State of Vermont
Joint Fiscal Office

Independent Review
of
State Information Technology Projects,
Operations, and Organizations
(H.492 Sec. 36 / H.519 Sec. 32/33)

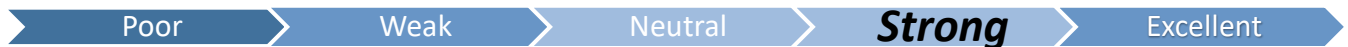## Consolidated Summary

January 11, 2018

Prepared by:

Daniel Smith

P&C Software Services, LLC

1. Agency of Human Services – Integrated Eligibility Project

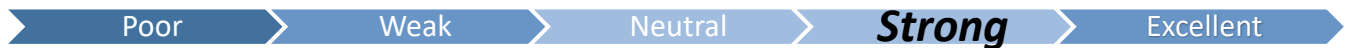| Poor	Weak	*Neutral*	Strong	Excellent

Last Project Review (Interim Update): June 30, 2017. While this project was last evaluated as Weak, during the past six months AHS has been actively engaged in determining a new strategy and the current evaluation is therefore Neutral (Unknown). Concerns identified previously had included the lack of an actionable plan, the lack of accurate cost estimates and expenditure tracking, and the pressures of tight schedules and limited resources. The new strategy is expected to address these to some degree, and should be approved and documented during the month of January 2018. Following the documentation and presentation of this strategy a determination should be made as to when to conduct the next project review.

2. Agency of Administration – ERP Expansion Project / Vision Upgrade

Poor	Weak	Neutral	*Strong*	Excellent

Last Project Review: March 20, 2017. This project continues to be strong in that it is remaining in scope, on schedule, and within budget. Activities during the next several months will include development of additional requirements documents, as well as preparation for design, implementation, and test of the various modules. The next project review should be performed as an Interim Update no later than June 30, 2018.

3. Agency of Human Services – Vermont Health Connect Operations

Poor	Weak	Neutral	*Strong*	Excellent

Last Project Review: Independent Review of VHC (SSG) December 17, 2016. During the past year VHC has significantly improved operations, and monthly Key Performance Indicator reports show most metrics as meeting organizational goals. The recent Open Enrollment period concluded successfully, and there are no significant issues. However, as pointed out in the 12/17/2016 SSG review, long term success is not guaranteed due to innate structural concerns of the system, as well as concerns regarding funding and supportability. No additional reviews of VHC are recommended at this time.

4. Judiciary – Next Generation Case Management System Project

Poor	Weak	Neutral	*Strong*	Excellent

Last Project Review (Interim Update): September 30, 2017. This project continues to be strong, in that it is remaining in scope, on schedule, and within budget. Significant activities in the next several months will include the first trial implementations which will provide insights into actual successes. The only major concern at this point is that although the project is actively progressing through development and implementation it has not yet been fully funded. The next project review should be performed as an Interim Update no later than June 30, 2018.

5. Department of Labor – Unemployment Insurance Modernization Project

Poor	Weak	Neutral	*Strong*	Excellent

Last Project Review: January 23, 2017. This project continues to be strong, however there are several ongoing risks involving schedules and resources. The project structure as a multi-state endeavor introduces dependencies that Vermont alone is not able to address. That said, the fact that it is a joint project that is based on expanding and enhancing a proven application, and for which there is no funding or budget concerns, justifies the evaluation as Strong. Barring significant changes in status this project should not require an additional review during the upcoming year.

6. General – Health Information Technology Activities (HIE/HIT/VITL)

| Poor | Weak | *Neutral* | Strong | Excellent |

Last Review: Independent Evaluation of Vermont HIE/HIT (HealthTech Solutions) November 10, 2017. This evaluation was required by Act 73 of 2017, and while it did not result in an overall grade or score the content of the report indicates that it should be somewhere between Weak and Neutral. The report included several findings, of which two were that a) Vermont is not organized in a way that increases its chances for success, and (b) Stakeholders lack confidence and there is clear room for improvement. This evaluation trends up from Weak due to the fact that during the past six months the Department of Vermont Health Access has been actively engaged in changing the approach to HIE, and has made progress in addressing some of the concerns raised by the report. This subject will be undergoing additional review by various Legislative committees during the current session, and will not require additional external reviews in the near term.

7. General – Agency of Digital Services Organizational Review

| Poor | Weak | *Neutral* | Strong | Excellent |

Last Review: Independent Review of ADS Reorganization (JFO internal / Draft) December 30, 2017. The Joint Fiscal Office requested that an internal review of the DII/ADS reorganization be performed in order to determine whether this reorganization was effective, and also to review how this reorganization compared to similar efforts in other states. The essential finding was that this reorganization aligns well with other states, however it is too early to determine whether the reorganization is meeting expectations. The key recommendation from the review was that in order to both achieve and measure success, ADS must define specific goals, establish baselines of current performance, and identify metrics that will be used to compare baselines to goals as the organization matures. Ideally these will all come together in a new IT Strategic Plan, which ADS anticipated presenting by January 15, 2018.