

**TESTIMONY BEFORE
INFORMATION TECHNOLOGY COMMITTEE
JANUARY 27, 2010**

Chairman Robinson, members of the Information Technology Committee, I am Jenny Witham, Director of the Information Technology Services Division for the Department of Human Services (DHS). I appear before you to provide information on the status of the Medicaid Systems Project and the closeout reports for the Office Vision replacement project and the Master Client Index project.

Medicaid Systems Project

On October 9, 2009, ACS delivered to the Department the detailed project work plan for the revised schedule. We have completed the review of this schedule and the impact on third party vendors and project costs. We are finalizing the contract amendments. A preliminary draft of the contract amendments and an updated Implementation Advanced Planning Document has been submitted to the Centers for Medicare and Medicaid Services. At this time, we do not anticipate additional cost to the state for the delay in the schedule. The table below outlines the expenditures through the month of December 2009.

Description	Budget	Expended	Remaining
Total Project	\$62,529,371	\$35,351,068	\$27,178,303
General Funds	\$3,643,133	\$2,647,695	\$995,438
Federal Funds	\$55,218,418	\$31,211,441	\$24,006,977
Other Funds	\$3,667,820	\$1,491,932	\$2,175,888

Office Vision Replacement

This project represents the replacement of the Office Vision system that was used for creating and editing documents on the mainframe. It was integrated with three of the Department systems: 1) The TECS eligibility system, 2) the FACSES child support enforcement system and 3) the CCWIPS foster care system. Office Vision was no longer a supported product and continued use of it represented a risk to the long term management of these documents. This project came in on time, under budget, and met all of the project objectives. The Project Closeout report is Attachment A.

Master Client Index

The Master Client Index project represents the implementation of a client identity matching system that will assist the Department in integrating disparate application systems. It represents a sophisticated probabilistic matching algorithm which will allow us to link client demographic information between systems. This project completed two months later than planned and 2.5% over budget and met all of the project objectives. The reason for the delay in the schedule and the increased cost was due to a product upgrade release during the project implementation. The Project Closeout report is Attachment B.

If you have any questions, I would be happy to address them at this time.

Project Closeout Report

Project Name: Office Vision Mail

Agency: Department of Human Services

Business Unit/Program Area:

Project Sponsor: Jenny Witham, Tove Mandigo, JoAnne Hoesel, Brenda Weisz

Project Manager: Brenda Bulawa

Project Objectives	Measurements	
	Met/ Not Met	Description
98% of the 2.3 million OVM documents will be converted to a format that can be read by TECS, Child Support and Foster Care	Met	TECS converted 100% (102,215 records). Child Support (ES80) converted 99.9% (1,300,108 records), 56 records did not convert. Foster Care (PW20) converted 99.9% (2,330,258 records), 85 records did not convert. The 141 records that were not converted had no text or were empty. Application organization decided to disregard these documents
The current OVM product must be replaced by a product that gives us a very similar functionality as OVM provides today. DHS must be able to create, update, delete and print according to the business rules of Child Support, TECS and Foster Care.	Met	During User Acceptance Testing the application organizations tested their business rules. Each application organization approved to move forward on their implementation. Some functionality was not available and the application organizations made some compromises and work a rounds to meet the business rules. After implementation end users were asked to verify that business rules were accomplished.
This project will be completed by June 30, 2009	Met	This project was implemented by June 30, 2009.
Costs will be on or under budget	Met	Approved baseline cost was \$426,018, final cost was \$399,339.

Schedule Objectives			
Met/ Not Met	Scheduled Completion Date	Actual Completion Date	Variance
MET	06/29/09	6/29/09	0%

Budget Objectives			
Met/ Not Met	Baseline Budget	Actual Expenditures	Variance
MET	\$426,018	\$399,339	-6%

Project Closeout Report

Major Scope Changes

- No major scope changes

Lessons Learned

- Projects with a short timeframe require high sponsor involvement and early involvement of the maintenance team (Performing Organization).
- Projects with a short timeframe require consistent and frequent meetings to resolve issues as soon as possible.
- When working with outside vendors the schedule should take into account the contract negotiation period. The contract negotiation should be done in a timely manner.
- When dealing with multi vendors be aware of contract start and end dates.
- Outside vendors need to have access to project work management system (project repository). Currently access is global across an agency; it is not limited by charge codes.
- On-going costs needed to include for disk storage.
- Make sure that resources are available for the duration of the project.
- Due to the delayed start of this project and the constraint of having this project done by June 30, 2009 the team would have liked more time for user acceptance testing.
- The unexpected unavailability of the IBM resources caused several hours of delay during conversion while development created workarounds.
- The database team needs to be brought in sooner than conversion/implementation to ensure the correct sizing of ADABAS.
- Test region needs to include all applications; keep in mind each region has different settings.
- COBAL CICS program must be defined as CICS Key instead of user key in order to work with Natural.

Success Story

- All documents were converted (see project object #1 above).
- The ability to print multiple copies of documents at one time.
- The ability to import an existing word document for a new template.
- We do not have document numbers stored in ADABAS without the corresponding OVM document; this has eliminated "document not found" errors.
- Documents no longer get stuck in maintenance mode, which than had to be manually corrected.
- Project was on time and under budget.
- Documentation was created for the creation of templates that were not available prior to this project.
- Child Support, Foster Care, and TECS are able to transfer templates from test (TST) to production (PROD) without ITD intervention. This can be done immediately without time delays waiting on other resources.

Project Closeout Report

Project Name: Master Client Index

Agency: Department of Human Services

Business Unit/Program Area:

Project Sponsor: Maggie Anderson, JoAnne Hoesel, Brenda Weisz

Project Director: Jenny Witham, Mariah Tenamoc

Project Manager: Brenda Bulawa

Project Objectives	Measurements	
	Met/ Not Met	Description
Enumerate the clients contained within the ES100000 data source into the MCI product.	Met	The initial data load consisted of 1,205,183 records.
Integrate the use of the MCI into current system operations to reduce creation of new duplicate client records and continued quality improvement of existing records.	Met	All ES100K client records were uploaded into the MCI. Phase II of this project implemented search for Single Plan of Care (SPOC). By viewing all MCI client records by program this allows county workers to more accurately choose the correct client to add to a new case. Whereas in the ES100K all occurrences a client was known to were not visibly available in a search results set. A deterministic search was utilized in the ES100k where the MCI has expanded capabilities to return the correct results using probabilistic matching.
To provide for cross-program analysis led by the Department's Research Division.	Met	<p>For several years, research staff in the Department have been unable to match clients across service delivery systems with ease and relative accuracy. This was due to the absence of a primary identification key that was common to all systems. Seven source systems have contained a common identifier, but the remaining multiple systems had individual identifiers common to the specific service delivery program.</p> <p>In 2006, the Division of Mental Health and Substance Abuse indicated a need to find a method of matching consumers across service delivery programs in an attempt to determine outcomes associated with substance abuse treatment episodes experienced by consumers. Data analysts from the various divisions of the Department met, as well as the Director of Information Technology Services, to discuss possible solutions. The solution sought was to benefit not just Substance Abuse Treatment reporting, but the Department's ability to access cross-program data for outcome reporting.</p> <p>To facilitate the need stated above, Initiate Systems was engaged to construct a Master Client Index for consumers across the Department's multiple service delivery systems. The project objective, "to provide for cross-program analysis led by the Department's Research Division [Decision Support Services]" is yet to be tested. Go-live of the project provided the impetus for achieving the objective and the first of two components with which to accomplish the objective. The second component is that of building a data warehouse of data from all of the source systems that will be identified in the Master Client Index. Theoretically, Decision Support Services has the analytic resources to do cross-program analysis. These include SAS, SPSS, and Access. Pragmatically, to take greater advantage of the Master Client Index and the data warehouse, research analysts will be trained in Cognos and will develop report templates to allow multiple users easy access to a variety of data/reports.</p>

Project Closeout Report

To be better prepared for emerging e-Health initiatives by providing a secure mechanism to interact with clients and private sector providers regarding client health information.	Met	By virtue of loading DHS client information into the MCI, this allows the clients to be found via a "record locator" service from appropriate outside entities. This alone readies DHS to participate in real time data exchanges.
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Schedule Objectives			
Met/Not Met	Scheduled Completion Date	Actual Completion Date	Variance
MET	04/08/09	6/19/09	16% Over

Budget Objectives			
Met/Not Met	Baseline Budget	Actual Expenditures	Variance
MET	\$815,393	\$836,245	2.5% Over

Major Scope Changes
<ul style="list-style-type: none"> • Initiate Master Data Service™ upgrade and reconfiguration of v7.5 to v8.1. • SONDD ITD support and code updates due to the Initiate Master Data Service™ upgrade. • Add additional attributes to the Initiate Master Data Service™. • SONDD ITD to support and reconfigure coding for new attributes.

Lessons Learned
<ul style="list-style-type: none"> • Apart from the efforts made to help everyone to understand the steps needed to implement each source system program search, there were still staff who felt decisions were being made without consideration for their programs. Further efforts were needed to educate stakeholders throughout the project duration. • Needed a more basic review of project and product dictionary for stakeholders. • The ES100K was much more complex than originally believed. We also found that the documentation was inadequate. • Stakeholders across programs had to have their concerns addressed about sharing and/or suppressing data. • Agreed that a newly hired project team from Initiate would be acceptable in the implementation, however, inexperience caused delays in requirement gatherings, configuration and implementation. • A MCI product manager should have been assigned at the beginning of the project. • DHS should have assigned someone to shadow the business analyst and data steward to support the primary's absence. • During project kickoff discuss and accept meeting ground rules for the project duration. • Analysis of detailed business requirements was never completed. • Further analysis of current technical architecture to help prevent issues in future implementations. • The Statement of Work had ambiguous language and needed to be more defined. • Need to require stakeholders to perform a requirements/technical discussion meeting onsite so internal business process decisions/dependencies can be worked through prior to a project kickoff meeting. <p>Training needed to be focused on the needs of DHS and not those of technical consultants.</p>

Project Closeout Report

Success Story

- Educated stakeholders and increased their knowledge about the project and product through presentations on algorithms and on brokers.
- Identified, using the probabilistic comparison algorithm of the MCI, otherwise missed member record duplicates within the ES100K.
- Created a common demographic file of the ES100K participating programs, as well as VRIS. This will enable DHS to have a common view of clients across programs that do not share an ES100K ID.
- Assisted county workers to more quickly and accurately select a client during an inquiry and/or registration. By sharing address and phone information county workers are able to get more complete view(s) of a client.
- Brought together Steering committee members who showed great commitment throughout the project. The Steering Committee was composed of policy and planning, research, and IT. Nine (9) programs were represented in the implementation of this project.
- Assigned to the project, a business analyst experienced in soft skills, communications and research, and who had a great capacity for understanding IT and DHS jargon, which enhanced the experience for all stakeholders.