Technology Services Board
Portfolio and Policy
Subcommittee Meeting

May 11, 2017
10:00 a.m. - 12:00 p.m.
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>LEAD</th>
<th>PURPOSE</th>
<th>TIME</th>
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<tbody>
<tr>
<td>Welcome and opening remarks</td>
<td>Michael Cockrill</td>
<td>Information</td>
<td>10:00</td>
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<tr>
<td>Policies &amp; Standards Review</td>
<td>Rob St. John, Sue Langen, Cammy Webster</td>
<td>Discussion/Feedback</td>
<td>10:05</td>
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<tr>
<td>- 113 – Technology Business Management (TBM) Policy - Revised</td>
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<tr>
<td>- 113.10 – TBM IT Expenditure Data Provision Standard - Revised</td>
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<td>- 113.20 – TBM IT Labor Data Provision Standard - Rescind</td>
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<td>- 113.30 – TBM Taxonomy – Revised</td>
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<tr>
<td>- 113.40 – TBM Reporting Solution Standard – NEW</td>
<td>Will Saunders, Ryan Leisinger</td>
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<td>- 187 – Open Data Planning</td>
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<td>- 188 – Accessibility</td>
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<tr>
<td>Project Briefings</td>
<td>Rob St. John, Kathy Pickens-Rucker</td>
<td>Discussion</td>
<td>10:30</td>
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<tr>
<td>- DSHS – Electronic Health Record / ICD10</td>
<td>Kathy Pickens-Rucker</td>
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<td>Carla Reyes, Executive Sponsor</td>
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<td>Sara Tripp, BHA CIO</td>
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<td>Wayne Hall, DSHS CIO</td>
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<td>Paul Anderson, Project Director</td>
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<td>Jill Helmberger, Quality Assurance</td>
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<td>Justin Dickey, Cerner</td>
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<td>- SBCTC – ctcLink</td>
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<td>Luke Robins, President, Peninsula College</td>
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<td>Tara Keen, Assistant Project Manager</td>
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<td>Charles Moran, Moran Consulting (QA)</td>
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<tr>
<td>Process Improvement Updates</td>
<td>Rob St. John, Consultants</td>
<td>Information</td>
<td>11:30</td>
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<tr>
<td>Public Comment</td>
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<td>11:55</td>
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ADJOURN – 12:00 noon
## Current TSB Portfolio & Policy Subcommittee Members

<table>
<thead>
<tr>
<th>Industry Members</th>
<th>Legislative Members</th>
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<tr>
<td>Paul Moulton - Costco</td>
<td>Sen. Mark Miloscia - Senate R</td>
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<tr>
<th>Executive Branch (Agency Directors)</th>
<th>Other Government</th>
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<tbody>
<tr>
<td>Michael Cockrill – CIO &amp; Chair</td>
<td>Bill Kehoe – CIO King County</td>
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<tr>
<td>Tracy Guerin - DRS</td>
<td>Jeff Paulsen – Labor Rep</td>
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Blue – members present  
Black – members absent
Policy Review

Information / Discussion
Where Are We?

- Work Group Drafts
- CIOs Review
- TSB Sub Committee Recommends
- CIO Adopts
- Full TSB Approves

May 11, 2017
**Purpose of action**
- Request approval of sunset review update of an existing policy and standards
- Request recension of outdated standard
- Request approval of new standard

**Business case**
- RCW 43.105.054 Section 2(f) requirement for TBM Program
- From lessons learned - streamline program work efforts and processes

**Key objectives**
- Use data driven analytics to identify opportunities for efficiency and savings of IT spend
- Reduces complexity to program participants
- Link IT spend to business service value

**Strategic alignment**
- Supports efficient, effective and accountable government by using industry standard taxonomy and common terms
- Show what agencies get for IT spend

**Implementation**
- 44 agencies to use standardization to categorize IT spend for analysis and reporting
- Reduce time spent correcting foundational categorization elements
- One-on-One meetings with agencies

**Success criteria**
- Agency reporting is 100%
- Increased accuracy in coding IT spend
- More agencies can show value of IT to business service and monitor performance of investment

May 11, 2017
Open Data Planning—Sunset review

Purpose of action
• Continue Open Data planning
• Promote transparency
• Facilitate data sharing between agencies

Business case
• Don’t wait for the records request
• Helps little agencies do big things
• A transparent marketplace is good for business

Key objectives
• Make agencies have a plan
• Keep it flexible and informative
• Improve within existing resources

Strategic alignment
• Results Washington Goal 5
• State IT strategy – accountable IT
• State transparency complements citizen privacy

Implementation
• In place and supported
• Light touch for light budgeting
• Adoption slow but growing

Success criteria
• Increase the number of agencies reporting sustainable progress (Results WA Goal 5.1)
• Increase the variety of data available on state portals (Results WA Goal 5.1.a)
Policy #188 Accessibility

**Exposing non-compliance and possibly opening the Agency up for civil legal action**

**Verse**

**Being transparent in order to avert action from the Dept. of Justice or Office of Civil Rights**

**TIMELINE**

- March 14th
- March 20th
- April 27th
- May 11th
- May 22nd

- Proposed change prompted discussion at TSB
- Memo to Agency CIOs moving date to June 30th
- Meeting to discuss risk associated with Accessibility Plan
- Present change to TSB Subcommittee
- Policy Advisory Group meets to discuss next improvements

**CHANGE SUMMARY**

Remove requirement to post Accessibility Plan for public
Adjust requirements due date

May 11, 2017
For Decision

• Do you recommend Policy 113, Standards 113.10 and 113.30 revisions for approval?
• Do you recommend that Standard 113.20 be rescinded?
• Do you recommend new Standard 113.40 for approval?
• Do you recommend Policy 187 revisions for approval?
• Do you recommend Policy 188 revisions for approval?
Project Briefings

Discussion
Introductions

• Department of Social and Health Services
  • Carla Reyes, Assistant Secretary, Behavioral Health Administration
  • Sara Tripp, CIO, Behavioral Health Administration
  • Wayne Hall, CIO, DSHS
• Cerner
  • Justin Dickey, Client Accountable Executive
• Other Project Participants
  • Paul Anderson, Project Director
  • Jill Helmberger, external QA
Key Project Objectives

1. **Implement Cerner Millennium EHR at the 3 state hospitals**
   - Fully integrated clinical and revenue cycle solution
   - Replace hybrid paper-electronic platform
   - Enhance patient and staff safety, regulatory (CMS, TJC) compliance

2. **Implement Cerner PharmNet solution at 4 RHCs**
   - Allow for client registration in system
   - Replace failing MediWare system
   - For use by Pharmacy staff

3. **Modernize Revenue Cycle processes**
   - Electronic compliance with ICD10 coding requirement
   - Streamline end-to-end revenue workflows
   - Replace Residential Payment System (RPS) for state hospitals, RHCs, JRA, and SOLAs

May 11, 2017
• November 15, 2016 – DSHS:
  • Reported on project schedule delays and other performance misses
  • Provided background on Cerner, EHR and BH-specific market niche, other clients
  • Proposed using 3rd party systems integrator to bridge skills gap
    • Project Director
    • OCM Consultant
    • Experienced Testing Manager

• January 6, 2017 – Michael Cockrill:
  • Submitted letter to Pat Lashway with guidance
Update the Investment Plan

- Adjust Scope
- Develop Schedule
- WSH SIA Complete?
  - Include WSH in Full Project Schedule
  - Include Only CSTC, ESH, OFR, and DDA in Project Schedule
- Update / Revise Budget
- Submit Amended Investment Plan

Additional Elements to Ensure Cerner Meets DSHS Requirements

- Check Readiness with RTM
- Develop Readiness Criteria / Wave
- Re-Engage External QA
- Clarify Roles & Responsibilities
- Align Cerner Contract(s)

Elements of TSB Guidance

May 11, 2017
Steps Taken

• January 11, 2017 meeting and follow-up:
  • DSHS and Cerner leaders met.
    • Carla Reyes requested Cerner’s assistance with 3rd party augmentation.
    • Wayne Hall requested Cerner cover 3rd party cost.
  • February 3 – Cerner agreed to fund 3rd party Project Director for 6 months.
  • February 10 – Cerner proposed Paul Anderson as Project Director.

• Late February, 2017 – DSHS & AG’s office engaged outside counsel experienced in Cerner HIT projects
  • Assist with contract realignment guidance and structuring terms.

• March 20, 2017 – 1st Contract Realignment Meeting
  • Both organizations working to remediate issues and agree on new terms to minimize further project delays.
## Current Status of TSB Directions

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<tr>
<th>Item</th>
<th>Status</th>
<th>Comment</th>
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<tbody>
<tr>
<td>Adjust Scope</td>
<td>In Progress</td>
<td>SAAG developed replacement SOW; currently under review by Cerner.</td>
</tr>
<tr>
<td>Develop Revised Schedule</td>
<td>In Progress</td>
<td>Cerner prepared CSTC draft schedule. More work required, including full schedule with risk mitigation. All need to align with revised SOW.</td>
</tr>
<tr>
<td>Revise Overall Budget &amp; DP</td>
<td>On hold</td>
<td>Dependent on Schedule and Joint Resource Plan. Improved financial terms agreed to with Cerner.</td>
</tr>
<tr>
<td>Clarify Roles &amp; Responsibilities, if using 3rd party</td>
<td>Drafted</td>
<td>DSHS drafted RACI diagram to cover all EHR Leadership roles. Cerner provided additional feedback. Further discussion required.</td>
</tr>
<tr>
<td>Re-Engage with QA vendor, preferably new vendor</td>
<td>Complete</td>
<td>Selected 3rd party QA vendor, Ballista, with Jill Helmerberger the assigned consultant. Jill is very experienced and providing value.</td>
</tr>
<tr>
<td>Employ RTM or similar tool</td>
<td>Continuing</td>
<td>RTM already in place. Will review and align with final contract.</td>
</tr>
<tr>
<td>Determine readiness criteria by Wave &amp; use for Go/No-Go decisions</td>
<td>In Progress</td>
<td>Go/ No-Go criteria previously approved by Governance revisited for currency &amp; to break by Wave. Will present to May Governance.</td>
</tr>
<tr>
<td>Align the Cerner Contract(s)</td>
<td>In Progress</td>
<td>Basic business principles substantially agreed. Contract terms developed by DSHS and sent for Cerner review. More meetings required.</td>
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</table>
A single, centralized system to provide students, faculty and staff 24/7 access to a modern, efficient system for all 34 community and technical colleges and the State Board. PeopleSoft software with Ciber as the system integrator. Three colleges began using new solution in August 2015. Still remediating issues reported by those colleges.

- Provided status of the remediation effort at 04/18/17 TSB Subcomm.
- Current status → Remediation Dashboard

*TSB requires a new investment plan be submitted for approval before additional colleges go-live.*
Process Improvement

Information / Update
## Improving Project Outcomes

### Budget
- Align technology strategy & public policy
- IT strategy
- 4-6 year projection
- Lessons learned
- Capital budget model
- IT budget pool

### Portfolio
- Invest in the right things
  - Enterprise strategies
  - Modern / Transform
  - Enterprise resource planning (ERP)
  - Unified business identifier (UBI)
  - Humans
  - eGov
  - Technology Business Management (TBM)

### Delivery
- Execute & deliver outcomes
  - Quality Assurance
  - Risk / Severity
  - Triggers / major projects to TSB
  - Process
  - People/skill
  - Responsibility
  - Governance
  - Project / Program management (PMO)
  - Taskforce

May 11, 2017
Selected Process Improvements Across the Project Life Cycle

1. Identify Major Projects
2. Oversight Framework
3. Intervening for Success
4. Readiness for Go-Live

May 11, 2017
Identification of Major Project

Proposal:
• Analyze the data collected in the pilot phase
• Finalize tool for go-live
• Set cut score for projects and major projects
• Socialize/communicate changes and set expectations with community

Situation:
• Previous risk severity was based on older criteria and needed to be updated
• Develop new IT Project Assessment Tool
• Old and new have been run simultaneously for a pilot phase

Target: Implement the new IT Project Assessment Tool

IT Project Assessment tool

May 1, 2017
Work Plan for Process Improvement

- Working sessions - *April 6 – April 17* – May 24
- Strong stakeholder engagement from 15 agencies
- Small, medium and large & separately elected agencies
- Project Managers, PMO managers, CIOs and others

- **Oversight Framework**
- **Intervention**
- **Readiness for Go-Live**

May 11, 2017
Public Comment