

IT – Expansion Report Details

(FY2017 Appropriation Act - Public Act 268 of 2016)

December 1, 2016

Sec. 230. (1) By December 1 of the current fiscal year, the department shall report to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office all of the following information:

(a) The process used to define requests for proposals for each expansion of information technology projects, including timelines, project milestones, and intended outcomes.

(b) If the department decides not to contract the services out to design and implement each element of the information technology expansion, the department shall submit its own project plan, which includes, at a minimum, the requirements in subdivision (a).

(c) A recommended project management plan with milestones and time frames.

(d) The proposed benefits from implementing the information technology expansion, including customer service improvement, form reductions, potential time savings, caseload reduction, and return on investment.



**Michigan Department of
Health & Human Services**

RICK SNYDER, GOVERNOR
NICK LYON, DIRECTOR



INTEGRATED SERVICE DELIVERY (ISD)

DTMB Technology Solution Recommendations

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Introduction

This document outlines the MDHHS Integrated Service Delivery (ISD) program goals along with DTMB technology solution recommendations to support the goals. The technology recommendations were developed based on the high level business requirements documented during the ISD Planning Phase.

1.0 Integrated Service Delivery (ISD) Portal Goal

Integrated Service Delivery (ISD):

- Develop a portal that is the integration point for MDHHS programs and services, including integration with the Universal Caseload system and Contact Center.
- Create a modular system whereby person-centric modules can be constructed and added on as defined by strategic priorities.

DTMB Technology Solution Recommendation:

- DTMB recommends Salesforce Cloud Application software for the ISD portal.
- DTMB has defined a cloud first strategy for the State of Michigan.
 - Cloud technology provides the State cost savings over the existing legacy physical server environment through consumption based pricing. Only the resources consumed will be billed and excess capacity remains available for other uses.
 - Cloud technology also provides expedited deployment, enhanced security and audit, and ability to quickly expand the solution to meet increased business demand.
- The Salesforce solution has prebuilt components which support the portal business need and will expedite implementation.

Supporting Contracts:

Contract Type	Contract Vendor	Notes
Software License	Carahsoft	<ul style="list-style-type: none">• Salesforce Software Subscription purchase• DTMB Enterprise Contract
Vendor Services	Deloitte	<ul style="list-style-type: none">• Salesforce Integration and Implementation Services• DTMB Enterprise Contract• May require Ad Board approval for ISD implementation

2.0 Person-Centric Service: Holistic Application Goal

Holistic Application:

- Development of a holistic process and needs assessment that connects customers with support that addresses those needs and help develop a plan aimed at improving a customer’s overall stability.
- Integration of program delivery around a person’s holistic needs.

DTMB Technology Solution Recommendation:

- DTMB recommends Salesforce Cloud Application software for the Holistic Application.

Supporting Contracts:

Contract Type	Contract Vendor	Notes
Software License	Carahsoft	<ul style="list-style-type: none">• Salesforce Software Subscription purchase• DTMB Enterprise Contract
Vendor Services	Deloitte	<ul style="list-style-type: none">• Salesforce Integration and Implementation Services• DTMB Enterprise Contract• May require Ad Board approval for ISD implementation

3.0 Person-Centric Service: Needs Assessment Goal

Needs Assessment:

- Development of a holistic process and needs assessment that connects customers with support that addresses those needs and help develop a plan aimed at improving a customer’s overall stability.
- Aimed at ensuring accurate identification and management of needs in a success plan

DTMB Technology Solution Recommendation:

- DTMB recommends Salesforce Cloud Application software for the Needs Assessment.

Supporting Contracts:

Contract Type	Contract Vendor	Notes
Software License	Carahsoft	<ul style="list-style-type: none">• Salesforce Software Subscription purchase• DMTB Enterprise Contract
Vendor Services	Deloitte	<ul style="list-style-type: none">• Salesforce Integration and Implementation Services• DTMB Enterprise Contract• May require Ad Board approval for ISD implementation

4.0 Universal Case Load (UCL) Goal

Universal Caseload (UCL):

- The elimination of the single casework owner barrier to effectively distribute work across local offices and other geographic regions.
- Eliminate case worker tasks that can be provided by other self-service mechanisms

DTMB Technology Solution Recommendation:

- DTMB recommends a custom web-based application (based on New Mexico Bridges interface) for the UCL features.
- The MDHHS business needs require the UCL technology solution to be tightly integrated with the existing Bridges Eligibility system and case management.
- DTMB also recommends changes to the existing Bridges system to streamline the UCL integration and leverage the existing Bridges investment.

Supporting Contracts:

Contract Type	Contract Vendor	Notes
Vendor Services	Deloitte	<ul style="list-style-type: none">• DTMB Bridges System Maintenance Contract• Current Bridges contract expires January 2017. Contract rebid in process to be completed by November 2016.

5.0 Contact Center (CC) Goal

Contact Center (CC):

- Create a statewide contact center that integrates with the Integrated Service Delivery platform and with the Universal Caseload system, which enables information sharing to resolve cases in real-time (i.e., one-call resolution).
- Develop a system whereby case workers are freed up from responding to inquiries for things that could be handled by an automated self-service system.

DTMB Technology Solution Recommendation:

- DTMB recommends leveraging the Enterprise Contact Center Integration Vendor for the MDHHS Contact Center Consulting and Integration services.
- Utilize DTMB's Enterprise Contact Center cloud based technology solutions.
- The specific contact center technologies will be finalized during detailed requirements.
- DTMB implemented a Contact Center of Excellence in 2010 which now supports enterprise technology solutions for 11 contact centers for 8 State agencies.

Supporting Contracts:

Contract Type	Contract Vendor	Notes
Software License	Genesys	<ul style="list-style-type: none">• Cloud based software service for the Contact Center
Software License	InContact	<ul style="list-style-type: none">• Cloud based software service for the Contact Center
Vendor Services	Accenture	<ul style="list-style-type: none">• Contact Center Consulting, Integration and Implementation Services• DTMB Enterprise Contract• May require Ad Board approval for ISD implementation

6.0 Modular IT Solution Goal

Modular IT Solution:

- Create a modular system whereby person-centric modules can be constructed and added on as defined by strategic priorities.

DTMB Technology Solution Recommendation:

- DTMB recommends leveraging an existing contract for the integration services contract staff.
- The ISD solution will require integration across multiple business functions and multiple technology solutions.
- Vendor Integration services will be needed to deliver the ISD solution within requested timeframes and ensure seamless integration.
- Vendor Quality Assurance services will be needed to ensure the solution meets business requirements.

Supporting Contracts:

Contract Type	Contract Vendor	Notes
Vendor Services	CAI	<ul style="list-style-type: none">• Consulting, Quality Assurance, Functional Integration and Technology Integration Services• DTMB Enterprise Contract

7.0 Supporting Systems (Technology Modernization)

Supporting Systems (Technology Modernization):

- Develop an infrastructure that supports the Integrated Service Delivery platform Universal Caseload system, and Contact Center where the following can be achieved:
 - A common profile that can be accessed by each system
 - Data Sharing
 - Communications Management
- Enhancements to supporting systems to ensure the proper integration of the Integrated Service Delivery (ISD) Portal, Universal Caseload (UCL), and Contact Center (CC) systems and to establish a data sharing model through addition or modification of Trusted Data Sources (TDS).

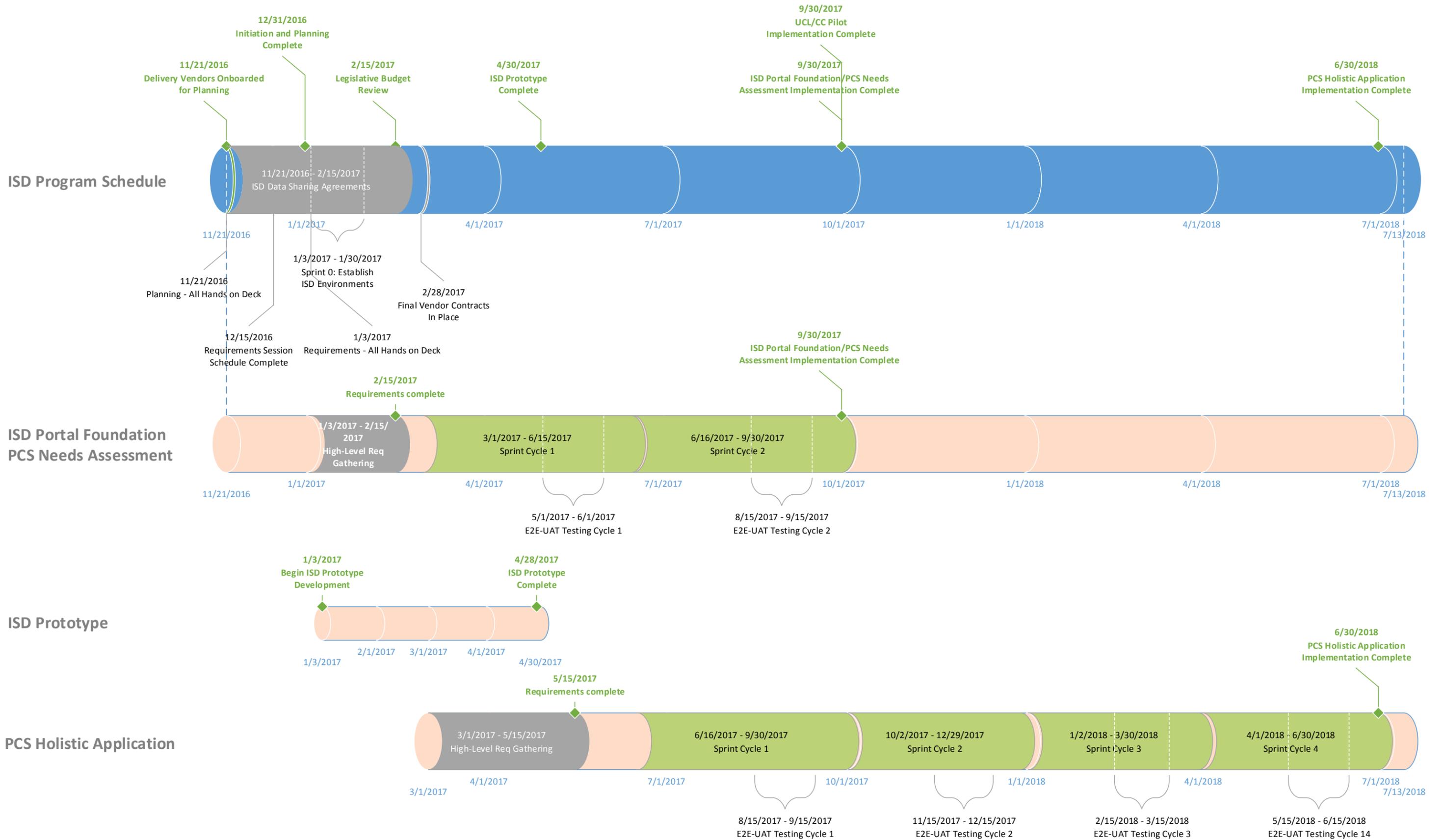
DTMB Technology Solution Recommendation and Supporting Contracts:

- DTMB recommends that the technology solutions below should be utilized to leverage existing MDHHS and State of Michigan technology investments.

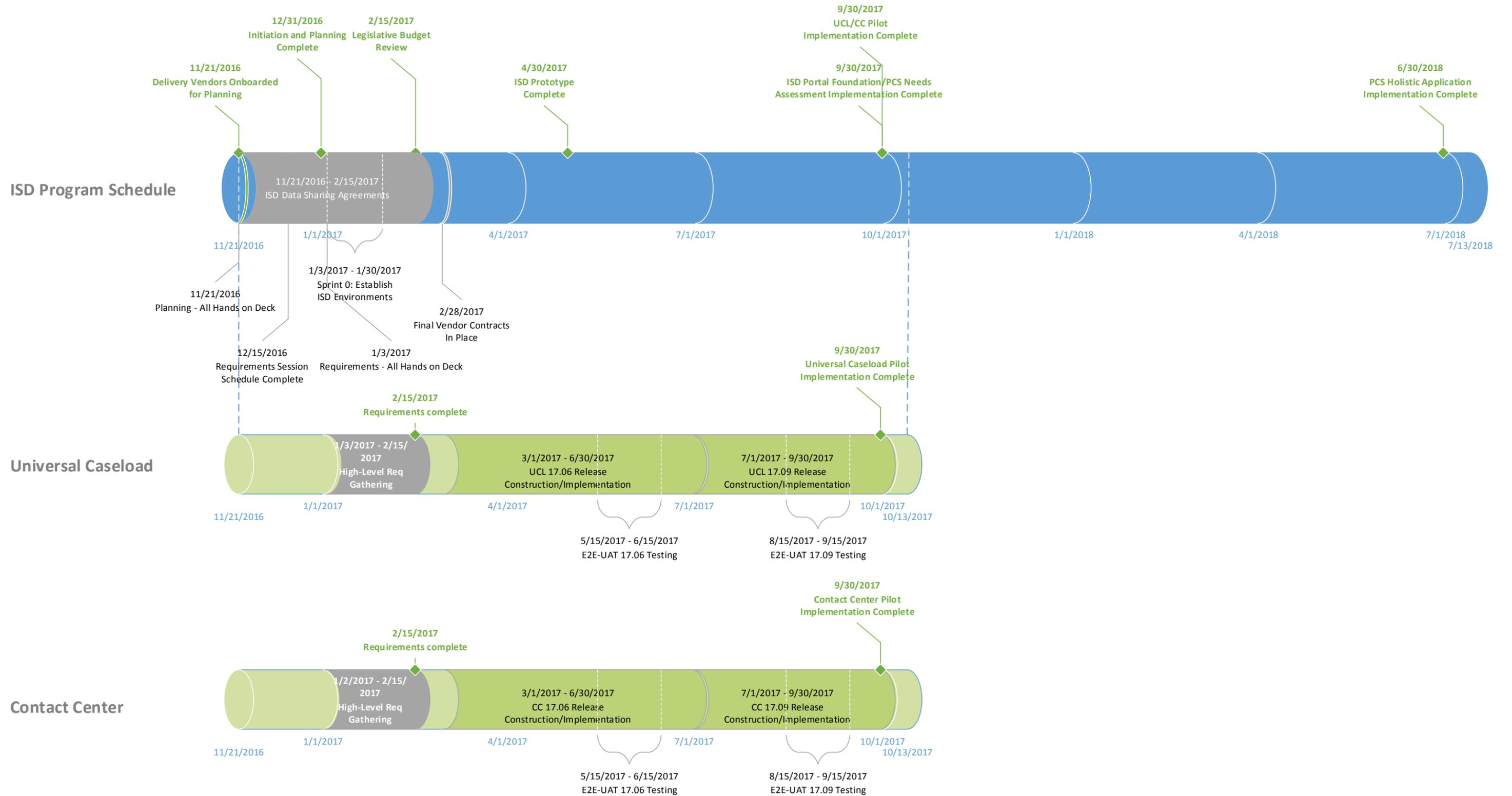
Supporting System	System Description	Contract Vendor	Contract/Notes
MiLogin	Provides citizen and State user secure access to ISD solution	DeLoitte	<ul style="list-style-type: none"> • DTMB Enterprise Contract
Enterprise Service Bus (ESB)	Technology used to connect IT system components to share data	DeLoitte IBM	<ul style="list-style-type: none"> • DeLoitte service contract for Medicaid Eligibility • DTMB Enterprise IBM Contract. • Requires Ad Board approval
Master Person Index (MPI)	Connects data for a citizen across multiple databases	IBM Optum Cognizant	<ul style="list-style-type: none"> • DTMB Enterprise Contracts
MiPage Integration	State of Michigan mobile portal to connect citizens with all state services	DTMB	<ul style="list-style-type: none"> • DTMB will provide the MiPage services
Maximus System Enhancements	MAXSTAR Suite	Maximus	<ul style="list-style-type: none"> • <i>Still under investigation</i>
Champs Enhancements	Medicaid Management	CNSI	<ul style="list-style-type: none"> • <i>Still under investigation</i>
Data Warehouse	State of Michigan Enterprise Data Warehouse	OPTUM	

Disclaimer: The list of supporting systems above reflects those systems that *may* be impacted by the Integrated Service Delivery (ISD) Program during FY17. Further system impact analysis is required, especially for downstream systems, and will be discussed at a later time.

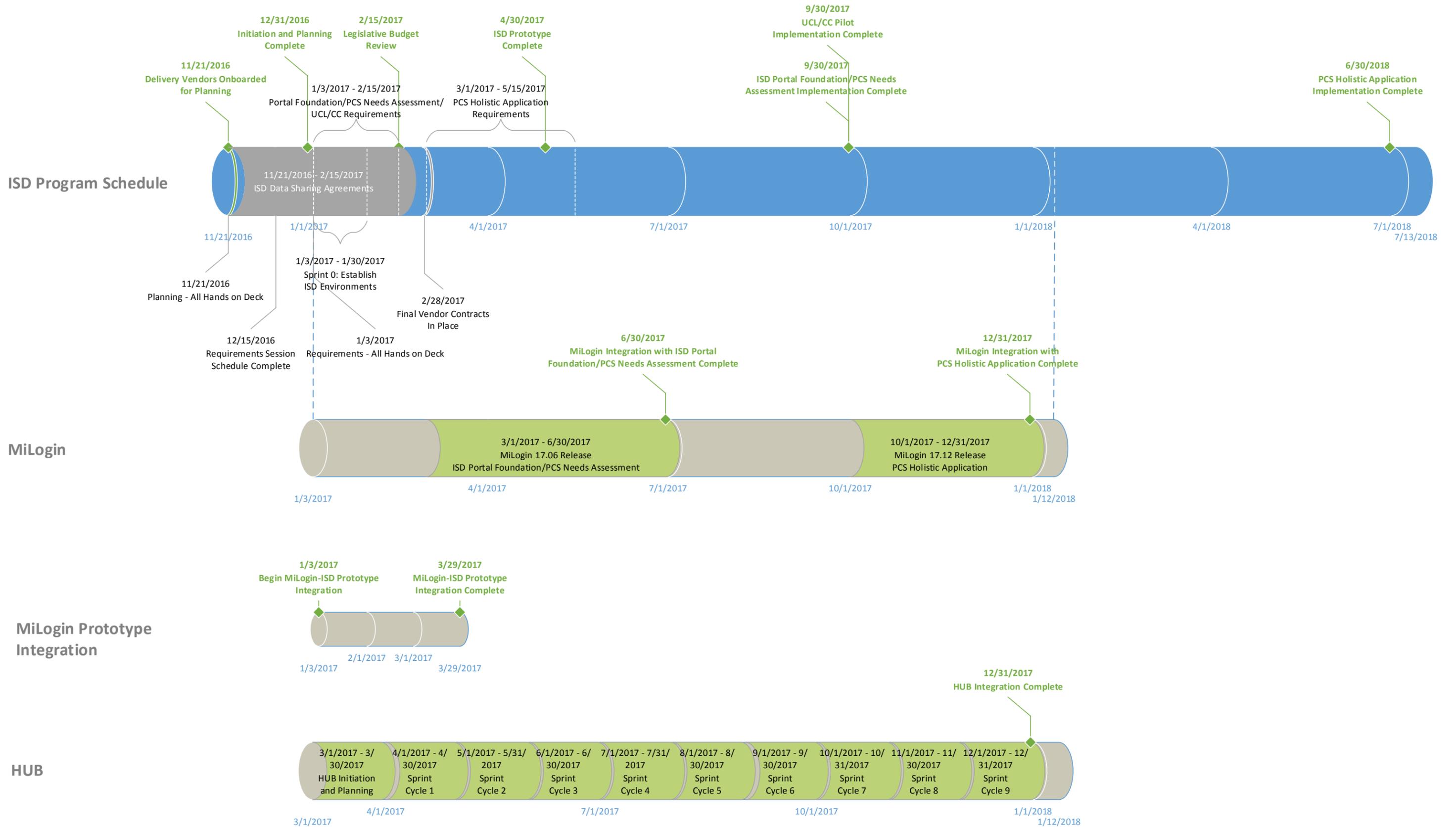
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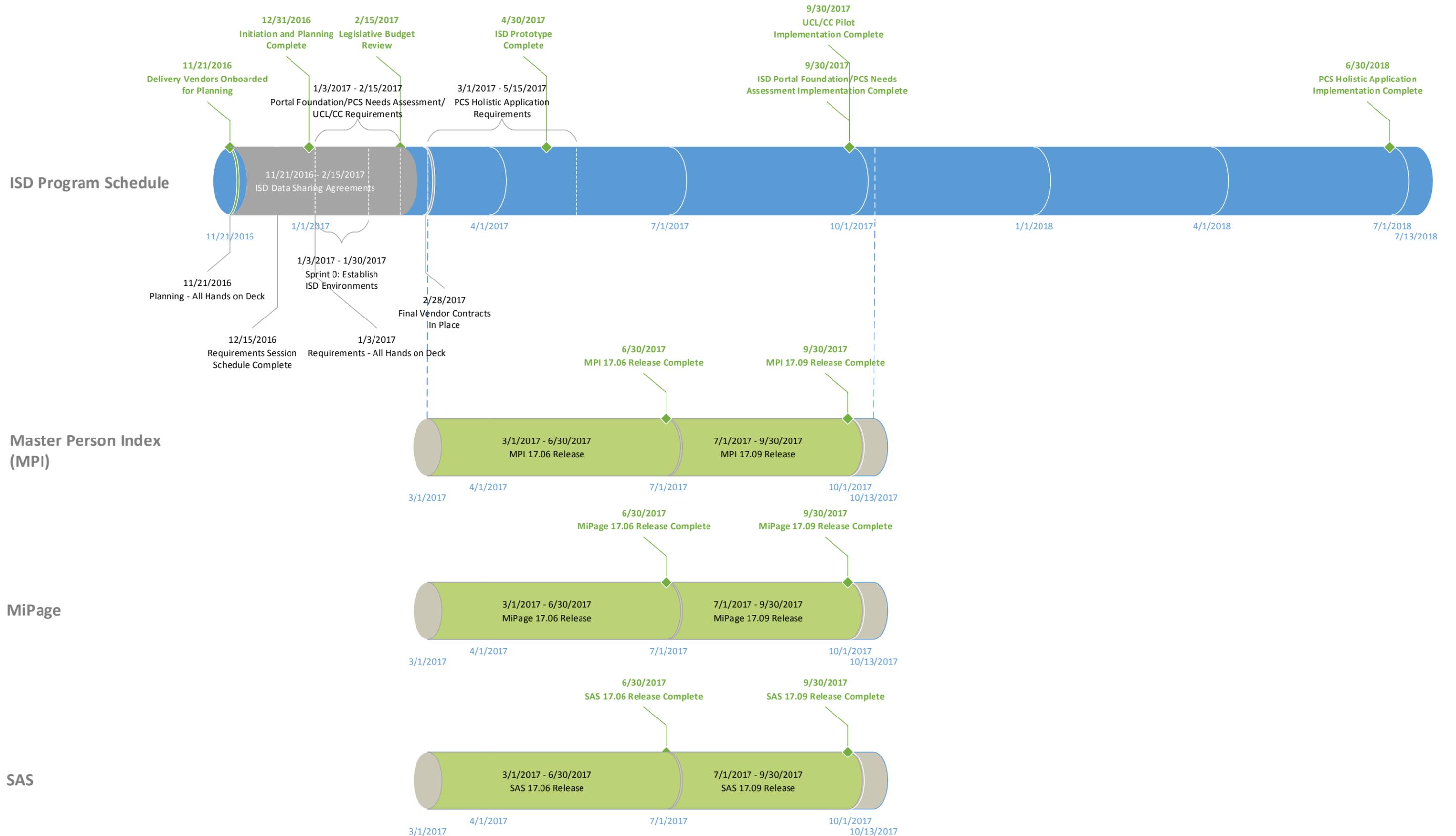
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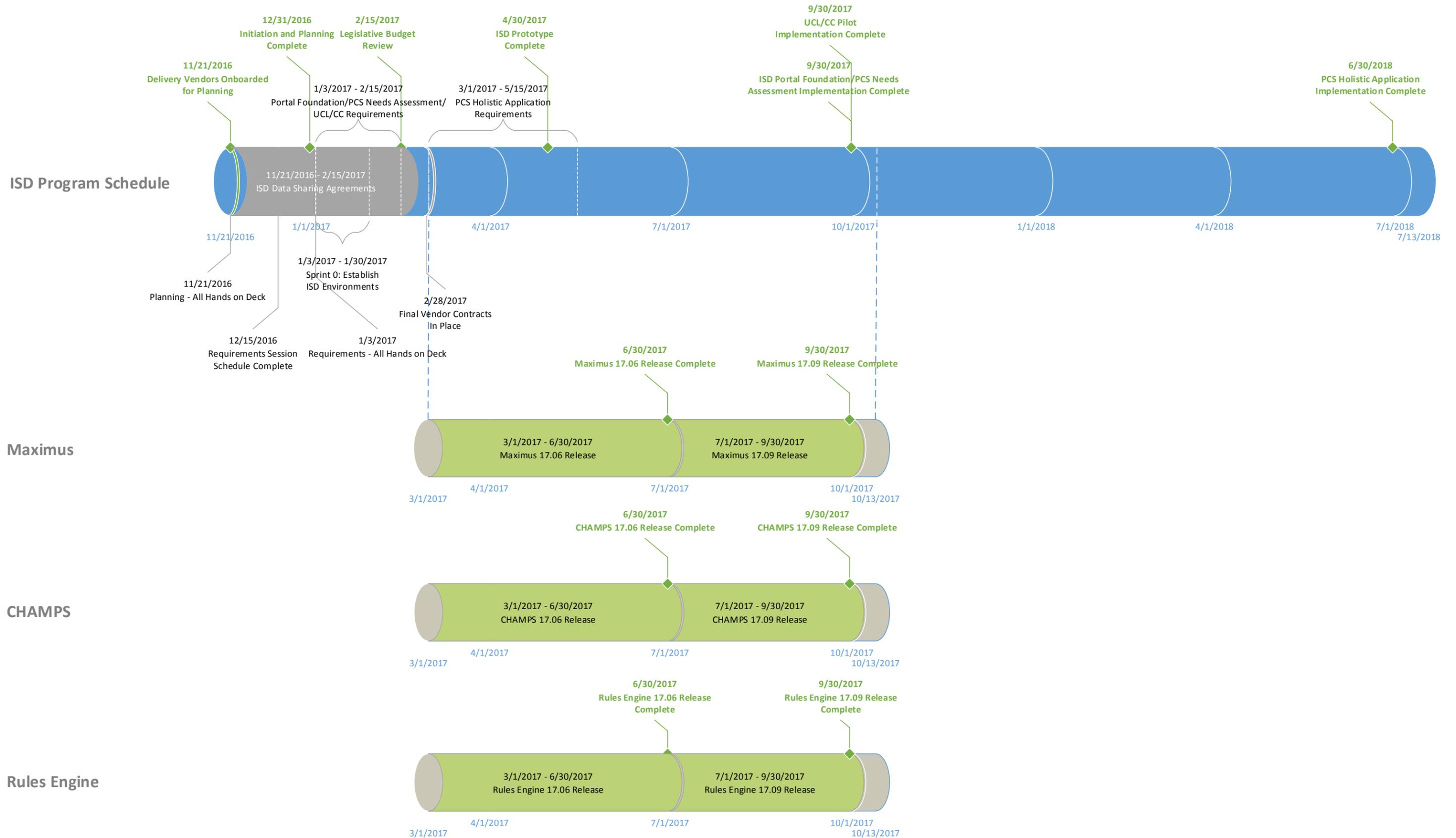
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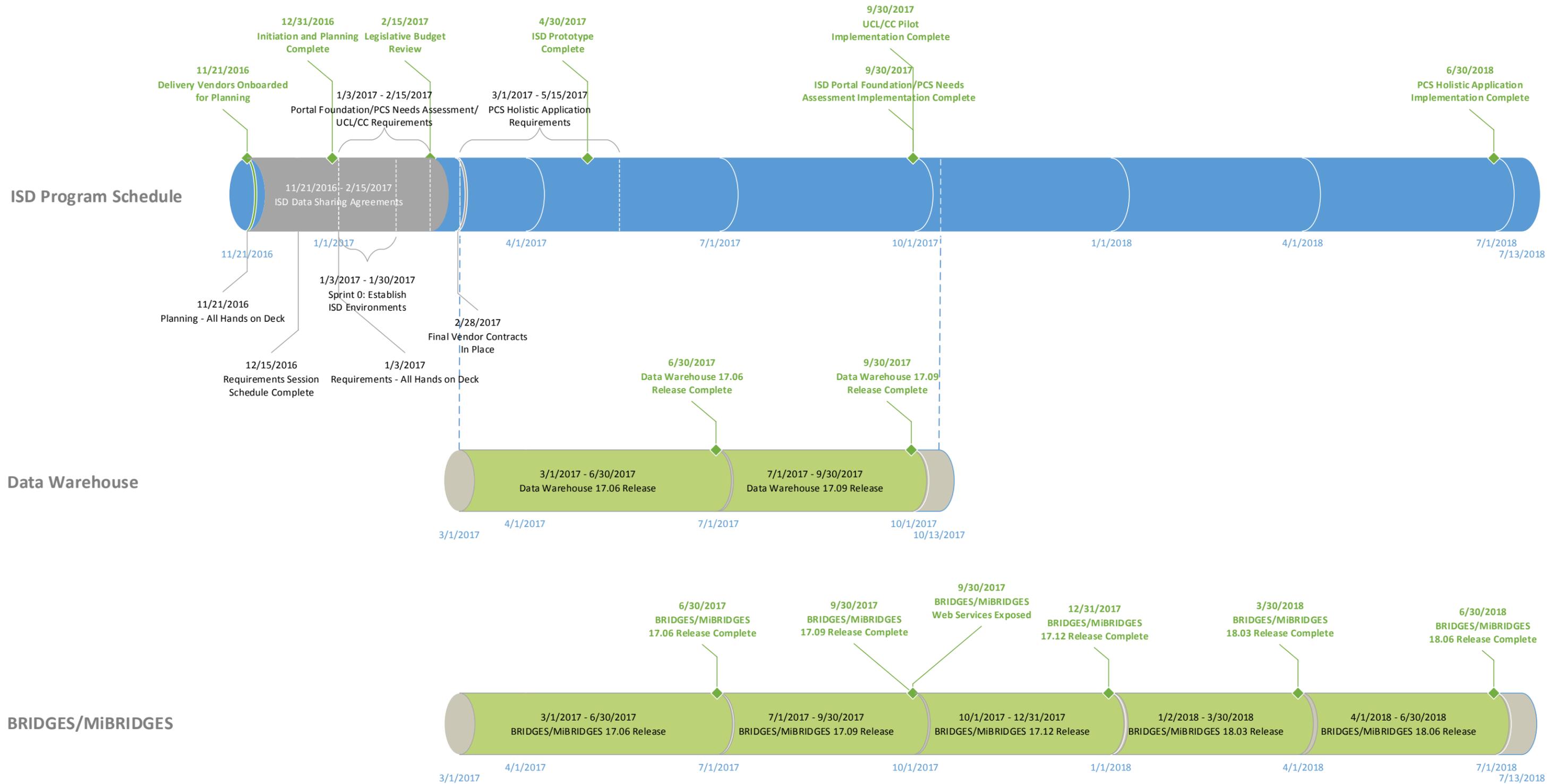
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***Business Integration Center
Program Charter
Document***

Updated on 01/11/16

MDHHS Business Integration Center Program Charter

A. General Information

Program ID/Acronym:	MDHHS Business Integration Center (MDHHS BIC)	Date:	6/12/2015
Controlling Agency:	Michigan Department of Health and Human Services	Modification Date:	1/11/2015
Prepared by:	MDHHS BIC	Authorized by:	Karen Parker – MDHHS Chief Deputy Director Steve Schreier – Business Integration Director Teresa Spalding – Portfolio Management Office Director Cynthia Green-Edwards – Supporting Services Director

Privacy Information

This document may contain information of a sensitive nature. This information should not be distributed to other people other than those who are involved with this program or who will become involved during its life cycle.

Version Control

Revision Date	Author	Section(s)	Summary
6/12/15	John Dullock	All	Initial draft of the BIC Program Charter
1/11/16	John Dullock	All	Updates

B. BIC Purpose/Vision

The Michigan Department of Health and Human Services (MDHHS) plans to improve its project delivery methodology by implementing a Business Integration Center (BIC) to serve the entire MDHHS agency. The purpose of the BIC is to improve MDHHS project delivery using common project management processes and disciplines. The BIC will strive to standardize and introduce economies of repetition in the execution of projects and serve as the source of documentation, guidance, reporting and metrics on the practice of project management and project execution.

Effectively plan and manage the MDHHS portfolio of projects using common processes, structure, and governance, enabling MDHHS to deliver projects on time, on budget and within scope.

C. BIC Primary Goals

The BIC is the MDHHS enterprise organization based on integrated business and technology functions with an emphasis on Portfolio, Program, Project, and Vendor Management. The primary goals of the BIC organization are:

- Concentrate on the River of Opportunity and create a “Citizen Focused” Service Delivery Organization. The River of Opportunity is simply defined as:
 - New way to structure government that puts people first
 - Efficient, effective, and accountable government that collaborates to provide good service
- Develop a “Citizen Focused” Service Delivery Organization with emphasis on:
 - IT & Business solutions focused on the whole person
 - Services and systems that support citizen-facing service providers
- Reduce IT and service fragmentation
- Improve program outcomes through integration and coordination
- Move from crisis management to planned service delivery
- Foster collaborative project governance with an emphasis on Portfolio, Program, and Project Management processes
- Connect management teams to ensure communication and work flows effectively.
- Develop collaborative approach to budget management
- Ensure projects & portfolios remain focused on strategic initiatives
- Provide continuous improvement through system delivery strategies

D. BIC Primary Objectives

BIC is the MDHHS enterprise organization based on integrated business and technology functions, working holistically to leverage and deliver solutions across the MDHHS administrations.

MDHHS BIC primary objectives are as follows:

- BIC Services - Provide centralized shared Services and Portfolio Management for:
 - Portfolio Management
 - Work Intake
 - Process Management & Adherence

- Budget / Financials
 - Funding Sources
 - Contracts
 - Operational Readiness
 - Business Process Activities
 - Independent Verification & Validation (IV&V)
 - Organizational Change Management
 - Business Delivery Liaisons
 - Business Integration
 - Data Warehouse Reporting & Analytics
 - Security Management & Compliance
 - Business Requirements
 - Testing Support
 - Help Desk Support
- BIC Program Offices - Provide centralized Program and Project Management using uniform and consistent process
 - BIC System Vendor Services - Provide centralized System Vendor Services to develop strong MDHHS and vendor partnerships

E. BIC Benefits

The BIC is the MDHHS enterprise organization that supports all projects and IT based activity. The benefits of the BIC organization are:

- Clearly Defined Decision Making and Escalation via common governance processes
- Efficiency Improvements
 - Central organization to manage MDHHS project portfolio
 - Tools to support planning for forecasted work
 - Alignment of projects with executive vision & direction
- Proactive approach to federal / legislative mandates
- Portfolio Budget Control
 - Coordinated funding streams and APD alignment
 - Centralized view of budget needs for planning
 - Reuse of existing SOM Assets – no one-off applications
 - Standardized disciplines to support project success
- Consistency via one common set of project processes
 - Common Tools (i.e. SharePoint, Project Management)
 - Common Reporting Metrics / Dashboards
 - Published and Transparent Status reports

F. BIC High Level Scope

The BIC has been established to develop, implement, and monitor a holistic project management view of the MDHHS project portfolio. The BIC will establish and implement project management processes, methodologies, and tools to maximize project team performance, minimize risk, and contain costs of systems and projects. The High Level Scope of the BIC is divided into the following three major areas.

BIC Services

BIC Services works under the premise of Enterprise Portfolio Management, providing those common services that cut across the MDHHS portfolio. BIC Services is responsible for the following business functions:

- Portfolio Management
- Business Integration
- Other Supporting Services (Help Desk, Security, etc.)

BIC Program Offices

BIC Program Offices works under the premise of Program Management, providing technical and common project related services that cut across the MDHHS portfolio. MDHHS currently has multiple Program Offices working in their own methodologies. These Program Offices will be migrated into the new BIC model over time. The Program Offices division of BIC is responsible for the following business functions:

- Program & Project Management (Including all Business and Technical projects)
- IT Vendor management and monitoring
- Project Control and monitoring
- Project status and risk reporting to executive management
- System integration for all participating vendors
- Technical requirements and system level design development that advance MDHHS towards future systems goals and objectives
- Technical testing of Michigan systems and interactions with outside systems

BIC System Vendor Services

BIC System Vendor Services continues its relationship with the existing SOM DTMB agency and numerous vendor partners. This area continues to be responsible for the following functions:

- Enterprise Technical Services, including but not limited to: Network, Infrastructure, Security, etc.
- Environment Setup
- System Technical Requirements
- System Design
- System Construction
- System, Integration & User Acceptance Testing
- Conversions
- Release Management
- Technical Architecture

G. Stakeholders

Key Stakeholders

- Michigan Department of Health and Human Services (MDHHS)
- Michigan Department of Technology, Management and Budget (DTMB)
- Federal Government Stakeholders
- Provider and Community Partners

H. Assumptions

Assumptions

- The MDHHS BIC Program Charter may be altered at any time to meet the changing needs of MDHHS

I. Program Critical Success Factors

- MDHHS executive leadership will create a collaborative environment in which the BIC is looked upon as a partner in improving delivery of service and resolving business problems and barriers effectively and efficiently
- MDHHS Directors will provide partnership support from their associated teams
- Staff the BIC with experienced resources with broad leadership and business skills
- Staff the BIC with people who understand the business of the organization
- Allow the BIC to evolve at the right speed
- Keep the BIC processes simple

J. Initial High-Level Program Planning

Business/Technology Independent Assessment

MDHHS initiated a business and technology assessment to help with this transformation related to creating an integrated business technology relationship. As per Tim Becker on February 27, 2015 ***"This assessment will be used to finalize an integrated Business and Technology partnership for the new department and the Governor's vision of the River of Opportunity."***

The Assessment was driven by an independent assessment. To conduct the assessment, an Assessment Team was established that included SOM Subject Matter Experts (SMEs) from DCH, DHS and the Department of Technology, Management and Budget (DTMB). Additionally, an Assessment Governance Team was identified to provide overall leadership and decision making.

The conclusion of the Assessment resulted in many recommendations of improvement. These recommendations were used to create the BIC Program Management materials as described in this document.

[MDHHS Assessment - Final Report - 07 14 2015](#)

BIC Program Budget

The BIC budget will include all IT and Project work across the MDHHS agency. BIC will seek various ways to utilize its CMS & FNS partners to obtain Federal Funding participation where possible. These costs will be allocated to various federal funding sources and the State of Michigan.

BIC High Level Governance Structure

The BIC High Level Governance Structure includes the conceptual view of the BIC organization. This governance will evolve over time.

[MDHHS BIC Governance Diagram](#)

BIC Implementation Plan

The BIC Implementation Plan includes the proposed rollout of the BIC Services and BIC PMOs, along with their anticipated timelines.

[BIC Rollout Implementation Plan](#)

K. Authority

Authorization

Karen Parker – MDHHS BIC Deputy Director

L. Roles and Responsibilities

BIC Roles and Responsibilities Document

A detailed description of each function within the BIC exists within the BIC Roles & Responsibilities document. This document is always a work in progress.

[BIC Roles and Responsibilities](#)

M. Approval Information

The signatures relay an understanding of the purpose and content of the document by those endorsing it. By signing this document you agree to this as the formal Program Charter statement to begin work on the program described within, and commitment of the necessary resources.

Approval Signatures

Role	Name/Title	Signature	Date
Sponsor	Karen Parker – MDHHS BIC Deputy Director		
Sponsor	Steve Schreier – Business Integration Director		
Sponsor	Teresa Spalding – Portfolio Management Office Director		
Sponsor	Cynthia Green-Edwards – Supporting Services Director		