

Technology Services Board

Quarterly Full Board Meeting
November 28, 2023
1:30 pm – 3:00 pm

Current TSB Members

Industry Members

Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R

Sen. Joe Nguyen – Senate D

Rep. Travis Couture – House R

Rep. Chipalo Street – Senate D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair

David Danner – UTC

Cami Feek - ESD

Tracy Guerin – DRS

Other Government

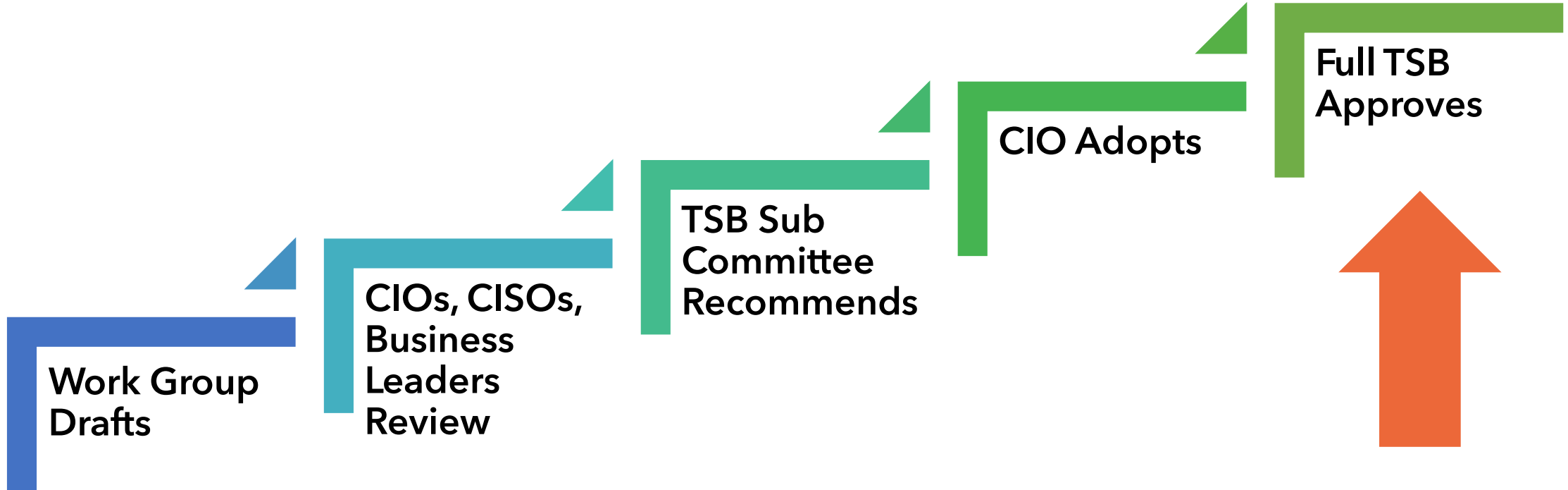
Viggo Forde – Snohomish County

TOPIC	LEAD	PURPOSE	TIME
Welcome Agenda review	Bill Kehoe	Introductory remarks	1:30 p.m.
Review and approve Sept. 14 meeting minutes	Bill Kehoe	Approval of minutes	1:35 p.m.
Policies & standards approval	Bill Kehoe	Approval required	1:40 p.m.
Innovation & Modernization fund recommendations from IT Investment Board	Nick Stowe	Approval required	1:45 p.m.
Program Status: One Washington	Eli Hayes, Cristie Fredrickson	Program status, Board feedback	2:10 p.m.
Enterprise Electronic Health Record (EHR) Plan	Bill Kehoe, Amy Pearson	Approval required	2:35 p.m.
Washington State approach to large modernization projects	Bill Kehoe	Discussion	2:55 p.m.
Public comment			2:59 p.m.

Review Sept. 14 Minutes

Policy/Standard Approvals

Where are we in the process?



Security Policies and Standards

- Audit & Accountability Standard
- Disaster Recovery Planning Policy
- Information Security & Privacy Awareness Training Policy
- Physical & Environmental Protection Policy
- Remote Access Standard
- Security Assessment & Authorization Policy

Innovation & Modernization Fund Recommendations



Created to provide agencies with a funding mechanism for innovative technology projects and modernization projects.

Projects shorter duration and smaller dollar value. Must be completed in the same fiscal year the funds are awarded.

Funded through the 2023 – 2025 budget process. \$1.5 million per fiscal year.

Awarded \$1,312,057 to date. \$187,943 remaining fund balance.

Proposing three projects to TSB for remaining fund balance.

- Agencies pitch project proposals to the IT Investment Board (ITIB).
- The board scores proposals based on standard criteria for strategic and business alignment, and agency readiness.
- ITIB selects top scoring proposals for recommendation to TSB to fund.



Innovation & Modernization Program Dashboard

[View Proposals](#)

Filters

Agency Name and Code

All

Sent to ITIB for Scoring

All

Pitch Date

All

Sent to TSB for Approval

All

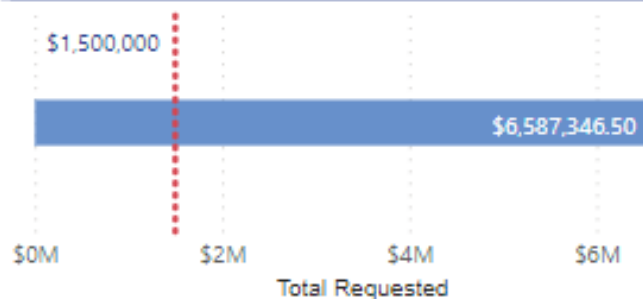
TSB Approved

All

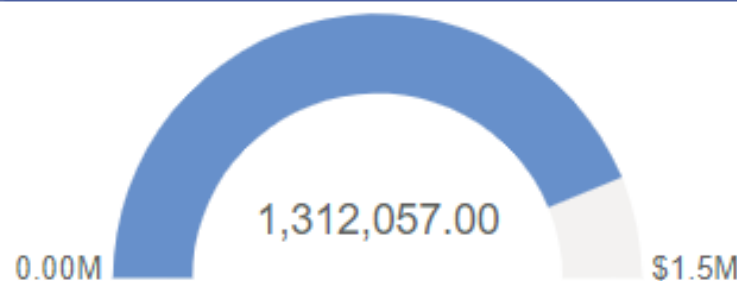
Proposals Received

34

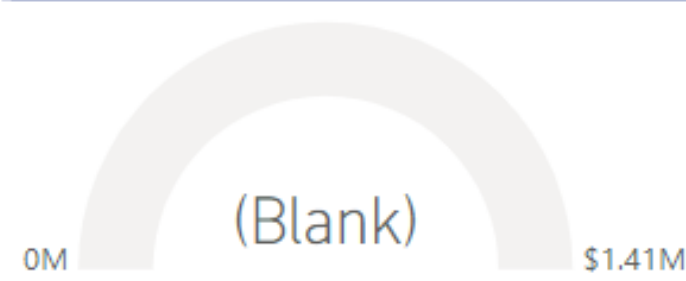
Funds Available vs. Amount Requested



Total Funds Allocated



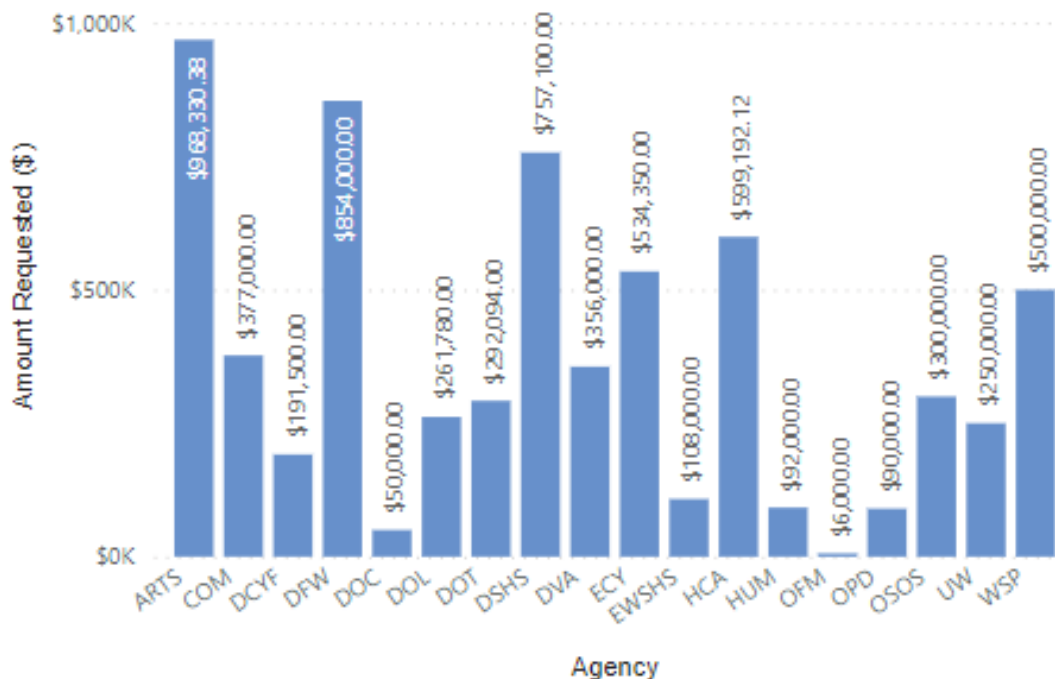
Amount Spent FYTD



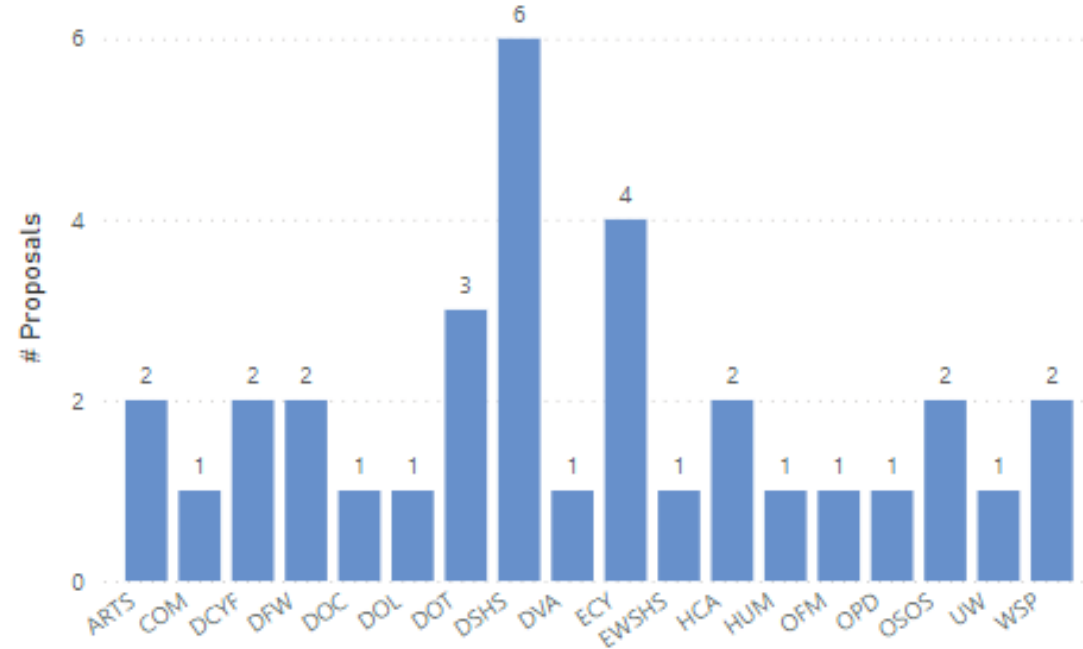
Proposals sent to ITIB for scoring

29

Amount Requested by Agency



Proposals Submitted by Agency



Proposals sent to TSB for approval

11

Proposals Approved

9

Real-time Interpretation and AI Integrated Service

Problem solved: DSHS struggles to reach those who have limited English language knowledge (almost 500,000 residents in 2021) or are hard of hearing. This is largely due to a lack of robust and consistent technological tools. These barriers prevent us from virtually collaborating with and serving all Washingtonians, including some of our most diverse, marginalized and vulnerable residents.

Solution: This solution would eliminate an important communication barrier by providing DSHS with an MS Teams plug-in that enables us to deliver virtual and in-person meetings in multiple languages and improved captions, in real time. The innovative solution uses AI and human interpretation technology to complement and enhance the work of staff using Teams with language accessibility.

Value: Eliminate communication and language barriers to allow diverse and marginalized clients and partners access to DSHS services.

Success Factors:

- Utilization of the tool for real-time interpretation and participation in virtual meetings.
- Number of languages interpreted with AI-powered tool.
- Quality of interpreted information

Project Costs

One-time costs:	\$89,000 + Project staff operating costs
Ongoing costs: (M&O)*	\$86,000 (dependent on the number of system users)
IM Funding Recommendation:	\$77,000 (fund the technology portion of the project)

Risks:

- Tight timeline. Team is resourced and ready to launch on approval of funds.
- Contract and security processes are critical components.

Key Milestones:

- Vendor reviews to determine best fit.
- Successful security checks.
- Contracts created/tailored, reviewed and signed.
- Staff training.
- Roll out.
- Evaluation.

Development Disabilities Administration Field Specialist AI Chatbot Assistant

Problem solved: DDA currently supports field staff with human assistance from program specialists who spend a lot of time answering the same questions repeatedly, that could otherwise be answered by published information or training materials. Specialists have vital duties that are impacted by an increased need to support field staff with repetitive questions that can be complemented with a technological solution. Wait times for staff to receive direct support is too long, impacting the service to the individuals we serve.

Solution: Acquire an AI chatbot assistant for internal facing field staff support, to make the business process more efficient, automate responses and utilize a new innovative technology.

Value:

- Decrease the time specialists spend providing basic 1:1 support.
- Increase the time specialists can devote to other priority tasks.
- Decrease wait time for staff to receive support.
- Increase time staff devote to customers.
- Improve business processes and efficiencies.

Success Factors: Leadership support for the project, experienced project resources, planned OCM activities, and staff training plan and training materials / resources.

Project Costs	
One-time costs:	\$90,000
Ongoing costs: (M&O)*	\$15,000/yr.
IM Funding Recommendation:	\$90,000

Risks:

- New technology will require full engagement and adoption with supporting OCM activities.
- Scope creep. Project will manage scope to focus on in scope programs and information only.

Key Milestones:

- Conceptual architecture.
- Use case evaluation & documentation.
- Procurement.
- OCM & stakeholder activities.
- Testing.
- Training.
- Go-live readiness activities.

Department of Transportation GovQA Litigation Holds & Discovery

Problem solved: WSDOT currently uses manual procedures and unsupported software to manage litigation holds and discovery requests, limiting our ability to support legal teams effectively. This disconnected case management system can result in significant penalties and fines .

Solution: WSDOT has identified, GovQA, as the solution to address this problem. This cloud-based solution will allow WSDOT to migrate legacy data, automate core processes, track staff responses, provide access to stakeholders, and share documents securely with involved parties. The solution is vendor supported during implementation and can be customized to suit our unique needs as an agency.

Value: Help reduce legacy technology footprint by eliminating unsupported software and reducing on-premise server footprint. The solution will integrate litigation tracking and public disclosure processes, improving compliance with discovery requests, reduce duplication of work, and streamline ability to share records and information with necessary parties.

Success Factors: Commitment from key personnel for this project is in place, OCM with support model at all levels of the organization, and ongoing funding source is secured.

Project Costs

One-time costs:	\$67,094
Ongoing costs: (M&O)*	\$23,024
IM Funding Recommendation:	\$20,943 (fund the technology portion)

Risks:

- Integration with other solutions. Mitigate with close collaboration with subject matter experts and key stakeholders.
- Project timeline. WSDOT has already engaged with the vendor and staff resources and is prepared to build on this momentum on approval of funds.

Key Milestones:

- Data migration.
- Training and configuration of tool.
- Workflow automation.
- Integration.

- A complete list of approved projects is available on the Innovation and Modernization Program [webpage](#) or from the [IT Project Dashboard](#).
- Nine projects approved to date.
- Two of nine have completed all program documentation and are reporting monthly status. Overall status for both projects is **green**.
 - EWSHS - Replace Legacy Museum Collections Management System.
 - HCA - Electronic Consent Management.
- Remaining seven projects are in various stages of completion for program documentation.
 - Three of the seven projects are reporting status and overall project status is **green**.

Program Status: One Washington Office of Financial Management



One Washington
A Business Transformation Program

Welcome and Program Updates

Schedule continues to be progressing as planned for July 2025 Phase 1a Go Live

- Continue schedule elaboration and re-baseline
- Update and align schedule based upon Schedule Audit (WaTech/QA)

What has changed/key accomplishments since September TSB presentation

- Completion of Legacy System Remediation (LSR) Pass-3
- Completed Test Strategy
- Reporting Inventory Finalized
- Control Tenant Build Complete

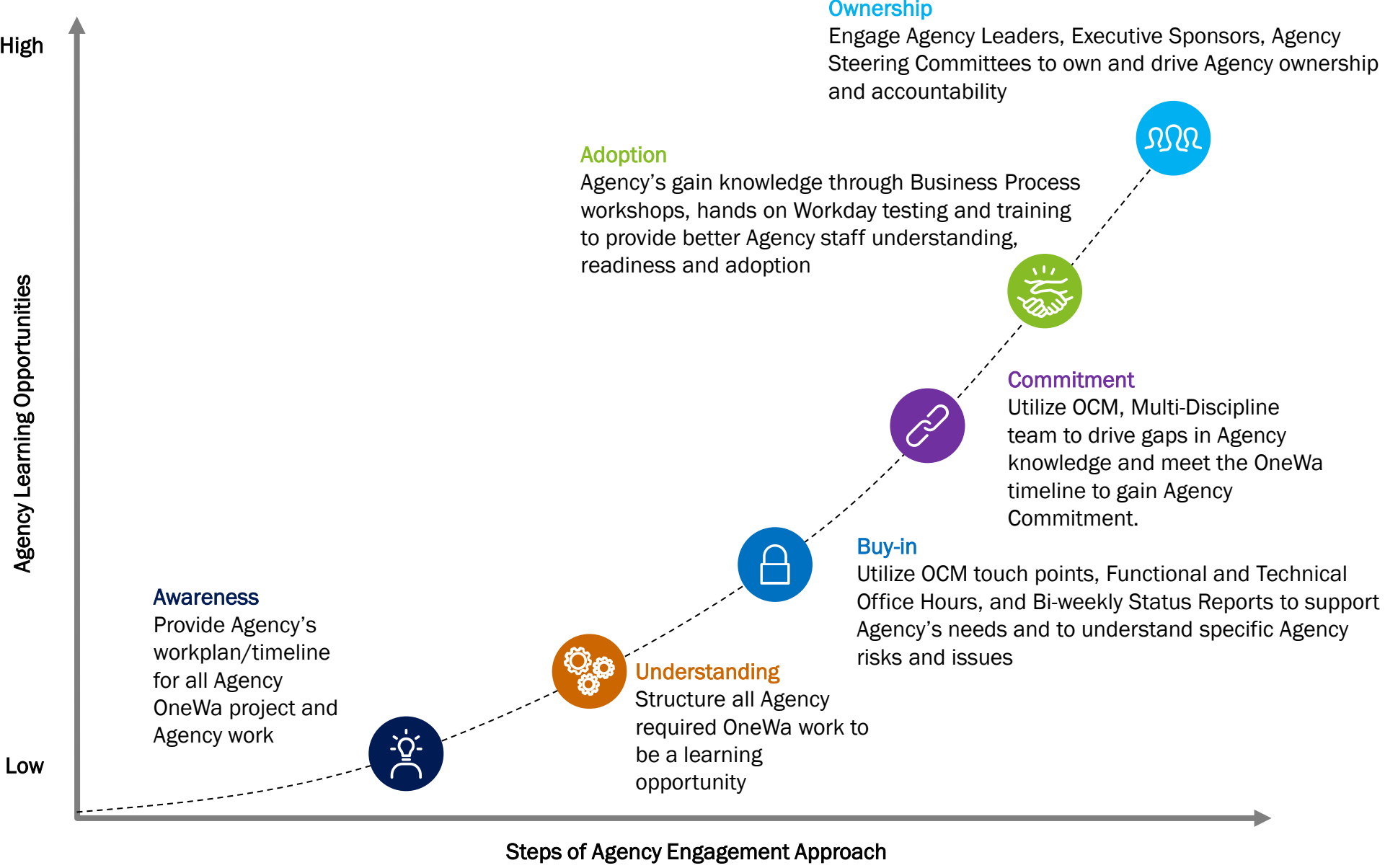
Upcoming for SFY Q3

- Planning efforts for LSR and end to end (E2E) testing, end-user training, deployment strategy
- Preparation activities begin for LSR and E2E testing
- Continue integration and reporting development, design refinements

Contracts/Procurement In Progress

- Prosci Enterprise Contract – In Progress with Department of Enterprise Services
- Quality Assurance & Independent Verification & Validation (IV&V) - Supporting WaTech

Risk - Agency Engagement Approach & Learning Opportunities



Risk - LSR | Remediation Framework Pass-3 Data Dashboard

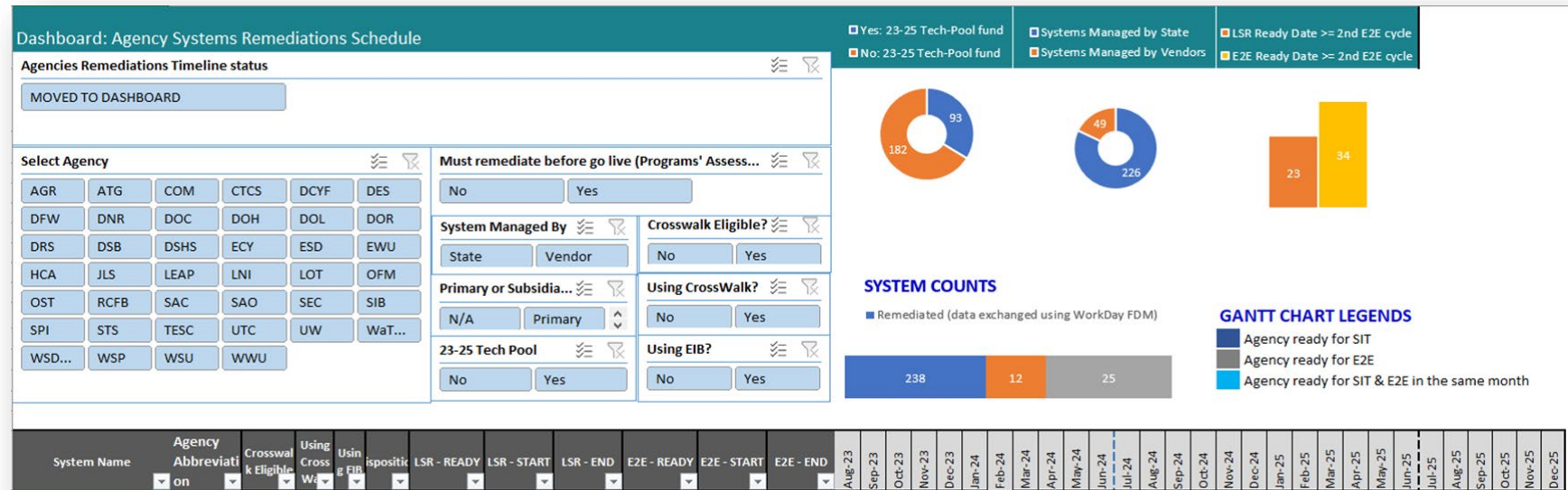
- The LSR Data Dashboard was developed to facilitate analysis of agency system data collected during Remediation Framework Pass-3.
- All One Washington workstreams can access and pivot this data.
- There is an additional LSR Dashboard that showcases agency monthly remediation progress and the overall health of their remediation efforts.

TO BE RETIRED: 25 Systems

PRIMARY: 157 Systems
(talk directly to Workday)

SUBSIDIARY: 93 Systems
(talk to Workday through a primary system)

Note: OFM IT Services Division is compiling remediation timelines for systems that are subsidiary to their HRMS system. They will share this data with One Washington in mid-December 2023.



Total of 275 impacted systems across 40 agencies.

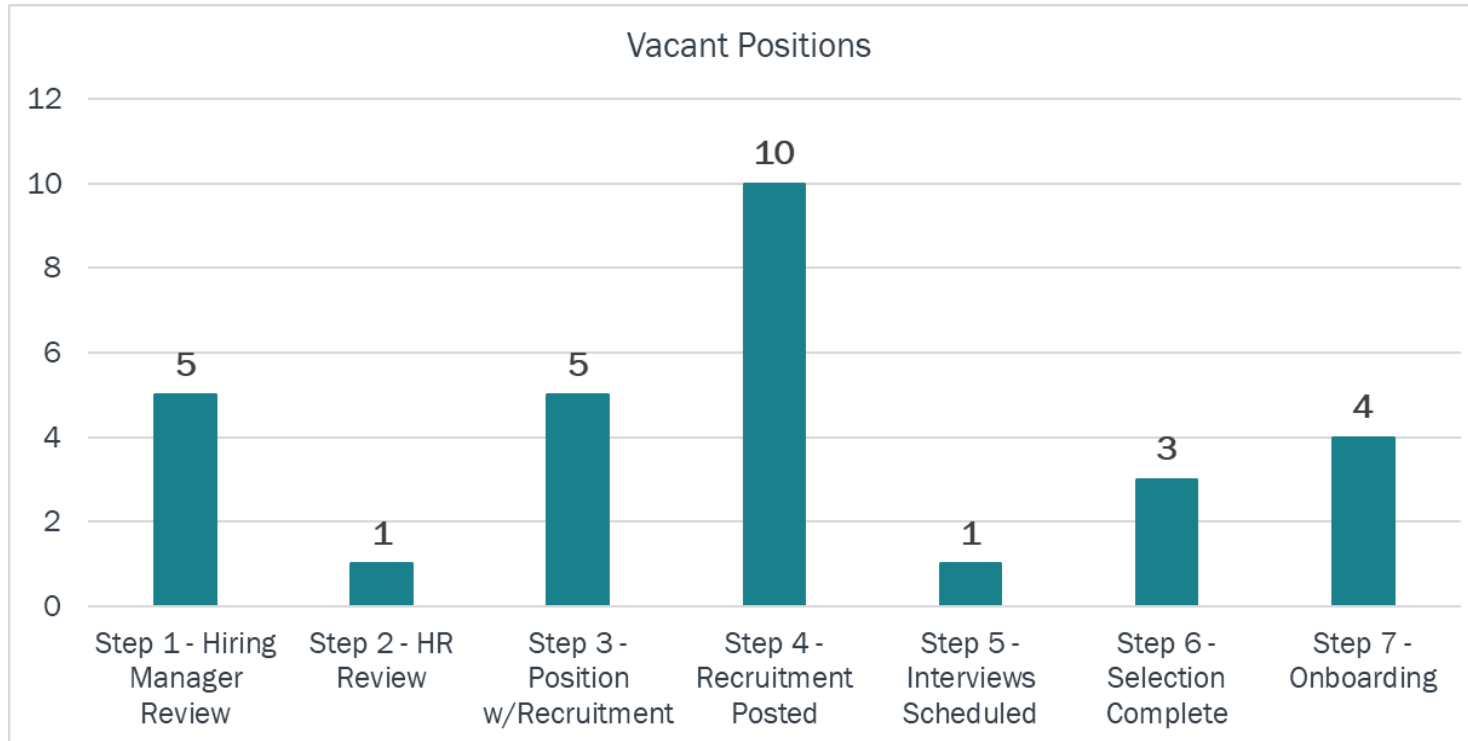
Current Risks:

- Critical agency system remediation timelines do not align with the One Washington test plans.
- Increased scope of LSR agencies due to the inclusion of the HRMS remediation and alignment with One Washington testing.
- Tracking agencies progress and risks to ensure LSR/HRMS remediation efforts do not slip and impact the overall One Washington go-live.

Risk - Staffing and Recruitment Approach

50 vacancies as of November 16, 2023 (out of 127 positions)

- 26 actively being worked
- 24 future hiring



- **Timeline for future hiring:**

- Winter 2023: 11
- Spring 2024: 4
- Summer 2024: 9

- **Recruitment Approaches:**

- Direct appointment for hard to fill roles
- Contract to hire
- Recruiting firms
- Contractors and vendors

Risk - Ongoing Funding and Budgetary Support

2023-25 Biennial Budget and Upcoming 2024 Legislative Session

2023-25 Biennial Budget

The 2023 Legislative Session signaled strong partnership for this important work by:

- Providing funding for the first fiscal year
- Including language of intent to fund a supplemental request for the second year

(h) The legislature intends to provide additional funding for fiscal year 2025 costs for phase 1A (agency financial reporting system replacement) to be completed, which is scheduled to be done by June 30, 2025.

2024 Legislative Session and Supplemental Request

Approving the funding request provides necessary support to continue the Phase 1a implementation per our schedule and planning documents.

- This supports the One Washington implementation team and remediating agencies across the enterprise
- Without funding, critical activities cannot be completed which jeopardizes the program

Questions and Closing



One Washington
A Business Transformation Program

Enterprise Electronic Health Records (EHR) Plan

Enterprise Electronic Health Record Plan

Technology Services Board Review

November 28, 2023



Agenda

- Objective
 - Seek Approval of Enterprise EHR Plan
- Budget Proviso Requirements and Objective
- HCA, DSHS & DOC | An Enterprise Approach
- Critical Components of the Enterprise EHR Plan
- Motion to Approve

Budget Proviso Overview

ESSB 5187 Sec. 155 Consolidated Technology Services

Overview from subsection (15):

- **\$20,000,000 for fiscal year 2024** is provided solely for **statewide electronic health records projects** [at *the department of corrections, the department of social and health services, and the health care authority*], which **must comply with the approved statewide electronic health records plan**.
- **The purpose of the plan is to implement a common technology solution** to leverage shared business processes and data across the state in support of client services.
- Funding may not be released until **OFM and the TSB have approved** the Plan.

Budget Proviso | EHR Program Plan

A list of individual state agency projects that will need to be executed within the electronic health records program to implement a statewide electronic health records solution - [Department of Corrections](#), [Department of Social & Health Services](#), [Health Care Authority](#).

The process for agencies to request funding from the Consolidated Technology Services (WaTech) for their electronic health records projects - [Enterprise EHR Program](#) and [agency projects](#) are under oversight and require a technology budget (combined for estimating purposes for the EHR plan).

The approval criteria for agencies to receive funds for their electronic health records project:

- Alignment** to the Enterprise EHR Plan and the Program's aspirations and objectives.
- Urgency** of the request to the ongoing operational continuity of the Enterprise EHR Program.
- Impact on Readiness** to advance agency project and the overall EHR Program.

Budget Proviso | EHR Program Plan

A **proposed governance model** for the electronic health records solution - The Enterprise EHR Program is governed and supported by the Health & Human Services Coalition.

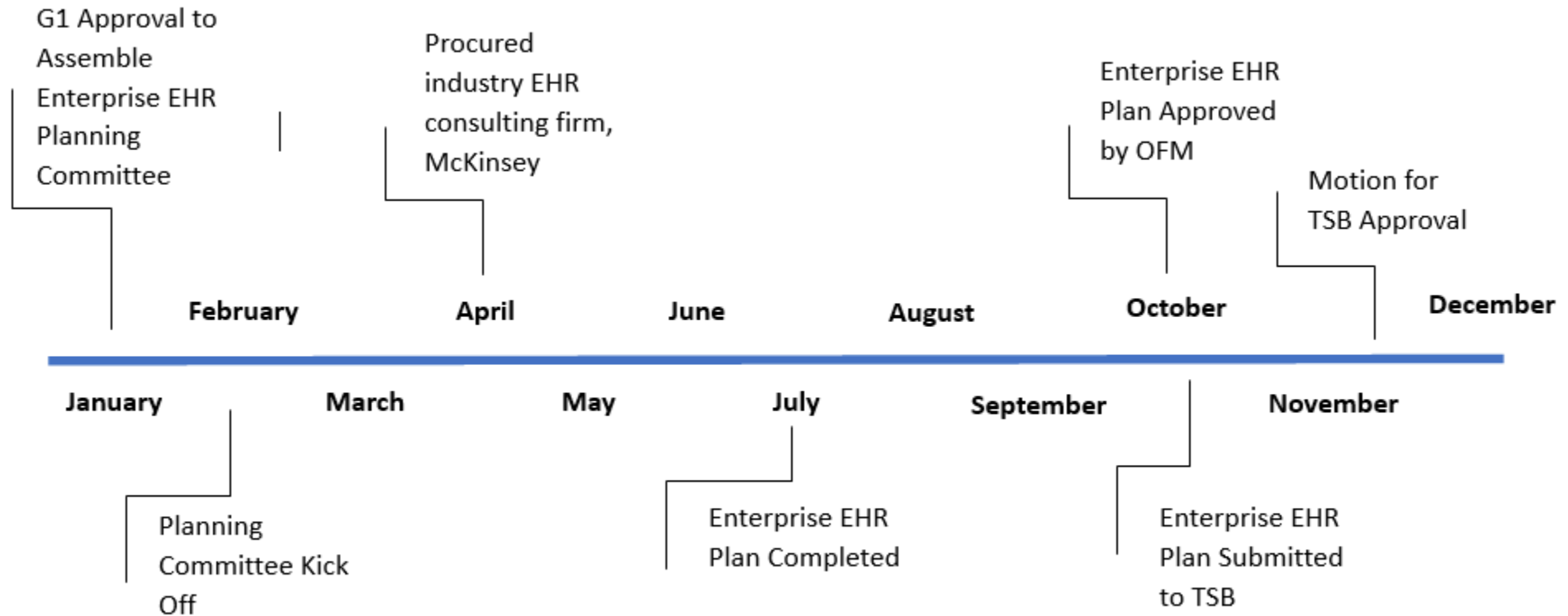
An **implementation plan** for the technology solution - Implementation of the foundational system to establish the enterprise system, licensing, and common workflows and data.

Estimated budget and resources needed to implement the electronic health records solution across the state, including fund sources - The Enterprise EHR Plan estimates costs across 10 years.

A **licensing plan and procurement approach**, in consultation with the department of enterprise services - Purchase and own the EHR licenses, support all participating agencies, the EHR license vendor will host the EHR platform solution.

A **recommended program structure** for implementing a statewide electronic health records solution.

Development of the Enterprise EHR Plan - Timeline



--Planning Committee Meetings & Workshops to Develop the Enterprise EHR Plan--

The Enterprise EHR Program

3

Three agencies desire an enterprise EHR Solution:

- Department of Corrections
- Department of Social & Health Services
- Health Care Authority

Aspiration | We aspire to develop and implement an effective Enterprise EHR Solution for the benefit of the **equitable care coordination and case management** for Washingtonians.

The goal of the Plan includes **improving population health, improving patient experiences, reducing overall costs, and improving clinician experiences.**

The Enterprise EHR Plan | HCA

Care coordination across state agencies, and behavioral health, Tribal, long-term care, and rural providers; public and private.

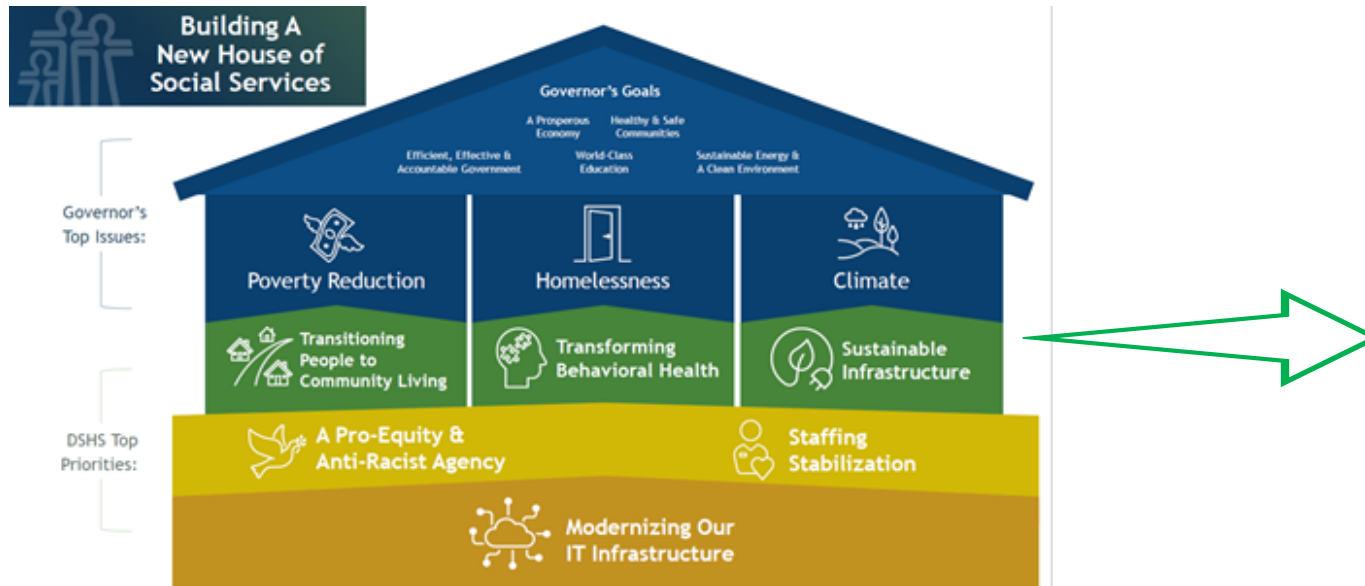
Equitable, person-focused care.

- ***Faster access*** to care and resources in times of crisis
- ***Better service*** in communities with historic barriers to care
- Data to address inequities and ***improve health outcomes***

A seamless experience.

- ***Coordinated care*** across providers, programs, services, and communities
- ***Increased efficiencies and fewer redundancies***
- Easier-to-use systems to help people ***connect to and keep services***

DSHS Electronic Health Records (EHR) Purpose / Vision / Goals

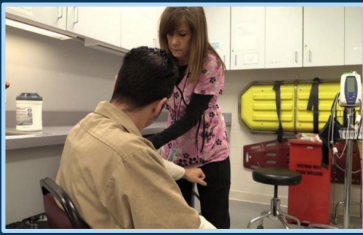


EHR Supports DSHS Priorities and Goals in Alignment with Governor's Goals



DSHS Business Drivers for EHR

- Joint Commission Certification and Medicare Reimbursement
 - Regain compliance at WSH
 - Maintain compliance at ESH
- Improve patient safety, efficiency of health care and real-time access to patient information
- Reduce malpractice risk
- Recruit and retain next generation staff that expect EHR patient care systems



BENEFITS

CONTINUITY OF CARE

- ❖ 23,169 external transfers between jails, hospitals, specialty care, and other community healthcare providers*
- ❖ 11,586 internal transfers between DOC prisons*

IMPROVED OUTCOMES & CARE QUALITY

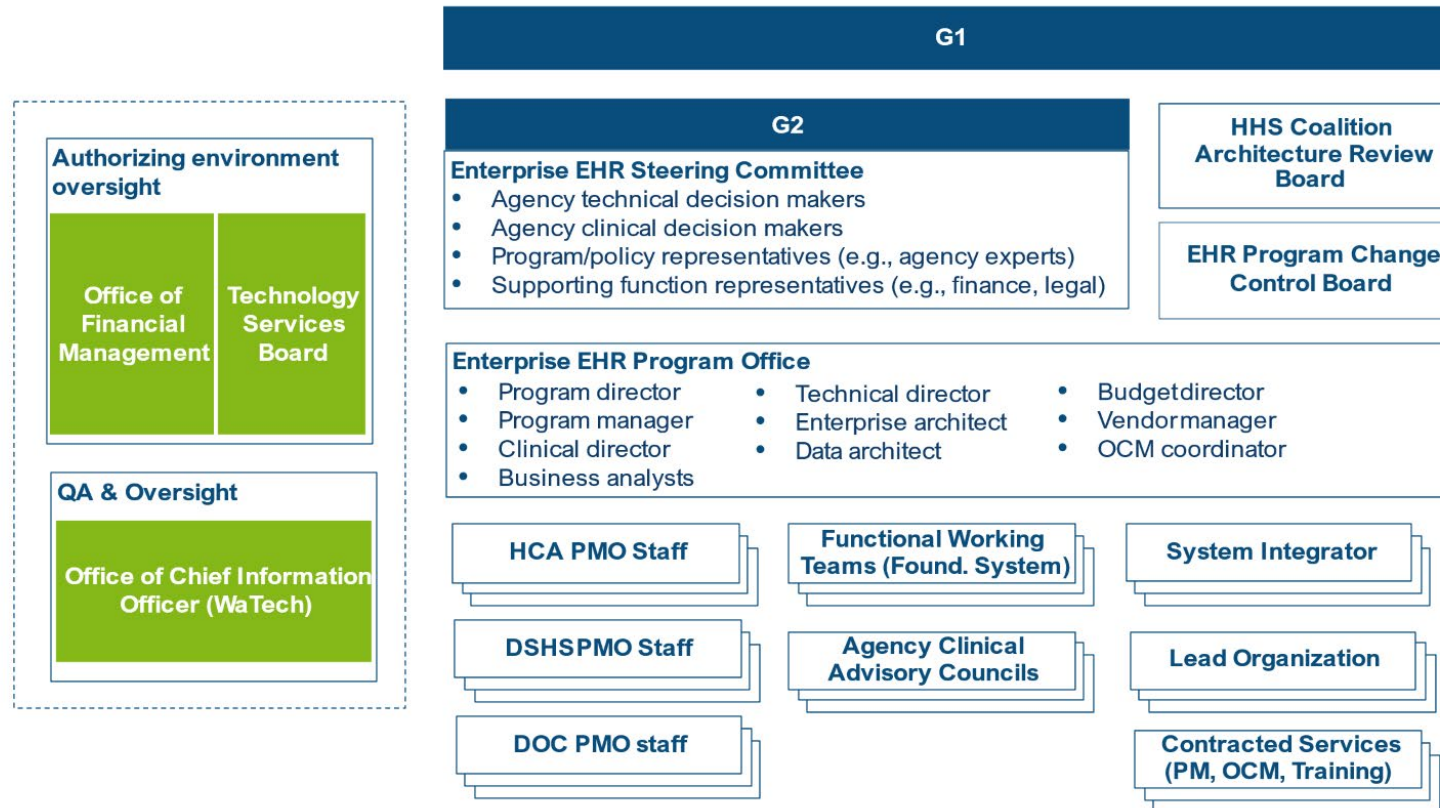
- ❖ Accurate information for clinical decisions
- ❖ Standardized documentation
- ❖ Metrics to monitor preventative care delivery
- ❖ Effective chronic disease management
- ❖ Enhanced communication across care teams

MODERNIZING PATIENT CARE FOR CORRECTIONS

- The Department of Corrections is a healthcare provider and payer for 18,414 incarcerated individuals annually* across 11 prisons in the state of Washington.
- Individuals in our care and custody have complex medical and behavioral health needs in comparison to the general population.
- Paper records increase the risk of gaps in care which compromise patient outcomes and safe healthcare delivery.
- Washington will be one of the last states in the country to implement an Electronic Health Record (EHR) in corrections.

Important Components of the Enterprise EHR Plan - Governance

Existing governance bodies | State oversight functions



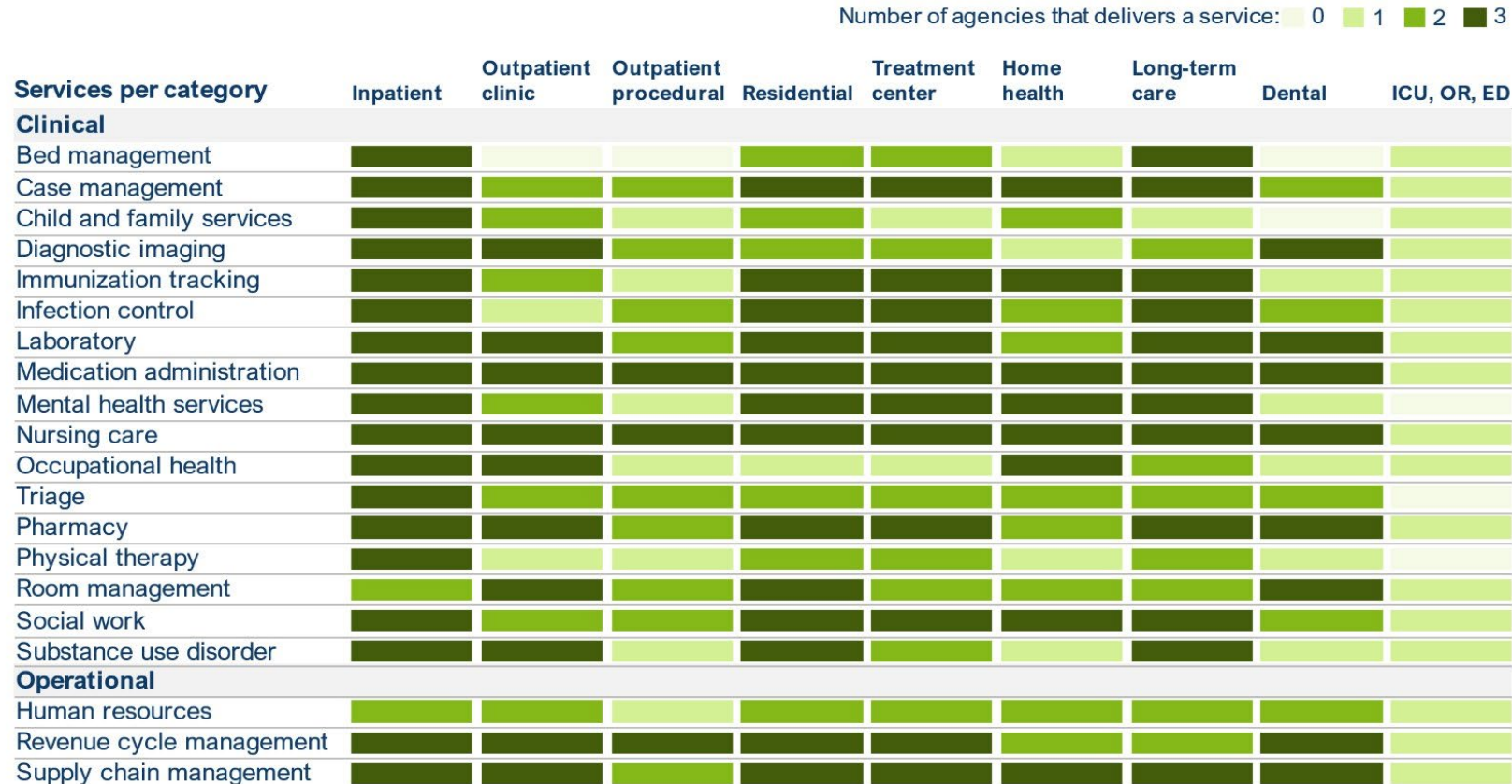
Important Components of the EHR Plan – Foundational System

It is anticipated that the Enterprise EHR Solution will include a foundational system that will meet a majority agency requirements.

The Enterprise EHR Program will collaborate with the selected vendor to develop an implementation plan that includes **iterative delivery of functionality of the EHR**, focused on inpatient, residential, and long-term care facilities first.

The participating agencies have agreed to utilize the EHR workflows that come “out of the box” to reduce customization and produce common workflows.

The build process will produce common workflows to be leveraged as the initial foundational configuration.



Source: Interviews with agency representatives from DSHS, HCA and DOC

Important Components of the EHR Plan – Budget

The submitted Tech Budget shows a total cost of:

- **\$ 910,675,578** – this represents:
- **\$ 602,244,024** in total fund through FY2028 (the implementation period)
- **\$ 308,431,554** for M&O through FY2033.

For FY 2024 – this includes:

- **\$174,117,758** in total fund, breaking down as:
- **\$154,117,758** in federal match and
- **\$20,000,000 in state funds**

*State Fund Estimates:

- **FY2025 - \$13,564,926**
- **FY2026 - \$ 14,811,627**
- **FY2027 - \$ 20,860,802**
- **FY2028 - \$ 20,603,842**

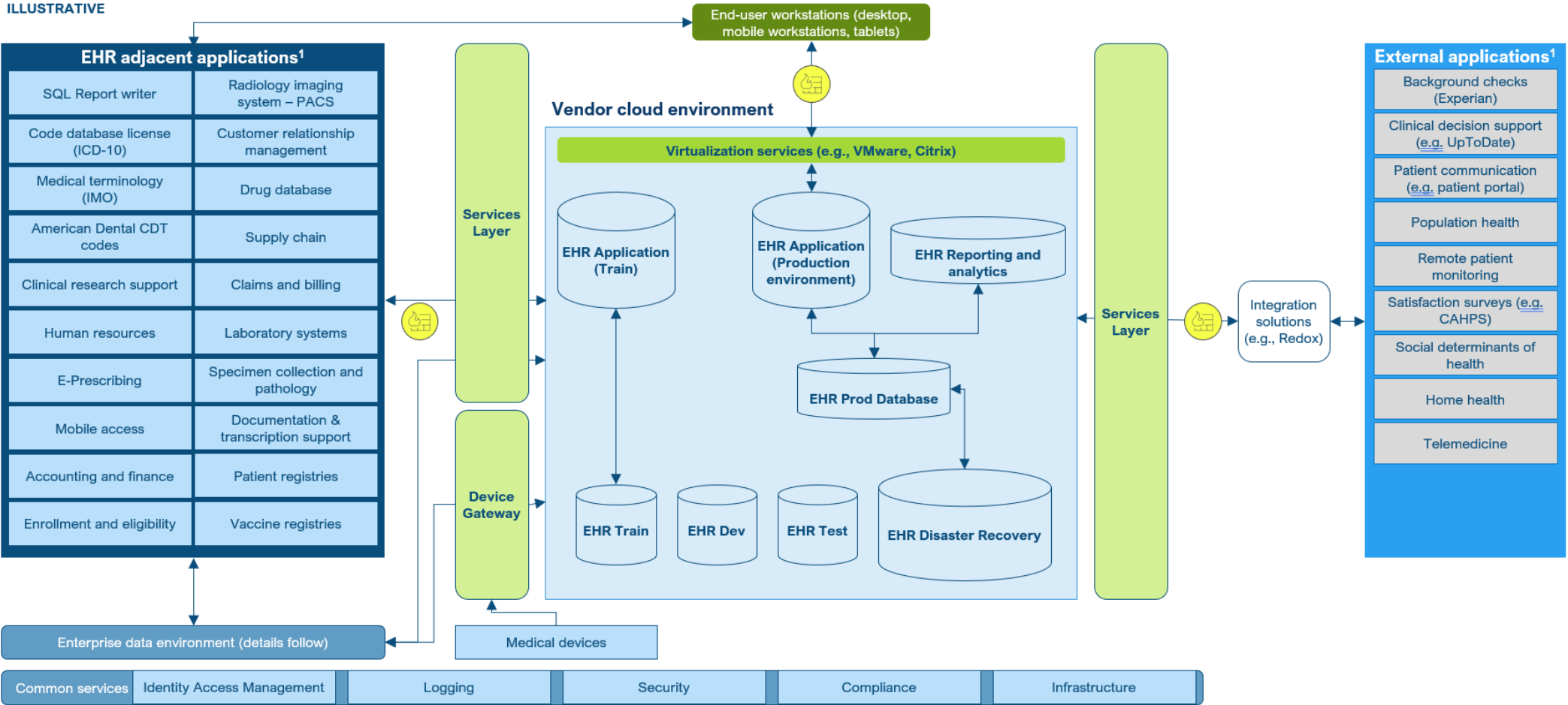
Total State General Fund FY2024-FY2028 = \$89,841,197

*Based on the assumptions around % federal financial participation by agency that were provided by those agencies as well as known CMS match rates for certain activities.

Important Components of the EHR Plan – Architecture

■ EHR Foundation System
 ■ Data platform
 ■ Core applications
 ■ 3rd party applications
 ■ Workstations
 ■ Cyber and firewalls
 ■ Virtualization
 ■ OS

ILLUSTRATIVE



The Enterprise EHR Plan *“must be approved by the office of financial management and the technology services board.”* ESSB 5187

- ✓ OFM Approved 10 10 2023
- ✓ Motion for TSB Approval ...





Public Comment