Information Technology Expansions
Report 1

(FY2021 Appropriation Act - Public Act 166 of 2020)

February 1, 2021

Sec. 1901. (1) The department shall provide a report on a quarterly basis 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 on 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 that 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.

(e) Details on the implementation of the integrated service delivery project, and the progress toward meeting the outcomes and performance measures listed in section 1904(2) of this part.

(f) A list of projects approved in the previous quarter and the purpose for approving each project including any federal, state, court, or legislative requirement for each project.

(2) Once an award for an expansion of information technology is made, 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 a projected cost of the expansion broken down by use and type of expense.

MDHHS
Michigan Department of Health & Human Services

Information Technology Expansion Quarterly Report – Quarter 1

Section 1901 (1) of Public Act 166 of 2020

February 1, 2021

Sec. 1901. (1) The department shall provide a report on a quarterly basis 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 on all the following information:

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

Michigan Department of Health and Human Services (MDHHS) implemented IT Executive Governance at the beginning of CY2020. This process is used to define requests for proposals for each expansion of information technology projects, including timelines, project milestones, and intended outcomes.

The MDHHS IT governance structure includes two levels:

1. The *strategic* level is the **IT Executive Governance Team**. This team sets the IT vision and strategy for MDHHS. They are accountable for the department's IT investment portfolio.

2. The *tactical* level is governed by **IT Oversight Teams**. These teams will guide IT direction and alignment with the department's strategy, investment plan and IT roadmap. These teams are responsible for ensuring the successful outcome of their respective IT initiatives.

IT Executive Governance Team

The MDHHS IT Executive Governance Team consists of the following sitting members:

Title	Sitting Member
Director	Elizabeth Hertel
Financial Operations Senior Deputy Director	Farah Hanley
Strategic Integration Administration Senior Deputy Director	Sudhakar Ramaswamy
DTMB General Manager	Nathan Buckwalter

The IT Executive Governance Team is accountable for the department's IT investment portfolio and sets the IT vision for MDHHS.

The IT Executive Governance Team serves as the Agency IT Investment Management Governing Board in compliance with Department of Technology, Management and Budget (DTMB) policy 1352.00 Investment Management Methodology.

Monthly, the IT Executive Governance Team reviews the status of all current projects and financial performance.

Project proposals or ideas that meet either of the following criteria are reviewed and approved by the IT Executive Governance Team:

a. Requires financial approval (net new costs will be incurred).
b. New development (see new M&O and New Development Definition, attached).

Project proposals and ideas that meet these criteria are presented to the IT Executive Governance Team by the respective Business Delivery Liaison and Business Relationship Manager (business owners may attend as needed). The IT Executive Governance Team may ask questions, address concerns and make decisions on project approval and prioritization.

Funding identified through an Advanced Planning Document (APD) or other source does not guarantee project approval.

Meetings are facilitated by the SIA state assistant administrator.

IT Oversight Teams

MDHHS program/administration area has an IT Oversight Team that guides the IT direction for their area in alignment with the strategy defined by the IT Executive Governance Team.

Each IT Oversight Team consists of the following members:
- Business Owner
- Deputy Director for business area
- Business Delivery Liaison (BDL)
- Business Relationship Manager (BRM)
- Security Manager / representative.
- Bureau Director IT Financial Services / representative

IT Oversight Teams meet bi-weekly or monthly facilitated by the respective DTMB/Enterprise Portfolio Management Office (EPMO) Program Manager.

The IT Oversight Team:
- Reviews and approves IT project proposals or ideas for their business area. Decisions that require the IT Executive Governance Team's approval will be forwarded to the IT Executive Governance Team.
- Prioritizes project and operations activities to align with business needs.
- Reviews project variances from budget, scope, and schedule. Change requests that meet governance criteria are forwarded to the IT Executive Governance Team for approval.
- Reviews overall program IT financial performance.
- Clears roadblocks escalated by project teams.
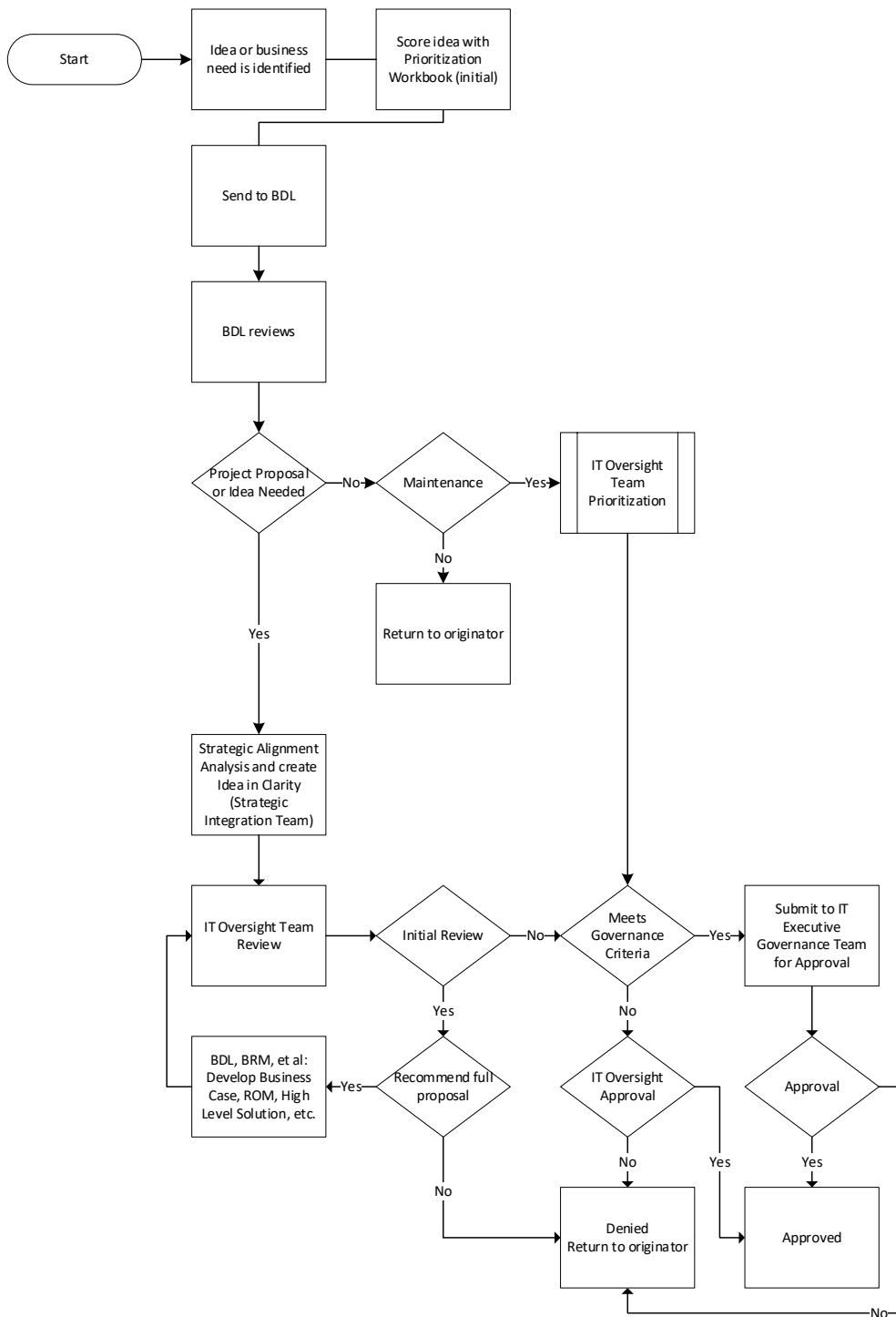- Escalates issues to the IT Executive Governance Team, as needed.

Business owners collaborate with their BDL to submit new project proposals to this governance team. See below for the Work Intake Process.

Work Intake Process Steps

1. New idea or business need is identified.
    a. An idea or business need can be generated by anyone (MDHHS or DTMB)
2. Business representative or owner, depending on how the business area has setup their own structure, communicates the idea to their BDL.
    a. This includes creating an initial strategic alignment score of the idea or project proposal using the Prioritization Workbook.

3. The BDL works with the business area to do the initial review and determines if the idea should proceed as a project proposal or not.
    a. If the idea is not a project proposal and is a maintenance item, then it goes to the IT Oversight Team for prioritization/approval. The item is sent to the IT Executive Governance Team for approval if it meets governance criteria.
4. The BDL sends the idea to the Strategic Integration Team for entry into Clarity as an Idea.
5. The Strategic Integration Team conducts a strategic analysis on the Idea:
    a. Review the request against the MDHHS 5 Year IT Roadmap and indicate its alignment.
    b. Review the request against the MDHHS Integration guide and indicate its alignment.
    c. Initial evaluation of the possible need for Lean Process Improvement
    d. Initial evaluation of the possible need for Business Readiness.
6. This analysis is then sent to the appropriate IT Oversight Team for review.
7. If this is the first review of the Idea, this team recommends that a full analysis needs to be conducted. This analysis includes the BDL, BRM and others as needed to develop the Rough Order of Magnitude, high level solution documentation, etc.
8. Once this work is done, it is sent back to the IT Oversight Team for review.
9. If the governance criteria are met, the Idea is sent to the IT Executive Governance Team for approval.
10. If the governance criteria are not met, then the IT Oversight Team will approve / reject the proposal.

Process Map

```
  Start  ──→  Idea or business  ──→  Score idea with
              need is identified     Prioritization
                                     Workbook (initial)
                    │                        │
                    ▼                        │
              Send to BDL ◄──────────────────┘
                    │
                    ▼
              BDL reviews
                    │
                    ▼
          ┌──────────────┐      ┌─────────────┐      ┌──────────────┐
          │ Project      │─No──→│ Maintenance │─Yes→ │ IT Oversight │
          │ Proposal or  │      │             │      │ Team         │
          │ Idea Needed  │      └─────────────┘      │ Prioritization│
          └──────────────┘            │              └──────────────┘
                 │                     No                    │
                Yes                    ▼                     │
                 │              Return to originator          │
                 ▼                                            │
        Strategic Alignment                                  │
        Analysis and create                                  │
        Idea in Clarity                                      │
        (Strategic                                           │
        Integration Team)                                    │
                 │                                            │
                 ▼                                            ▼
        IT Oversight Team ──→ Initial Review ─No→ Meets ─Yes→ Submit to IT
        Review                              Governance        Executive
                                            Criteria          Governance Team
                                                              for Approval
```

Initial Review — Yes — Recommend full proposal — Yes — BDL, BRM, et al: Develop Business Case, ROM, High Level Solution, etc.

Recommend full proposal — No — Denied Return to originator

Meets Governance Criteria — No — IT Oversight Approval — No — Denied Return to originator; Yes — Approved

Submit to IT Executive Governance Team for Approval — Approval — Yes — Approved; No — Denied Return to originator

(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 that includes, at a minimum, the requirements in subdivision (a).

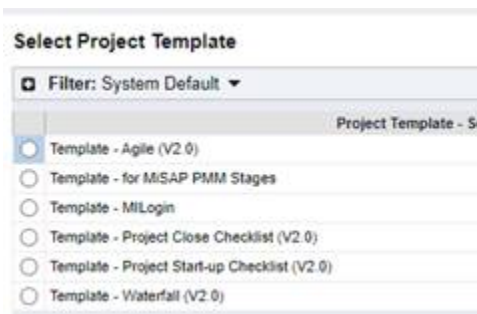(c) A recommended project management plan with milestones and time frames.

Michigan DTMB provides project management for internally managed MDHHS IT Projects.

Each project has a project management plan that describes how the project will be managed. This plan generally includes:
1. Introduction
2. Project Governance Framework
3. Project Governance Reporting Cycle
4. Status Reporting
5. Project Schedule Management
6. Communication Management
7. Issue, Risk, And Change Control Management
8. Roles and Responsibilities
9. Budget and Financial Tracking
10. Project Document Collaboration
11. Time Management
12. Collecting Project Time
13. Performance Management Plan

The EPMO utilizes the project and portfolio management tool, Clarity, to capture project milestones and timeframes. *Templates are built into the tool for each of the various project management methodologies and project managers expand upon those templates to capture project specific detail. The official SUITE Project Management Plan document is used for all projects. This document includes high level milestone and timeline data for the project. Below are examples of how projects are managed within the Clarity tool:

List of templates within the Clarity tool:

Select Project Template

Filter: System Default ▼

Project Template - S

- Template - Agile (V2.0)
- Template - for MiSAP PMM Stages
- Template - MILogin
- Template - Project Close Checklist (V2.0)
- Template - Project Start-up Checklist (V2.0)
- Template - Waterfall (V2.0)

An example of an Agile Template within the Clarity tool:

Filter: None ▾

	WBS Sort▲	Key Task	Milestone	Task	Guidelines	Status	Start	Finish	Duration	Actuals	ETC	Total Effort	Open for Time Entry	% Complete	Reference	Ba
☐	1			READINESS - Agile		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	2			PMM-0105: Readiness Checklist, as needed		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	3			Initiation & Planning		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	4			INITIATION		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	5			Project Start-Up Checklist		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	6			Enter NON-LABOR ACTUAL Tasks in WBS CLOSE STAGE		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	7			PPM-0101: Project Charter		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	8			Kick-off Meeting		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	9			PLANNING (Sprint 0)		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	10			Tailoring		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	11			PMM-0102 Project Management Plan (PMP), Initial		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	12			SEM-0301: Maintenance Plan, Deliver before Release		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	13			SEM-0302: Software Configuration Management Plan		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	14			SEM-0600: Test Strategy		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	15			SEM-0187: Structured Walkthrough - Initiation and Planning		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00		0%		
☐	16			SEM-0189: Stage Exit - Initiation and Planning		Not Started	12/1/20	12/1/20		Workbook last saved: 33m ago			✓	0%		
☐	17			EXECUTE		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	18			Sprint 0 continued		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	19			Discovery (SEM-0401: Requirements Traceability and SEM-0402: Requirements or equivalent)		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
☐	20			SEM-0401: Requirements Traceability, Deliver before Release		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		

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An example of an active project within the Clarity tool:

	WBS Sort▲	Key Task	Milestone	Task	Guidelines	Status	Start	Finish	Duration	Actuals	ETC	Total Effort	Open for Time Entry	% Complete	Reference	Baseline Start	Baseline Finish	Baseline Usage	Baseline Variance
☐	35			Project Management & Support - Project Work		Started	9/16/19	7/29/21	465	470.50	11.50	482.00	✓	4%		9/16/19	7/29/21	452.00	(30.00)
☐	36			Project Management & Support - Forms		Started	10/22/19	7/29/21	439	14.00	28.00	42.00	✓	0%		10/22/19	7/29/21	82.00	40.00
☐	37			Project Management & Support - Meetings		Started	11/12/19	7/29/21	425	59.50	32.50	92.00	✓	0%		11/12/19	7/29/21	82.00	(10.00)
☐	38			Deleted Tasks		Not Started	4/9/18	12/30/21	931	833.00	673.50	1,506.50	✓	0%		4/9/18	12/30/21	1,396.50	(110.00)
☐	39			Prior Period Converted Actuals		Completed	4/9/18	5/1/19	267	639.50	0.00	639.50		100%		4/9/18	5/1/19	639.50	0.00
☐	40			Solutions Architect Suppport for BDR project		Started	9/19/19	9/30/21	506	3.00	110.00	113.00	✓	10%		9/19/19	10/3/19	3.00	(110.00)
☐	41			Business Analyst support for BDR project		Started	9/5/19	12/30/21	577	189.00	563.50	752.50	✓	20%		9/5/19	12/30/21	752.50	0.00
☐	42			SSP Development for BDR Application		Started	9/18/19	9/18/19	1	1.50	0.00	1.50	✓	10%		9/18/19	9/18/19	1.50	0.00
☐	51			Business Analyst Support		Started	1/19/21	1/21/21	3	4.00	0.00	4.00	✓	0%		7/6/20	6/30/21	0.00	(4.00)
☐	52			SSP Support		Started	1/30/20	1/25/21	245	10.00	440.00	450.00	✓	0%		1/30/20	9/30/20	450.00	0.00
☐	53			Program Manager Support		Started	3/2/20	7/30/21	355	18.00	128.00	146.00	✓	0%		3/2/20	7/30/21	146.00	0.00
☐	54	🔍		Change Request 830 Approval 🔍		Completed	10/1/19	11/8/19	29	0.00	0.00	0.00	✓	100%		10/1/19	11/8/19	0.00	0.00
☐	62	🔍		Phase 1 🔍		Started	4/6/20	10/23/20	142	0.00	0.00	0.00		75%		4/6/20	10/23/20	0.00	0.00
☐	63	🔍		Phase 2 🔍		Started	8/31/20	9/24/21	266	0.00	0.00	0.00		10%		8/31/20	9/24/21	0.00	0.00
☐	64	🔍		Phase 1 and 2 Go-Live 🔍		Not Started	11/1/21	11/1/21	1	0.00	0.00	0.00		0%		11/1/21	11/1/21	0.00	0.00
☐	65	🔍		Change Request to initiate Phase 3 🔍		Not Started	9/1/21	9/30/21	21	0.00	0.00	0.00		0%		9/1/21	9/30/21	0.00	0.00
☐	66	🔍		System Security Plan 🔍		Started	10/7/19	12/31/20	305	0.00	0.00	0.00	✓	0%		10/7/19	12/31/20	0.00	0.00
☐	67			DBA Support for BDR Project		Started	1/15/21	9/30/21	180	0.00	0.00	0.00	✓	0%				0.00	0.00

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(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.

> The proposed benefits from implementing the information technology expansion are included in the approval process for MDHHS IT Executive Governance. Please see 1901(1) a. for a description of the IT Executive Governance Process.

(e) Details on the implementation of the integrated service delivery project, and the progress toward meeting the outcomes and performance measures listed in section 1904(2) of this part.

Fiscal Year 2021 Qtr. 1 – MDHHS accomplished the following Integrated Service Delivery (ISD) Project Tasks

MDHHS-ENT-COVID19 Integrate Women, Infants and Children (WIC) Application into ISD Portal
Objectives: Expand the MI Bridges common application to allow for Michigan residents to apply to the WIC Program. This project helps achieve the department's values of

Opportunity and Ease. More residents will have access to the crucial services offered by the WIC program through a streamlined, user-friendly application in MI Bridges. Furthermore, this project will help achieve the department's goal of cross-enrollment between benefits programs by creating a one-stop, common application for WIC and the other benefits programs in MI Bridges.

Timeline:
1. Project is CAREs Act funded and must be completed by 12/31/2020.
2. Resources will be available from WIC to support appropriate design and development sessions.
3. Work will be delivered via ISD Portal Standard Sprint schedule.
Project approved by IT governance on 9/24/20.
Project successfully completed on 12/12/20.

MDHHS-ENT-COVID19 – Central Resource Registry Referrals

Objectives: Increase Resident program referrals to State of Michigan agencies services leveraging existing ISD Portal platform logic and base functionality. This project is targeted to leverage Federal COVID-19 Funding (Coronavirus Relief Fund (CRF) funding). This project will help achieve the goal of providing supports and services to residents during the COVID-19 pandemic. This work is targeted at MI Bridges users who are unable to go in person to either MDHHS field offices or community partners to receive assistance. In addition, this work also supports the department's mission of "Ease" by creating a more streamlined, self-service referral option for residents to connect with organizations and programs.

Timeline:
Project approved by IT governance on 8/3/20.
Project successfully completed and went live on 12/12/20.

COVID-19 SOM Hub and ISD Portal Lead Activities

Objectives: Provide an emergency public safety service to the SOM. Provide a website were the General Public can volunteer to aid the SOM in relation to the COVID-19 pandemic. This will be accomplished by implementing new websites within existing Salesforce platform and creating a new connection from ISD Portal to the Department of Licensing and Regulatory Affairs.

Timeline: Project completed and successfully went live on 4/16/20.

(f) A list of projects approved in the previous quarter and the purpose for approving each project including any federal, state, court, or legislative requirement for each project. The intent for each project can be found in the project proposal linked in the table below.

The project requests were approved for IT during FY2021 Qtr. 1:

Name	Governance Date
Azure DevOps (Child Support)_ProjectProposal.docx	12/16/2020
Body Art L2K Migration_ProjectProposal.docx	12/16/2020
Streamline Medical Examiner Death Reporting_Change Request CR003209.doc	12/16/2020
Bridges COVID19 Work_Summary.docx	5/1/2020
Michigan Inspector General (MIGS) Modernization_ProjectProposal.docx	12/16/2020
COVID-19 MDSS Address Standardization and Backwards Tracing Enhancements_Project Proposal.docx	12/16/2020
HIV CRM Solution_ProjectProposal.docx	12/16/2020
BHDDA IT Waiver Solution_ChangeRequest.pdf	12/16/2020
COVID-19 Mobile Alert Application_Change Request (CR004366).docx	12/16/2020
Crime Victims CRM_ChangeRequest CR004159.docx	12/16/2020
Civil Contempt - Data Collection and Prioritization_ProjectProposal.docx	12/16/2020
COVID-19 PEG MDSS Integration_ProjectProposal.docx	12/16/2020
Michigan Certification and Regulation Database (MICARD)_ChangeRequest (CR003554).pdf	11/18/2020
WIC Electronic File Storage _ProjectProposal.docx	12/16/2020
COVID19 Data Analytics and Visualization_ProjectProposal.docx	12/16/2020
MiSACWIS Family First Prevention Services Act (FFPSA) Change Request (CR004109, CR003471, CR003475).pdf	11/18/2020
MiSACWIS Raise the Age.docx	11/18/2020
COVID-19 GetSetUp_ProjectProposal.docx	11/18/2020
COVID-19 Mobile Alert Application_Change Request (CR004213).docx	11/18/2020
COVID-19 No Premiums Increase_ProjectPropoasl.docx	11/18/2020
COVID-19 MCIR IZ Gateway_ProjectProposal.docx	11/18/2020
MPI HIV AppIntegration_Change Request_CR003516.docx	11/18/2020
COVID-19 SOM Hub ISD Portal Lead Activies_Change Request (CR004234).pdf	11/18/2020
CV19 Checkup_ProjectProposal.docx	11/18/2020
Replacement of Cancer Registry System with SEER DMS_Project Proposal.docx	10/21/2020
HIV Initiative_Change_request_CR003380.docx	10/12/2020
COVID-19 Mobile Alert Application_Change Request CR003553.docx	10/15/2020
COVID-19 MDSS Modernization_ProjectProposal.docx	10/6/2020