IT Strategic Plan

(FY2021 Appropriation Act - Public Act 166 of 2020)

April 30, 2021

Sec. 1905. *(1) The department shall report on a monthly basis to the chairs of the senate and house standing committees on appropriations, the senate and house appropriations subcommittees on the department budget, the senate and house appropriations subcommittees on the general government budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office on all of the following:*

(a) Fiscal year-to-date information technology spending for the current fiscal year by service and project and by line-item appropriation.

(b) Planned information technology spending for the remainder of the current fiscal year by service and project and by line-item appropriation.

(c) Total fiscal year-to-date information technology spending and planned spending for the current fiscal year by service and project and by line-item appropriation.

(d) A list of all information technology projects estimated to cost more than $250,000.00 that exceed their allotted budget as well as all information technology projects that have exceeded their allotted budget by 25% or more.

(2) As used in subsection (1), "project" means all of, but not limited to, the following major projects:

(a) Community health automated Medicaid processing system (CHAMPS).

(b) Bridges and MiBridges eligibility determination.

(c) MiSACWIS.

(d) Integrated service delivery.

(3) By April 30 of the current fiscal year, the department, in coordination with the department of technology, management, and budget, shall provide 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 a 5-year strategic plan for information technology services and projects for the department. The strategic plan shall identify any scheduled changes in the federal and state shares of costs related to information technology services and projects over the 5-year period. As part of the strategic plan, the department shall include total information technology expenditures from the previous fiscal year by fund source, total information technology appropriations as a percentage of total department appropriations by fund source, and a return on investment, by project, for all information technology expenditures in the previous fiscal year. The strategic plan shall also include, for the previous 5 fiscal years, the department's information technology spending compared to similar departments in 3 other states located in the Midwest.

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Objective

This document provides a 5-year strategic plan of information technology (IT) services and projects specific to MDHHS. It includes all IT Services and Projects from all MDHHS funding and appropriation sources. It is not limited to specific information technology appropriations.

This plan supports the MDHHS values of HOPE:

- Human Dignity
- Opportunity
- Perseverance
- Ease

As part of a systemic approach to achieving HOPE, this plan implements the MDHHS Strategic IT Principles

- Optimize IT Portfolio
- Improve Customer/User Experience
- Utilize Data Driven Decision Making
- Enable Innovation and Continuous Improvement

A complete description of the MDHHS IT Strategic Principles can be found in Section 3.

How to Use This Document

This document is divided into four sections. The first section lists the MDHHS large systems and provides an overview of the five-year direction for these systems. The second section is organized by MDHHS Administrations or groups of functionalities with a narrative describing the major technology objectives for the next five years. The third section provides a high-level description of the overall MDHHS Strategic IT Principles. The fourth and final section is a table of total information technology expenditures from the previous fiscal year by fund source and total information technology appropriations as a percentage of total department appropriations by fund source.

MDHHS is not able to provide a return on investment, by project, for all information technology expenditures in the previous fiscal year. Department of Technology Management and Budget (DTMB) Enterprise Project Management (EPMO) has a process to provide a measurement called Benefits Realization that will be available in the future.

MDHHS is not able to provide a comparison of the departments previous 5 fiscal years spending compared to similar departments in 3 other states located in the Midwest. MDHHS was not able to identify other states with the same structure and services as Michigan that could provide an accurate comparison.

1. MDHHS Large Systems

The five largest MDHHS systems are mature production systems which include:

Bridges

Bridges was implemented in 2008. It is the eligibility and enrollment system for the Administration for Children and Families (ACF), Centers for Medicare and Medicaid (CMS) and Food and Nutrition Service (FNS) programs. Bridges is an eligibility determination and case management system. Over the years, Bridges has been extensively modified to meet Michigan business needs and changes required. Bridges is anticipated to be modernized in phases to provide future sustainability.

MiCSES

The Michigan Child Support Enforcement System (MiCSES) was originally implemented in the late 1990's. It is the oldest of the large systems that MDHHS supports. It is the case management and payment processing system used by courts, prosecuting attorneys, the Attorney General's Office, and Office of Child Support. The Child Support Program and its best practices have evolved considerably since the implementation of the system, and its technology is outdated and becoming unsupported. MiCSES will undergo incremental modernization to improve the ability to maintain it and align the system to the evolved program needs.

MiSACWIS

The Michigan Statewide Automated Child Welfare Information System (MiSACWIS) is the newest of the large systems and was converted from Services Worker Support System (SWSS) in FY14. It provides the agency with the Child Welfare case management and information system. MiSACWIS is anticipated to be modernized to Comprehensive Child Welfare Information System (CCWIS) standards which will improve functionality and data sharing.

CHAMPS

The Community Health Automated Medicaid Processing System (CHAMPS) is the MDHHS Medicaid Management Information System (MMIS) implemented in 2009 and Cloud enabled since 2018. CHAMPS supports the mission critical functions of the Medicaid program and is a web-based application with online, real time functionality 24x7x365 for Provider enrollment, Beneficiary eligibility inquiry, Prior authorizations, Managed care enrollment & capitation payments, Claims/encounters payments, Hospital and Clinic Cost Settlements and a Beneficiary Health Portal. CHAMPS will be implementing a new infrastructure that will be sustainable into the future and continue to be enhanced to support the other large systems being modernized along with the concept of Integrated Service Delivery.

Data Warehouse

The Department of Health and Human Services Data Warehouse is the decision support and longitudinal data analysis tool for some areas of MDHHS. The MDHHS Data Warehouse will be modernized to span across multiple MDHHS program areas, support Integrated Service Delivery and implement an architecture that is sustainable into the future.

2. Major Objectives

Behavioral Health and Public Health

Behavioral and Public Health (BPH) supports the programs and systems used to promote the health and well-being of, and provide services to, the people of Michigan. The 5 Year IT Roadmap includes systems used to support the Behavioral Health and Developmental Disabilities, State Hospital, and Public Health Administrations. While projects pertinent to Behavioral and Public Health are largely funded by grants and general fund monies, those in Behavioral Health leverage significant federal Medicaid matching funds, including the use of various Medicaid Advance Planning Documents (APDs).

The following activities are included in the 5 Year IT Roadmap for BPH:

FY21:

Behavioral Health

MDHHS will continue to develop, implement, and improve its systems to execute its behavioral health and state hospital services. This includes the continued development of Michigan Integrated Crisis and Access Line (MiCAL), facets of Michigan's 1115 Behavioral Health Demonstration, data linkages to the MDHHS Data Warehouse, enhancements for the Health Homes, and the Omnibus Budget Reconciliation Act (OBRA). More specifically to the 1115 Demonstration, the required Substance Use Disorder (SUD) Health IT Plan necessitates the operationalizing of an eConsent pilot in a Prepaid Inpatient Health Plan (PIHP) region by the end of FY21. MDHHS has finalized discussions with the Michigan Health Information Network (MiHIN) to begin this development and the pilot will run in FY21. SHA will continue to develop the Psychiatric Residential Treatment Facilities (PRTF) which includes initial discussion with CMS, Request for Proposal (RFP) to establish the treatment sites and modifying the Waiver Support Application (WSA) to support the PRTF benefit plan.   Broad systems affected include CHAMPS, WSA, Care Connect 360, MDHHS Data Warehouse, OBRA, Avatar, and Care Connect (data linkage within state hospitals).

Public Health

The Public Health Administration will continue with new system development activities for the Michigan Certification and Regulation Database (MiCARD) system implementation to support the tracking of environmental lead exposure in housing structures and the lead exposure abatement registry. Additionally, a new Environmental Health Toxicology Data Management Infrastructure Expansion (MiTOX) system will be developed for the tracking of environmental health hazards. An application upgrade for the MDHHS Bureau of Lab Laboratory Information Management System (STARLIMS) will begin. System modernization efforts related to areas of Body Art Licensing, Michigan Disease Surveillance System (MDSS), Human Immunodeficiency Virus (HIV)/ Sexually Transmitted Diseases (STI) will also continue.   Systems such as Michigan Care Improvement Registry (MCIR), Michigan Childhood Lead Poisoning Surveillance (MiCLPS), Michigan Syndromic Surveillance Systems (MSSS), Michigan Women Infant and Children (MiWIC), Michigan Breast and Cervical Cancer Information System (MBCIS), Michigan Drug Assistance Program (MiDAP), Cancer Registry, Birth Registry System (BRS), and Maternal Infant Health Program (MiHP) will have new

functionality enhancements implemented.   Several IT systems will continue to be created or maintained in support of Michigan's COVID-19 response activities. Evaluation for modernization, replacement and consolidation of additional systems approaching their technological end of life continues. Electronic Death Record Subscriptions will be made available for use by any system within the Enterprise. Additional systems will continue to be integrated with MDHHS/DTMB standard solutions for increased security and person identification.

MDHHS IT Principles will continue to be applied to the Behavioral and Public Health system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY22:

Behavioral Health

MDHHS will continue to develop, implement, and improve its systems to execute its behavioral health and state hospital services. This includes the continued development of MiCAL, facets of Michigan's 1115 Behavioral Health Demonstration, data linkages to the MDHHS Data Warehouse, enhancements for the Health Homes, and OBRA. This includes continued implementation of the 1115 Waiver's SUD Health IT Plan. Broad systems affected include CHAMPS, WSA, Care Connect 360, MDHHS Data Warehouse, OBRA, Avatar, and Care Connect (data linkage within state hospitals).

Public Health

MiCARD, MiTOX, and the STARLIMS replacements are scheduled to complete. Existing modernization efforts for Body Art Licensing, MDSS, HIV/STI will continue. COVID-19 IT support activities are anticipated to continue.   Evaluation for modernization, replacement and consolidation of additional systems approaching their technological end of life continues. MDHHS systems will begin integrating with the Electronic Death Record Subscription Service and will continue as needed in future years. Additional systems will continue to be integrated with MDHHS/DTMB standard solutions for increased security and person identification.

MDHHS IT Principles will continue to be applied to the Behavioral and Public Health system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY23-FY25:

Evaluation for modernization, replacement and consolidation of additional systems approaching their technological end of life continues. Additional systems will continue to be integrated with MDHHS/DTMB standard solutions for increased security and person identification.

MDHHS IT Principles will continue to be applied to the Behavioral and Public Health system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

Office of Child Support

Child Support includes an array of services and systems designed to ensure children have the financial and emotional support they need when their parents are not together. The major systems include MiCSES, its related Data Warehouse, and MiChildSupport which is Michigan's customer facing web portal for child support services. The Administration for Children and Families (ACF) participates at 66%/34% ACF/MDHHS match rate.

The following activities are included in the 5 Year IT Roadmap for Child Support:

FY21:

MiCSES will continue to be updated to comply with Federal regulations and State laws. MiCSES Modernization plans include completing a proof of concept (POC) to evaluate both a tool-based and manual approach in refactoring MiCSES Oracle forms front-end to move to a modern programming language that will enable incremental and modular modernization. The child support systems will also begin a project to transition from IBM Rational Application Lifecycle Management (ALM) to Azure Dev Ops. Microsoft Dynamics will be implemented as the child support helpdesk application. These initiatives will apply the MDHHS Strategic IT Principles by optimizing the IT portfolio, leveraging existing IT investments and technologies, improving underperforming systems, and incrementally applying innovation and continuous improvement.

The Covid-19 pandemic tested existing technology infrastructure and systems. The systems and infrastructure were resilient and held up to the extreme change. The learnings and increased virtual customer interaction demand will inform plans for future projects. MiChildSupport will continue to expand self-service to customers, as the registration process will integrate with MiLogin, creating an improved and streamlined customer/user experience. Child Support will also implement OneSpan Sign, the State of Michigan's enterprise web-based eSignature software. These activities align with the MDHHS Strategic IT principles for improving the customer and user experience.

Data Statistics and Analytics (DSA) maintenance and operations will continue to increase access to information and self-service options for child support professionals.

MiCSES maintenance will continue to leverage cloud technologies. Data quality, integrity, and continuous improvement will continue with improvements to the interface with the Michigan Department of State (MDOS).

FY22:

MiCSES will be updated to comply with State law for abating support when a non-custodial parent is or will become incarcerated for 180 days or more. Pursuant to the evaluation of the POC, MiCSES modernization will continue refactoring MiCSES Oracle forms front-end to move to a new platform and begin evaluating low code-no code options. In addition, MiCSES will begin the next incremental phase with business process reengineering. The child support systems will continue transitioning from IBM Rational application lifecycle management (ALM) to Azure Dev Ops. MiCSES will also begin preparing to implement Master Person Index (MPI) to improve person identification and matching capabilities. These initiatives will apply the MDHHS Strategic IT Principles by optimizing the IT portfolio, leveraging existing IT investments and technologies, improving underperforming systems, and incrementally applying innovation and continuous improvement.

Child Support will be developing a holistic customer service strategy that will include transitioning the out of support Genesys servers for the child support Interactive Voice Response (IVR) and plans for implementing recommendations from the virtual customer interaction journey mapping experience. Child support will also be developing an IVR strategy for the internal customers (courts and prosecuting attorneys). MiChildSupport will continue to expand self-service to customers. MiCSES will work collaboratively with Bridges to develop a process for child support professionals to grant good cause. These activities align with the MDHHS Strategic IT principles for improving the customer and user experience.

Data Statistics and Analytics (DSA) maintenance and operations will continue increasing access to information and self-service options for child support professionals. Analytics will be operationalized, applying data driven decision making and embracing the agile and industry best practices.

MiCSES maintenance will continue to extend usage of cloud technologies. Data quality, integrity, and continuous improvement will continue with improvements to any other system interface.

MDHHS IT Principles will continue to be applied to the Child Support system portfolio. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will continue to be maintained or upgraded to prevent them from going out of support and to improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY23:

MiCSES modernization will continue with business process reengineering. Continuous modernization efforts will be prioritized by focusing on friction points, considering business capabilities with poor application support. MiCSES will complete the implementation of MPI, to improve person identification and matching capabilities. Child Support will implement data governance by initiating the implementation of Enterprise Information Management (EIM) Program. Child Support will evaluate the use of additional MDHHS enterprise IT assets. These initiatives will apply the MDHHS Strategic IT Principles by optimizing the IT portfolio, leveraging existing IT investments and technologies, improving underperforming systems, and incrementally applying innovation and continuous improvement.

Child support will implement the holistic customer service strategy and will also implement the IVR strategy for the internal customers. MiChildSupport will continue to expand self-service to customers. These activities align with the MDHHS Strategic IT principles for improving the customer and user experience.

Data Statistics and Analytics (DSA) maintenance and operations will continue increasing access to information and self-service options for child support professionals. Updates will be implemented based on analysis from operational analytics, applying data driven decision making and embracing the agile and industry best practices.

MiCSES maintenance will continue to leverage cloud technologies. Data quality, integrity, and continuous improvement will continue with improvements to any other system interface, including integrating with the Electronic Death Record Subscription (EDRS).

MDHHS IT Principles will continue to be applied to the Child Support system portfolio. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will continue to be maintained or upgraded to prevent them from going out of support and to improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY24-FY25:

MiCSES modernization will continue with business process reengineering. The Child Support systems will implement IT tools and process optimization when available. Implementation of data governance will continue with the Enterprise Information Management (EIM) Program. Child Support will evaluate the use of additional MDHHS enterprise IT assets. These initiatives above will apply the MDHHS Strategic IT Principles by optimizing the IT portfolio, leveraging existing IT investments and technologies, improving underperforming systems, and incrementally applying innovation and continuous improvement.

MiChildSupport will continue to expand self-service options to customers and will align to the MDHHS Strategic IT principles for improving the customer and user experience.

Data Statistics and Analytics (DSA) maintenance and operations will continue increasing access to information and self-service options for child support professionals. Updates will be implemented based on analysis from operational analytics, applying data driven decision making and embracing the agile and industry best practices.

MiCSES maintenance will continue to leverage cloud technologies. Data quality, integrity, and continuous improvement will continue with improvements to any other system interface.

MDHHS IT Principles will continue to be applied to the Child Support system portfolio. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will continue to be maintained or upgraded to prevent them from going out of support and to improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

Children's Services Agency

Children's Services is comprised of an array of services and systems designed to ensure that children are safe and that families have support to care for their children, including foster care, adoption, Children's Protective Services (CPS), foster home licensing and juvenile justice. The main system within the Child Welfare IT Portfolio is the MiSACWIS system which is a case management tool for child welfare in Michigan, including Children's Protective Services (CPS), Foster Care and Adoption cases. It is anticipated that the Administration for Children and Families (ACF) will fund MiSACWIS, Michigan Online Reporting System (MORS), CPS Tech Suite (Mobile Investigator & Secure Copy Protocol (SCP) Portal) and Comprehensive Child Welfare Information System (CCWIS) new functionality at a 50%/50% ACF/MDHHS match rate. Non-MiSACWIS/CCWIS development needs to consider the eligibility ratio of the foster care children in care (penetration rate) to determine the ACF match rate. This rate is approximately 55%. This means ACF is contributing 55% of 50% and results in a match of approximately 27%/73% ACF/MDHHS match rate.

CCWIS Maintenance and Operations costs must be allocated across all impacted programs (i.e. Medicaid, Temporary Assistance to Needy Families (TANF), etc.). The amount identified for Title IV-E is matched at a 50%/50% ACS/MDHHS match rate. Non-CCWIS Maintenance and Operations costs must first also be cost allocated across all impacted programs. The amount identified for Title IV-E must then consider the eligibility ratio of the foster care children in care (penetration rate) to determine the ACF match rate.

5 Year IT Roadmap for Child Welfare:

FY21:

> The Child Welfare IT systems and team will continue planning the move to CCWIS regulations. Now that necessary funding is secured, work will occur on establishing the first module of the new CCWIS system including finalizing the vendor contract and beginning development of the first module focused on Child Welfare Licensing. On-going efforts continue with the implementation of the data quality plan. Other Child Welfare systems will begin to be evaluated for inclusion into CCWIS module(s). Maintenance and Operations will continue for CPS Tech Suite (Mobile Investigator and SCP Portal) and MORS will continue. Continued planning to modernize Central Intake processes will occur with the new Centralized Intake Database (CID) being implemented. Child Welfare systems will be updated to accommodate Bridges and MiCSES modernization impacts. MiSACWIS modifications will be implemented in support of the Modified Implementation, Sustainability and Exit Plan (MISEP) as well as, Federal and State Legislative requirements including but not limited to Family First Prevention and Services Act (FFPSA) (federal mandate) and Raise the Age (State of Michigan mandate). Analysis and initiation will occur to prepare for all changes necessary to comply with the new federal reporting requirements for the Adoption and Foster Care Analysis and Reporting System (AFCARS). Required technical modifications will be implemented: complete Azure Dev Ops and Microsoft Dynamics, which includes streamlining the MiSACWIS Helpdesk processes and retiring legacy ALM tool. The legacy Juvenile Justice On-Line Technology (JJOLT) and SWSS systems will be decommissioned.

MDHHS IT Principles will continue to be applied to the Child Welfare IT portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY22:

Child Welfare IT will continue to move towards a replacement of MiSACWIS through an implementation of technology modules that align with CCWIS regulations. Other Child Welfare systems will be evaluated for inclusion into the CCWIS modules. System modifications in MiSACWIS, CCWIS, CPS Tech Suite, MORS, CID, and other Child Welfare systems will be implemented operated and maintained in support of the Federal and State of Michigan mandates, policies, and requirements. Child Welfare system integrations will be updated to accommodate Bridges and MiCSES modernization.   System changes to support AFCARS 2.0, federal reporting requirements, will be implemented. Modifications to Central Registry are likely to be necessary, as well as the introduction of new or enhanced safety and planning assessments.

MDHHS IT Principles will continue to be applied to the Child Welfare IT portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY23:

Child Welfare IT will continue to move towards a replacement of MiSACWIS through an implementation of technology modules that align with CCWIS regulations. Other Child Welfare systems will be evaluated for inclusion into the CCWIS modules. System modifications in MiSACWIS, CCWIS, CPS Tech Suite, MORS, CID, and other Child Welfare systems will be implemented in support of the Federal and State of Michigan mandates, policies, and requirements. New or enhanced data exchanges for education and court related data will be pursued.

MDHHS IT Principles will continue to be applied to the Child Welfare IT portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY24:

Child Welfare IT will continue to move towards replacement of MiSACWIS through an implementation of technology modules that align with CCWIS regulations. Other Child Welfare systems will be evaluated for inclusion into the CCWIS modules. System modifications in CCWIS, MORS and other Child Welfare systems will be implemented in support of the Federal and State of Michigan mandates, policies, and requirements.

MDHHS IT Principles will continue to be applied to the Child Welfare IT portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY25:

The Child Welfare systems has started to align with the new Comprehensive Child Welfare Information System (CCWIS) Federal regulations with the creation and ongoing development of an overall data quality plan. System modifications have been made in support of the Modified Implementation, Sustainability and Exit Plan (MISEP). Processes and systems have been modified to remediate CPS audit findings. Work has continued with system updates in accordance with Federal and State Program requirements. Data quality has continued to be improved in MiSACWIS by reducing and correcting duplicate data and making specific system changes/modifications. Michigan Online Reporting System (MORS) and CPS Tech Suite: Mobile Investigator and Supervisory Control Protocol (SCP) Portal will be implemented. Continue planning and exploration work for a solution for the Centralized Intake (CI) Access Databases by business improvement activities with the Casey Family Foundation, and the creation of a technology estimate.

MDHHS IT Principles will be applied to the Child Welfare IT portfolio. An inventory of systems and a recommendation for systems to be consolidated and or sunset will be completed. IT governance will be redesigned and re-deployed. Incremental changes to improve Innovation and Continuous Improvement will be deployed. These incremental changes will include planning for the use of low code/no-code development environments as well as planning for the use of a Service Oriented Architecture (SOA) which will promote both interoperability as well as modularity.

Economic Stability Administration

Economic Stability includes Bridges, the Eligibility and Enrollment System for the Centers of Medicare and Medicaid (CMS) and Food and Nutrition Service (FNS) programs, as well as the various Health and Human Services Eligibility and Enrollment systems that support Bridges and the Economic Stability Administration. It is anticipated the Centers for Medicare and Medicaid Services (CMS) will continue to participate at a 90%/10% CMS/MDHHS match rate for new development and a 75%/25% or 50%/50% work type specific CMS/MDHHS match rate for maintenance and operations. The ability to use CMS funds for developing Medicaid functionality which can be shared with other programs ended last year.

The following activities are included in the 5 Year IT Roadmap for Eligibility:

FY21:

Eligibility systems will be updated to include both Healthy Michigan Plan Phase 3 (HMP3) Time Limits and Medicaid Workforce Engagement. Updates will be made to the Universal Case Load functionality to better align it with Economic Stability Administration requirements. Application registration will be automated for additional programs such as the Food Assistance Program (FAP), Cash, Child Development and Care (CDC), and State Emergency Relief (SER) to reduce worker load and increase efficiency and time to clients to access benefits.

MDHHS IT Principles will be applied to the Eligibility and Enrollment system portfolio. An inventory of systems and a recommendation for systems to be consolidated and or sunset will be completed. IT governance will be redesigned and re-deployed. Incremental changes to improve Innovation and Continuous Improvement will be deployed. These incremental changes will include planning for the use of low code/no-code development environments as well as planning for the use of a Service Oriented Architecture (SOA) which will promote both interoperability as well as modularity. Eligibility and Enrollment will move to an agile methodology for technical work and code deployment.

FY22:

The Bridges system will be updated with improved end user functionality and on meeting Federal requirements for FAP accuracy as well as audit remediation. These efforts will include increases in visibility to caseworkers for potential error prone areas as well as simplification of policy, increased automation. Bridges will also work on decreasing the time to eligibility determinations for clients and ease of access to benefits through project one day work and correspondence simplification. Bridges will also continue changes to meet federal requirements, new policy requirements, legislative changes, and audit remediation.

MDHHS IT Principles will continue to be applied to the Economic Stability Administration system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY23:

Economic Stability will focus on moving to a more sustainable and stable platform as well as cloud storage. Increased automation from paper documents to processing within the Bridges system to increase worker efficiency, increase accuracy, and decrease manual intervention. Continued work to decrease the time for clients to access benefits and ease of access through project one day correspondence simplification. Roll out of additional offices to the Universal Case Load (UCL) methodology for case work delivery to provide the state with a consistent workflow for case workers. Bridges will also continue changes to meet federal requirements, new policy requirements, legislative changes, and audit remediation.

MDHHS IT Principles will continue to be applied to the Economic Stability Administration system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY24:

The Bridges system will be moved into Maintenance and Operations mode. Supporting systems will be placed into Maintenance and Operations as well.

MDHHS IT Principles will continue to be applied to the Economic Stability Administration system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY25:

The Bridges system will be moved into Maintenance and Operations mode. Supporting systems will be placed into Maintenance and Operations as well.

MDHHS IT Principles will continue to be applied to the Economic Stability Administration system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

Enterprise Systems

Enterprise Systems includes systems, projects and resources which are leveraged across the Department of Health and Human Services. Shared technologies such as MILogin, Master Person Index (MPI), Integrated Service Deliver (ISD) Portal, the Enterprise Service Buses and common security controls are administered within the Enterprise Integrated Service Administration (ISA). This ISA also enhances and maintains the systems which are not specifically supported within another ISA. It is anticipated the Centers for Medicare and Medicaid Services (CMS) will continue to participate at a 90/10 CMS/MDHHS match rate for new development and a 75/25 or 50/50 work type specific CMS/MDHHS match rate for maintenance and operations. The ability to use CMS funds for developing Medicaid functionality which can be shared with other programs ended last year. Health Information Exchange (HIE) funding is expected to end 9/30/2021. Electronic Health Records (EHR payments) will expire at the end of calendar year 21.

The following activities are included in the 5 Year IT Roadmap for Enterprise:

FY21-FY25:

> Common security controls will be implemented across MDHHS. The Enterprise Service Buses are further expanded to connect additional MDHHS systems together. Additional data sources are loaded into MPI. Individual systems within the Enterprise ISA are evaluated for consolidation into other systems or shutdown if they are no longer required.

> MDHHS IT Principles will continue to be applied to the Enterprise System portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

Medicaid Administration

Medicaid includes Michigan's Community Health Automated Medicaid Processing System (CHAMPS) which supports Medicaid provider enrollment and maintenance, beneficiary healthcare eligibility and enrollment, payments, and encounters. Additional Medicaid related applications support children, the aged, the disabled and the infirmed along with Medicaid fund management. It is anticipated the Centers for Medicare and Medicaid Services (CMS) will continue to participate at a 90/10 CMS/MDHHS match rate for new development and a 75/25 or 50/50 work type specific CMS/MDHHS match rate for maintenance and operations. The ability to use CMS funds for developing Medicaid functionality which can be shared with other programs ended last year.

The following activities are included in the 5 Year IT Roadmap for Medicaid:

FY21:

CHAMPS will implement enhancements such as Electronic Visit Verification and the Interoperability Rule. CHAMPS and Bridges will continue to be aligned. The CHAMPS security assessment and remediation will continue. CHAMPS infrastructure will be modernized to reflect industry trends with a preference for cloud infrastructure. The CHAMPS system will be enhanced to encompass the Standards set forth in the CMS Interoperability Final Rule. Additional supporting systems will be evaluated for inclusion into CHAMPS or other identified systems. Impacted supporting systems will be updated to accommodate HMP3 Waiver changes. Supporting systems will continue in Maintenance and Operations.

MDHHS IT Principles will continue to be applied to the Medicaid Administration system portfolio. Based on the inventory of systems and the recommendation for systems to be consolidated, underperforming systems will begin to be consolidated or replaced. IT governance will be utilized to implement incremental changes to improve Innovation and Continuous Improvement will be deployed. Systems will begin a refreshing process which will maintain or improve the systems business value. This continuous preventive maintenance will lessen occurrence of systems suddenly becoming obsolete.

FY22:

CHAMPS will implement enhancements such as Electronic Visit Verification. CHAMPS and Bridges will continue to be aligned. The CHAMPS security assessment and remediation will continue. The CHAMPS system will be enhanced to encompass the Standards set forth in the CMS Interoperability Final Rule. Additional supporting systems will be evaluated for inclusion into CHAMPS or other identified systems. Supporting systems will continue in Maintenance and Operations.

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FY23:

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FY24-FY25:

CHAMPS and Bridges will continue to be aligned. The CHAMPS security assessment and remediation will continue. Additional supporting systems will be evaluated for inclusion into CHAMPS or other identified systems. Supporting systems will continue in Maintenance and Operations.

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3. MDHHS Strategic IT Principles

1. Optimize IT Portfolio

Strengthen IT Governance

- IT governance is a formal framework that provides a structure for organizations to ensure that IT investments support business objectives. A key principle to a successful IT governance is to govern for value over predictability.

Make the Right IT Investments

- The thought process of selecting a logical choice from the available options. When trying to make a good decision, a person must weigh the positives and negatives of each option, and then consider all the alternatives.

Leverage existing IT Investments, Technologies, and Common Services

- Technology leverage is the ability for companies to gain increasing value from their technology investments at a faster rate, improving the value of existing systems while also making the spending more efficient and cost-effective.

Improve underperforming systems

- Investments in systems are planned and made so that the system's business and technical value are maximized. Conversely money is not spent when there is no increase in system stability, performance, or business function to support a goal.

Sunset legacy systems

- The removal of a system release from production, and occasionally even the complete system itself, an activity also known as system decommissioning or system sunsetting.

Consolidate legacy systems

- The consolidation of duplicative business functionality that exists within multiple systems into fewer technical systems increases efficiency and reduces overall portfolio cost.

Protect systems and data

- Provide for a comprehensive approach to risk management to ensure that critical data and information are protected according to the correct level of risk throughout the system or asset's lifecycle.

2. Customer/User Experience

Utilize Human Centered Design (HCD) Approach

- An approach to creating solutions for problems and opportunities through a focus on the needs, contexts, behaviors, and emotions of the people that the solutions will serve.

Increase Speed to Market

- Speed to market refers to the amount of time it takes an organization to launch a product or services and make it available to the customer.

Interoperability & Usability

- Interoperability is a characteristic of a product or system, whose interfaces are completely understood, to work with other products or systems, at present or in the future, in either implementation or access, without any restrictions.

Enable self-service

- Self-service means offering customers and employees tools and information so they can find answers to their questions and have a better experience with a product or service.

Engage lean process improvement and readiness early

- Lean process improvement enables agencies to work effectively and efficiently by identifying and eliminating waste in government processes. Readiness assesses the business's ability to measure if they are ready to adopt the proposed change.

3. Data Driven Decision Making (DDDM-Evidence Based Culture)

Enforce Enterprise Data Management (EDM)

- Enterprise Data Management (EDM) is the ability of an organization to precisely define, easily integrate and effectively retrieve data for both internal applications and external communication. EDM is focused on the creation of accurate, consistent, and transparent content. EDM emphasizes data precision, granularity and meaning and is concerned with how the content is integrated into business applications as well as how it is passed along from one business process to another.

Implement DDDM framework

- Data-driven decision making (DDDM) involves decisions that are backed up by hard data rather than making decisions that are intuitive or based on observation alone.
- Use operational metrics, including user surveys to plan modernization tasks. The use of data in planning maximizes the effectiveness of modernization by targeting the poorest performing functionality first.

Revisit and Reevaluate

- As an organization changes internally or is impacted by changes externally, it is essential to revisit and reevaluate the current strategic plan, key performance indicators, and operational plans to ensure they are still applicable.

Access to Data

- To be available for decision making, data must be made available. Systems must be able to support the administrative safeguards of protecting information by using methodologies such as role-based security to ensure only the data that is needed for a given job is accessible, adhering to the principles of least privilege and minimum necessary.

Data Quality and Integrity

- Data must meet business needs and be relevant to those consuming it in that it clearly identifies and supports program needs and additionally, data must be current, accurate and consistent as well as resilient over time so that there is a certain reliability when being used to make decisions.

4. Innovation and Continuous Improvement

Cloud Smart

- Being cloud-first means designing new products and services to be delivered from a cloud infrastructure rather than sitting on a server in a company office or on a computer in a home.
- Modularity is the degree to which a system's components may be separated and recombined, often with the benefit of flexibility and variety in use.

Foundational research

- Uncovers deep insights into your users' thoughts, behaviors, needs, and goals. This creates a strong foundation of knowledge to inform user-centric design decisions, making it a great investment in the long-term success of your product.

Embrace agile and industry best practices

- Embracing the Agile development is iterative and allows features to be delivered incrementally. This gives early benefits while the product is in the development process. Development is fast and early. A few iterations ensure a functional 'ready to market' product.

4. Total expenditures and total appropriations

Total IT FY2020 By Fund Source and Percentage of Total Department Appropriations

Fund	Fund Name	2020 Budget			2020 Actual		
		IT Appropriations	Total Department	Dept %	IT Appropriations	Total Department	Dept %
1000	State general fund/general purpose	108,520,766	4,391,100,519	2%	110,544,475	4,078,470,231	3%
1200	State restricted revenues	1,999,800	2,933,105,687	0%	507,955	2,767,391,552	0%
3000	Federal funds	373,919,275	20,751,278,388	2%	202,008,069	19,506,414,414	1%
4000	Local funds		155,881,584	0%		134,169,303	0%
5000	Private funds	25,000,000	177,566,614	14%	20,148,800	138,365,778	15%
6313	IDG	1,067,000	13,890,097	8%	1,031,566	12,411,682	8%
	Total	510,506,840	28,422,822,889	2%	334,240,865	26,637,222,959	1%