

# Information Technology Expansions Report 3

(FY2021 Appropriation Act - Public Act 166 of 2020)

July 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 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.**



## Information Technology Expansion Quarterly Report – Quarter 3

### Section 1901 (1) of Public Act 166 of 2020

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.

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Michigan Department of Health and Human Services (MDHHS) implemented IT Executive Governance at the beginning of Calendar Year (CY) 2020. 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
Chief Deputy Director for Administration	David Knezek
Financial Operations Deputy Director	Farah Hanley
Strategic Integration Administration Senior Deputy Director	Sudhakar Ramaswamy
Department of Technology, Management and Budget (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 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 Strategic Integration Administration (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.

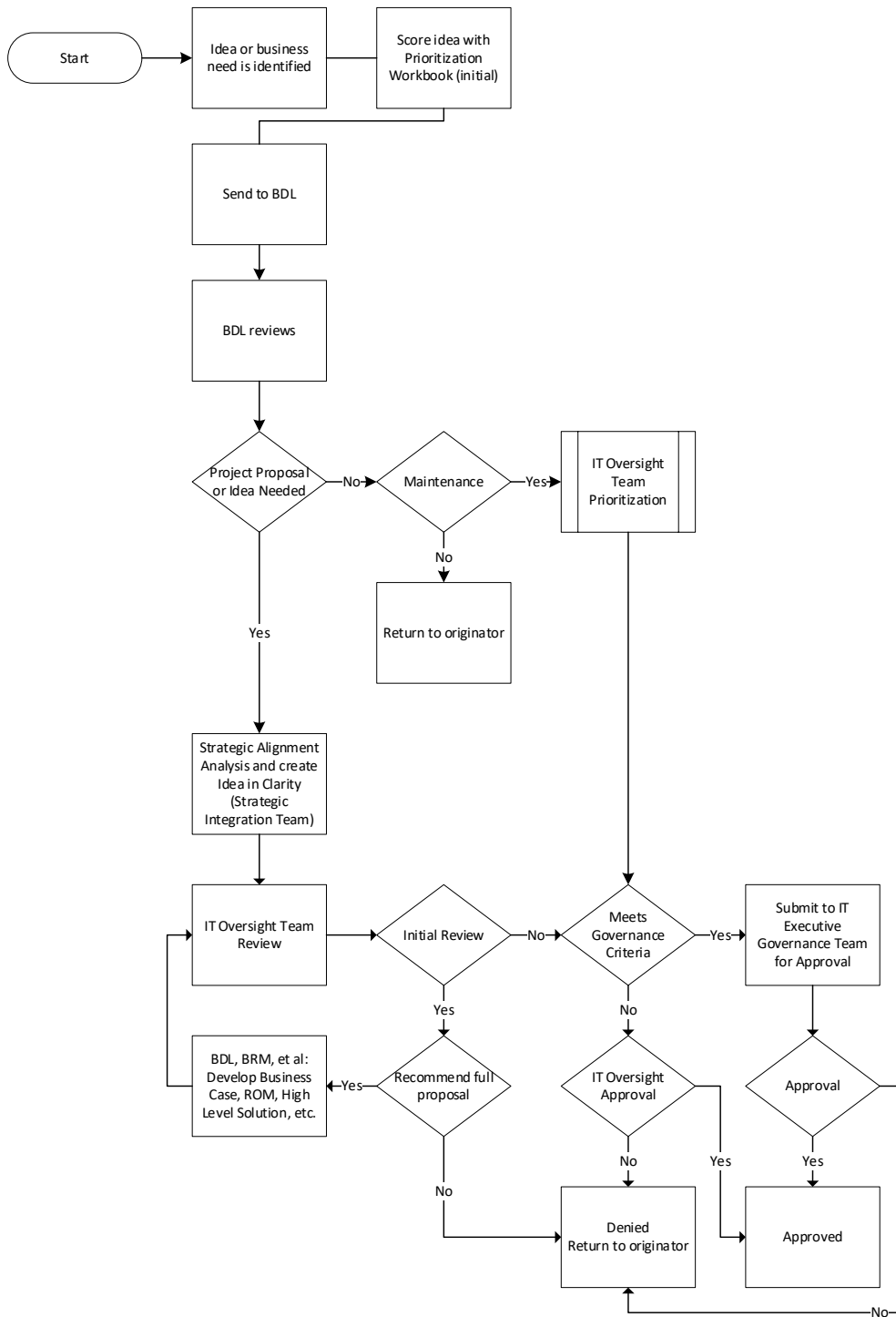
- Reviews overall program IT financial performance.
- Clears roadblocks escalated by project teams.
- Escalates issues to the IT Executive Governance Team, as needed.

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



(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.

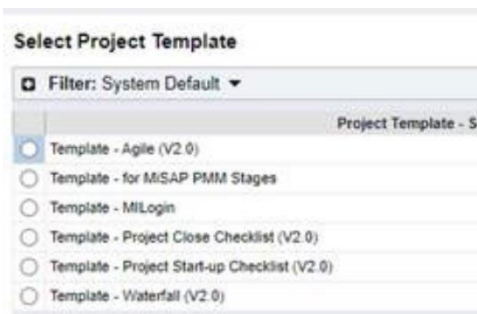
Michigan DTMB provides project management for internally managed MDHHS IT Projects.

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 (State Unified Information Technology Environment) 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:



An example of an Agile Template 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	Bar
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	1	0.00	0.00	0.00	✓	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%		

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	287	639.50	0.00	639.50	✓	100%		4/9/18	5/1/19	639.50	0.00
40			Solutions Architect Support 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	148.00	✓	0%		3/2/20	7/30/21	148.00	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

(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. 3 – MDHHS accomplished the following Integrated Service Delivery (ISD) Project Tasks:

**MDHHS-ENT-COVID19 Antigen Testing Website Enhancements**

**Objective:** Enhance user functionality for more accurate and efficient reporting.

**Timeline:** Project completed and successfully went live on 4/16/2021.

(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. 3:

Name	Governance Date
 <a href="#">BPH-COVID19 Test Scheduling Website Change Request CR005237.docx</a>	5/19/2021
 <a href="#">BPH-CRM Solution for HIV and STI Programs-SHOARS ChangeRequest CR004840.docx</a>	5/19/2021
 <a href="#">Cancer Registry Migration SEER to DMS ProjectProposal.docx</a>	4/21/2021
 <a href="#">Certified Community Behavioral Health Clinics ProjectProposal.docx</a>	4/21/2021
 <a href="#">COVID-19 Immunization Ordering Tool ProjectProposal.docx</a>	4/21/2021
 <a href="#">COVID-19 MMAG Transition - EPI and Data Support Management. ProjectProposal.docx</a>	5/19/2021
 <a href="#">Death Notifications via MiHIN ProjectProposal.docx</a>	4/21/2021
 <a href="#">FY21-BPH-Maternal Infant Health-OPS ChangeRequest CR005144.docx</a>	5/19/2021
 <a href="#">Handle With Care ProjectProposal.docx</a>	5/19/2021
 <a href="#">Maternal Infant Health Program MIHP CareConnect CC360 - Phase II ProjectProposal.docx</a>	5/19/2021
 <a href="#">MBCIS EHR Pilot ProjectProposal.docx</a>	5/19/2021
 <a href="#">MCIP ImageTrend ProjectProposal.docx</a>	4/21/2021
 <a href="#">MCIR IZ Gateway ChangeRequest CR004930.docx</a>	4/21/2021
 <a href="#">MDHHS-BPH-Communicable Disease Operations FY21 Change Request CR005095 Ready.docx</a>	4/21/2021
 <a href="#">MDHHS-BPH-COVID19 Patient Education Genius MDSS ChangeRequest CR005007.docx</a>	5/19/2021
 <a href="#">MDSS Modernization ChangeRequest CR005000.docx</a>	4/21/2021



The following projects were approved in Quarter 3 of FY21 by the Governance Executive Team.

BPH-COVID19 Test Scheduling Website Change Request CR005237

**Objective:** Self-service test site locator solution to improve the public's ability to be tested and vaccinated against COVID-19.

**Timeline:**

**Project Start Date 05/01/2020**

**Project End Date 06/30/2021**

BPH-CRM Solution for HIV and STI Programs-SHOARS Change Request CR004840

**Objective:** The Division of HIV and STI programs is seeking permission to use grant funds to purchase and maintain a Customer Relationship Management (CRM) software solution to manage and improve communication with stakeholders. Through a CRM, the Division can evaluate the effectiveness of new programs and create targeted communications to subrecipients, agencies, clinics, and hospitals. This will enable the Division to assess their network of new and traditional partners and identify and address gaps. Recording interaction with stakeholders will improve the Division's ability to effectively meet grant requirements, track activities by funding sources and streamline the Division's business processes by eliminating duplicative efforts.

**Timeline:**

**Project Start Date 12/08/2020**

**Project End Date 09/30/2021**

Cancer Registry Migration SEER to DMS Project Proposal

**Objective:** Replace the existing central Cancer Registry System with a new system called the SEER Data Management System (SEER\*DMS). SEER\*DMS was developed by IMS under contract to the National Cancer Institute (NCI), DCCPS, Surveillance, Epidemiology, and End Results (SEER) Program. It supports all core functions of a central cancer registry. The centralized system design improves data quality and consistency, increases efficiency, and reduces registry operating costs.

**Timeline:**

**Project Start Date N/A**

**Project End Date N/A**

Certified Community Behavioral Health Clinics Project Proposal

**Objective:** The CMS CCBHC Demonstration requires states, and their certified sites, to provide a robust set of coordinated, integrated, and comprehensive services to all persons with any mental illness or substance use disorder diagnosis. Moreover, the demonstration requires and emphasizes 24/7/365 crisis response services (e.g., mobile crisis services).

**Timeline:**

**Project Start Date 03/01/2021**

**Project End Date 12/31/2021**

#### COVID-19 Immunization Ordering Tool Project Proposal

**Objective:** Web based system that allows MDHHS and Local Health Departments to manage and monitor their vaccine inventory and ordering based on weekly jurisdiction caps.

**Timeline:**

**Project Start Date 04/19/2020**

**Project End Date 06/30/2021**

#### COVID-19 MMAG Transition - EPI and Data Support Management Project Proposal

**Objective:** The Michigan Medical Advantage Group (MMAG) has provided daily reports and summaries of COVID-19 data to inform MDHHS dashboards and analytics throughout the pandemic. The Bureau of Epidemiology desires to transition this reporting to an internal team to allow for greater flexibility and control around the generation of these reports. This decision to move forward with a transition was brought on by MMAG's upcoming contract expiration on 6/30/21.

**Timeline:**

**Project Start Date 05/18/2020**

**Project End Date 06/30/2021**

#### Death Notifications via MiHIN Project Proposal

**Objective:** Project to send death notifications from EDR to MiHIN. This will allow external healthcare partners to receive notifications via subscription to MiHIN services. Modernize delivery of death notifications to external organizations who have an Active Care Relationship with the deceased, leveraging the existing Statewide Health Information Network infrastructure.

**Timeline:**

**Project Start Date 04/23/2020**

**Project End Date 01/31/2022**

#### FY21-BPH-Maternal Infant Health-OPS Change Request CR005144

**Objective:** For the purchase of NVivo, a Quality Assessment Software.

**Timeline:**

**Project Start Date 4/23/2021**

**Project End Date 5/19/2021**

#### Handle with Care Project Proposal

**Objective:** This project will create a mobile and web notification system for the Michigan Handle with Care Initiative. This app will provide a statewide portal for law enforcement to generate, and schools to receive, HWC referrals or notices. The system would also enable state and local HWC coordinators/administrators to monitor HWC activities.

**Timeline:**

**Project Start Date 05/26/2021**

**Project End Date 09/30/2021**

#### Maternal Infant Health Program MIHP CareConnect CC360 - Phase II Project Proposal

**Objective:** Complete rewrite of the Maternal Infant Health Program (MIHP) application within the CareConnect360 (CC360) application.

**Timeline:**

**Project Start Date 05/28/2021**

**Project End Date 09/30/2021**

#### MBCIS EHR Pilot Project Proposal

**Objective:** Allow Breast and Cervical Cancer Control Navigation Program (BC3NP) and WISEWOMAN Program local agencies to transmit data from their electronic health record (EHR) system through Michigan Health Information Network (MiHIN) to the State data hub to be directly loaded into the Michigan Breast and Cervical Cancer Control Information System (MBCIS).

**Timeline:**

**Project Start Date 05/10/2021**

**Project End Date 08/31/2021**

#### MCIP Image Trend Project Proposal

**Objective:** Add data elements to the State Elite platform to support the integration with other agencies and systems that contribute to the overall work of the Bureau of EMS, Trauma, and Preparedness (BETP).

**Timeline:**

**Project Start Date 04/27/2021**

**Project End Date 12/31/2021**

#### MCIR IZ Gateway Change Request CR004930

**Objective:** The CDC has directed state immunization programs to connect to the IZ Gateway to support COVID activities (inbound and outbound HL7 VXU and query messages). Because all HL7 messaging traffic flows through MiHIN (into the MDHHS Data Hub and then to MCIR), MiHIN is the organization that needs to connect to the IZ Gateway.

**Timeline:**

**Project Start Date 11/02/2020**

**Project End Date 06/30/2021**

MDHHS-BPH-Communicable Disease Operations FY21 Change Request CR005095 Ready

**Objective:** Altarum contract change to add/change syphilis reporting

**Timeline:**

**Project Start Date 04/7/2021**

**Project End Date 04/30/21**

MDHHS-BPH-COVID19 Patient Education Genius MDSS Change Request CR005007

**Objective:** Patient Education Genius Investigator Support and Patient Engagement Solution is a workflow management and population engagement tool that helps Local Health Departments better manage and communicate with the populations they care for.

**Timeline:**

**Project Start Date 11/30/2020**

**Project End Date 05/31/2021**

MDSS Modernization Change Request CR005000

**Objective:** In order to modernize the Michigan Disease Surveillance System (MDSS), MDHHS needs to undertake a third-party assessment of MDSS stakeholder needs. This assessment should result in recommendations that describe business/workflow needs of end users (similar to business requirements) and operational needs that the current environment does not support (similar to a gap assessment).

**Timeline:**

**Project Start Date 03/17/2021**

**Project End Date 12/31/2022**