Policy 121 Procedures Appendix F: Oversight Requirements
  - Policy 121 Procedures Appendix G: Reporting Requirements for Transparency Dashboard
  - Policy 121.10 Project Go-Live Readiness Decision Governance
  - Investment Plan and Investment Plan Amendment FAQ

- Policy 132 Project Quality Assurance
  - Standard 132.10 Minimum Qualifications for Project Quality Assurance
  - Standard 132.20 Minimum Project QA Activities – Readiness Assessment
  - Standard 132.30 Minimum Project Quality Assurance Activities
  - Guideline 132a Providing Quality Assurance for Information Technology Projects Appendix A: Principles of Quality Assurance
Public Comment