

# Technology Services Board - Portfolio/Policy Subcommittee

## Meeting Minutes

**Date:** April 14, 2022

**Time:** 10:00 a.m. – Noon

**Board Members Present:**

Bill Kehoe, Chair

Viggo Forde

Rep. David Hackney

Butch Leonardson

Paul Moulton

Vikki Smith

### Welcome/Agenda Review

Bill reviewed the agenda.

### Approve Minutes from February 10 Subcommittee Meeting

Bill reviewed the minutes from the February meeting. Minutes were approved.

### Program Status – One Washington

In her introduction, Amy recognized the hard work being put into the program, despite its challenges. The project team is active and engaged in the day to day activities and program leadership is working hard to address and mitigate the big risks and challenges before them.

While design is not complete, the team is focused and working through open design decisions and issues. It's essential the program adequately resource and remain focused on completion of this effort.

Work also continues to address concerns from a January advisory memo from the Office of the Chief Information Officer (OCIO):

- the way forward planning
- focused effort on the completion of cost accounting, data conversion design, the integration architecture and legacy system remediation activities
- coordination with Blue Crane to craft a statement of work that will assess the gaps and recommend how best to transform the program's Budget Office from an accounting office to a strategic asset for this program.
- development of agency remediation plans that meet both program agency transformation expectations

The following issues remain:

- Lack of future state design to support legacy remediation
- Vendor negotiations
- No supplemental budget funding in 2022

In Cristie's introduction, she clarified some questions from previous updates:

- The Foundational Data Model (FDM) is the replacement of the chart of accounts and there is only one for the entire OneWA enterprise.
- There is one instance of the Workday solution for the entire enterprise.
- Future budget requests will be brought before the Board prior to submittal.
- Deloitte executive sponsor confirmed their team members are now among the most senior and experienced Workday finance resources, several product leaders, some resources who have previously been engaged on both the University of Washington and Washington State projects and several individuals that have statewide ERP implementation experience.

Board members acknowledged appreciation for the increased level of transparency over the last few months.

Q: In your experience with other state government ERPs. Have they generally done the same thing we're doing as far as one chart of accounts? Or have you seen other models?

A: There are sometimes nuances, but generally it is one chart of accounts and in particular in the cloud ERP space, which is what Workday is providing.

Q: Does Workday provide subaccounts where Dept. Natural Resources or Dept. of Health may have some unique requirements?

A: There is some ability for tailoring particular aspects within the chart of accounts to help with certain types of codes.

Q: Does the program have the resources needed, state and partners?

A: Absolutely. This is a priority for our vendor partners.

Christie shared some high-level observations:

- Great team with a lot of passion for the work.
- Many activities happening simultaneously.
- Working to right-size and improve processes.

Q: Do you feel you have what you need to successfully deliver as far as resourcing, given there was no supplemental budget provided?

A: Feeling pressure and believes staff is feeling the program is unstable as an employer.

Q: Has there been any decision-making bottlenecks?

A: Lack of specific go-live date and timeline creates nervousness, so need to prove credibility again with legislature.

There is forward progress with vendor negotiations.

John provided a review of the major workstreams and how they contribute to the decision package (DP) development for the 2023-25 biennium, also known as The Way Forward plan. A primary outcome of the plan is to understand the time and resources required for agencies to complete legacy system remediation work to inform the DP.

More information will be reviewed at a future meeting to include agency feedback on deployment strategy, schedule and corresponding resource plan.

## Project Update – Healthcare Enforcement & Licensing Modernization Solution (HELMS)

In Garth's introduction, he indicated the project team would review certain challenges they have experienced and how they have recovered.

The HELMS solution replaces a suite of outdated technology that supports the mission critical function of healthcare regulation.

Marcus reviewed some details about the project history and current scope, schedule and budget status. A strong steering committee is present and engaged.

Q: Is the schedule being re-baselined?

A: The new vendor's project plan is due in June. Once this is integrated into the master project plan, it will be reviewed for approval by the steering committee.

Marcus also reviewed the issues the project experienced related to vendor performance and how they were resolved.

The project has two levels of governance, and both include various levels of business and information technology expertise.

Q: Are you building this using the Salesforce platform?

A: Yes.

Q: Is there common leadership over the many vendors on the solution delivery team?

A: The add-on application vendors and senior DOH staff manage the technical issues, and DOH project management team manages the work. It's a very collaborative approach.

Q: Is the system integrator a Salesforce expert or health field expert?

A: They have expertise in both areas.

Q: How are you approaching the OCIO recommendation for a phased implementation?

A: The project team is working with the vendor on the long-term product vision. The build sequence strategy is separate from the release strategy. Discussions are ongoing with the vendor on these strategies and how to resource the work. A recommendation from the vendor is about five weeks out before it can be proposed. Data synchronization challenges to overcome so there is no impact on IT and business operations.

The quality assurance (QA) vendor reviewed their assessment. The highest risk area is schedule management and will remain so while the new vendor works on the prototype and outcomes become more clear. They have high level of confidence risks will improve and feel the project team and new vendor are working well together.

Q: How much value was there in the initial Salesforce configuration work from the first vendor?

A: The new vendor's analysis concluded the configuration and code were not re-useable.

Project team highlighted key lessons learned:

21 new lessons learned from October 2021 and most of these have been incorporated into the project workflow, mostly related to vendor management.

The HELMS team was invited back to a future meeting to review more detailed lessons learned.

## Program Status – WA Cares

In David's introduction, he provided a brief description of the overall multi-agency effort, including Dept. of Social and Health Services (DSHS), Employment Security Dept. (ESD), Health Care Authority (HCA) and the Office of the State Actuary, that will create a public long-term care insurance benefit for eligible Washingtonians. The program presented to this subcommittee in August 2021.

In their briefing, the project team:

1. Provided an overview of the program
2. Reviewed legislative changes from the recent 2022 session:
  - a. Changes in coverage gap for near-retirees
  - b. Delays implementation by 18 months
  - c. Established voluntary exemptions for certain groups
3. Reviewed a new implementation timeline and key dates for DSHS, ESD and HCA

Q: Is there an integrated schedule?

A: No, all agencies are re-baselining due to the 18-month shift. Central program level schedule is forthcoming to reflect overall rollout.

4. Reviewed governance structure and addressed questions from the August 2021 subcommittee meeting regarding governance:

Q: What's new?

A: The newer structure just formalizes processes that were already in play.

Q: How is it working?

A: The executive sponsors all agreed on the governance model.

Q: Why is program implementation manager and QA not reporting to the executive level?

A: A majority of the business/work is done at the steering committee level, and the most influential place for program quality assurance is at the steering committee level. Both positions have the ability to escalate to the executive group if necessary.

5. Reviewed the integration architecture, including cross-agency technical principles:

Q: Is there a standard integration stack the state is adhering to?

A: No, but emphasizing the need for these principles with this and similar programs.

The program should look at the Commonality principle.

6. Reviewed current and future plans for quality assurance services at the project and program level.

## Public Comment

No public comment.

## Action Items

Topic	Action	Assigned to	Deadline
OneWA Program	More information on The Way Forward plan	OneWa Team	May 12 meeting
HELMS lessons learned	Discuss more detail of lessons learned to date.	HELMS team	TBD

## Next Meeting

May 12, 2022, 10am-Noon