

Technology Services Board Portfolio/Policy Subcommittee Meeting Minutes

April 13, 2023

9:00 a.m. – 11:00 a.m.

Attendees: Bill Kehoe, Cami Feek, Sen. Matt Boehnke, Viggo Forde, Tracy Guerin, Paul Moulton

Hybrid – 1500 Jefferson St SE, Olympia, WA; Presentation Room and Virtual via Zoom

[Link to Meeting Video](#)

[Link to Presentation Slides](#)

Welcome, Agenda Review, 01/12/23 Minutes Review – Deanna Brocker

Deanna Brocker reviewed the agenda for the day and reviewed the January 12 meeting minutes. Minutes were approved.

Project Status – Healthcare Enforcement and Licensing Modernization (HELMS) Dept. of Health – Eli Hayes

Eli Hayes, the project's senior oversight consultant, provided an introduction and discussed challenges faced by the HELMS project, particularly in vendor management. WaTech issued an advisory memo on February 6, highlighting critical issues, and the project team completed all requirements outlined in that memo. The project approved a revised go-live date without a baseline schedule or budget, leading to pending updates. Eli introduced Sasha de Leon and her team to provide further details on the project's progress, risk management, and future plans.

Sasha De Leon, the Assistant Secretary for the Health Systems Quality Assurance Division, and Candria Rauser, Project Director, provided an overview of the HELMS project, which will replace the outdated ILRS system and support the licensing and regulatory needs of healthcare professionals, educational programs, and facilities across the state. Recent developments included resetting the vendor relationship, appointing a new project director, and addressing conflicts. The new project go-live date is April 2024, and efforts are underway to update the budget and schedule. The project team will provide further updates after August.

Project Status – Workers' Compensation Systems Modernization (WCSM) - Dept. of Labor & Industries – David Kuhn

David Kuhn, senior oversight consultant, provided the Board with a summary of the current phase of work, risk mitigation efforts, and key challenges facing the WCSM project. He highlighted the significance of the project, which involves around 185 applications and aims to reduce and consolidate systems for a modernization roadmap. He also raised concerns about data cleanup, resource constraints, turnover in the project director role, and the need for a single prioritization process aligned with the roadmap. Despite these

concerns, the groundwork for business transformation has been laid, and the challenge lies in executing the plan as the project progresses. He then introduced Liz Smith, L&I Deputy Director and WCSM Executive Sponsor.

Liz highlighted the project's significance in replacing the nearly 40-year-old workers' compensation technology systems and associated business processes with modern solutions. The goal is to understand the existing technology portfolio and develop a strategy for smooth and efficient modernization that transforms processes, simplifies the technology architecture, reduces technical debt, and improves assistance to workers and employers. Liz introduced Cristy Campbell, current Project Director, who provided an overview of the project's approach, detailing how the modernization efforts would be carried out.

Christy shared that the project had undergone a discovery planning phase, with six different workstreams partnering with two vendors. She highlighted the milestone of receiving the draft modernization strategy, which would outline the breakdown, sequencing, and prioritization of the 185 applications within the project scope. She also mentioned the ongoing work on feasibility studies, market scans, and technology aspects.

Christy and Liz then discussed the top risks and issues including staffing alignment for matrix resources, short-term resources, and shared resources and the departure of the project director, which posed a challenge in maintaining momentum and finding a suitable replacement. Christy highlighted the risk of data cleanup impacting the project's implementation, but stated that a scope of work and resource alignment were in place to mitigate this risk. The Technology Services Board members provided their insights and experiences on staffing management in large transformational projects.

Information Technology Investment Board (ITIB) – Nick Stowe

Nick Stowe, the State Chief Technology Officer, introduced a new governance group called the IT Investment Board that will manage the Legacy and Innovation Program Fund in the State of Washington. The fund aims to address the challenge of legacy applications while sustaining innovation and value. The decision package submitted by WaTech proposes reducing legacy technology in the state's portfolio. The success of the fund depends on the outcome of the decision packages and their funding levels. The program's focus is on establishing a charter, criteria, and process, as well as encouraging agency participation and generating a backlog of ideas for projects.

The final authority for project approval lies with the TSB. TSB members provided input on examples of short-duration, high-impact projects, key principles or practices for the program, and recommended measures for projects or the portfolio.

Cloud Strategy Review – Bill Kehoe

Bill Kehoe discussed the Cloud Transition Program in Washington State, authorized by the Legislature in 2021. The program will help agencies transition from on-premise data centers to the public cloud, modernize legacy systems, and provide training for staff during the transition. The program focuses on four strategic goals: foundation (building a hybrid cloud service), workforce (staff training and skills development), consulting services (supporting agencies during the transition), and brokerage/marketplace (establishing contracts and a self-serving marketplace for cloud services).

Under the Cloud Foundation workstream, the program is defining the core capabilities of the hybrid cloud service, aligning existing services, identifying gaps, and funding projects to address those gaps. The Cloud Transition Task Force workstream focuses on staff training and development, implementing cloud readiness

and retraining programs, and aligning with other enterprise strategies such as connected government and data management.

The program will improve the delivery of government services through cloud modernization and establish a connected government infrastructure. It envisions a statewide enterprise data platform and emphasizes the importance of analytics, identity and access management, and shared enterprise components. The program acknowledges the complexity of modernization projects and seeks to learn from best practices and experiences to facilitate successful transitions to the cloud.

Public Comment

Audience member commended the focus of the project updates and praised the prioritization of training, recruitment, and upskilling of staff in public agencies, and appreciated the emphasis on ensuring the right people are available to get the job done.

A question for Nick Stowe on how WaTech and the TSB would ensure a balance between infrastructure modernization, data management monetization, and innovation opportunities. Nick responded that they use criteria focused on legacy reduction and evaluate projects accordingly. He also highlighted the need to manage the portfolio of projects and reach out to agencies to consider ways to reduce legacy technology.

A question for Bill about how WaTech works with Dept. of Enterprise Services (DES) to ensure the best possible pricing for master contracts in the cloud. He responded that they would be working with DES and public cloud vendors to establish a brokerage service. DES has the necessary information, best practices, and relationships to facilitate this. However, the contract mechanism and implementation details are still being explored.

Deanna thanked members, presenters and attendees for their engagement and adjourned the meeting.