

# ADS Progress Response & Project Review

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# Presentation Topics

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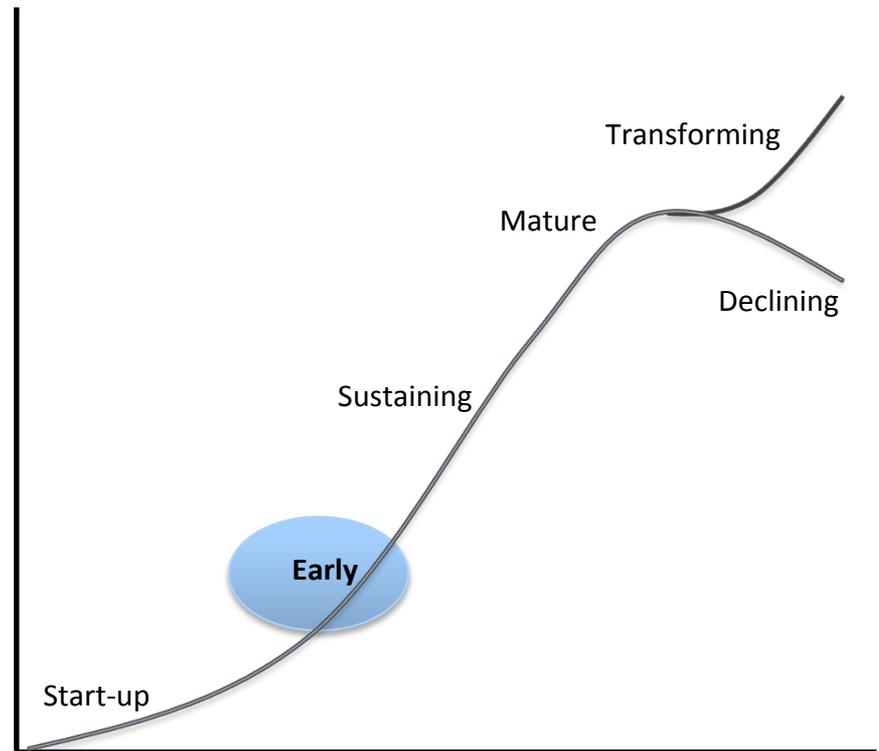
- **Introduction & Opening Statement**
- **Why Asking Questions is Important**
- **Important Topics:**
  - **Data Repositories: Speaking the Same Language**
  - **“Financial Data Architecture,” Transforming Financial Accounting & Reporting**
  - **Criteria for ADS Oversight**
  - **Performance Metrics & Transparency**
  - **Data Sharing Agreements**

# The ADS Transition is Essentially a Large Change Management Project in Its Early Stages

## Managing Change ...

- ▶ **Make it real:** What will change mean for daily job?
- ▶ Don't avoid **scary** conversations; be **honest**
- ▶ **Frequent & repeated** communication
- ▶ **Show need** for change
- ▶ **Listen, empathize, absorb** concerns; address need to be **heard**
- ▶ **Leverage** people who are already around the change cycle
- ▶ Provide support and **encouragement**
- ▶ Provide **objectivity**

## Organizational Life-Cycle



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# Speaking the Same Language

# Speaking the Same Language is Central to Building a Sustainable Organization with Repeatable Processes



Fortune: 100 Best Companies to Work For  
Fortune: World's Most Admired Companies  
Computerworld: Best Places to Work in IT

“USAA has stuck with me through thick and thin. Truly grateful. The only bank I’ll use, personally. . . . All other banks should model themselves after them. Dedicated to serving their members.”

1. What and how many data repositories are being used to define and manage ADS’ core data?
  - Service Catalog (same descriptions for services)
  - Project Portfolio (single “source of truth” for project tracking)
  - Application Portfolio (single “source of truth” for system definitions)
2. Is everyone using the same language and terminology, not just within ADS, but also across state government?
3. Are the service parameters clear to both service providers and consumers?
4. Are all services, not just shared services, managed in a systematic and consistent way?

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# **Enterprise Resource Planning**

# A Solid ERP Strategy is Central to Achieving Efficiencies & Improved Outcomes in State Government

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## Driving Forces

## Restraining Forces

Support from the top

Outdated systems approach

Tide of change nationally

Lack of unified vision

Elevation of IT to cabinet

Mashing of ledger & subledger

Growing momentum w/in SOV

Heavy reporting burden

Institution of PIVOT

Multiple versions of the truth

“Chasing the \$” syndrome

Organizational resistance

**Financial  
Management  
systems &  
practices  
that lead to  
greater  
efficiencies  
& improved  
alignment of  
government  
services**

**No Change**

**Change**

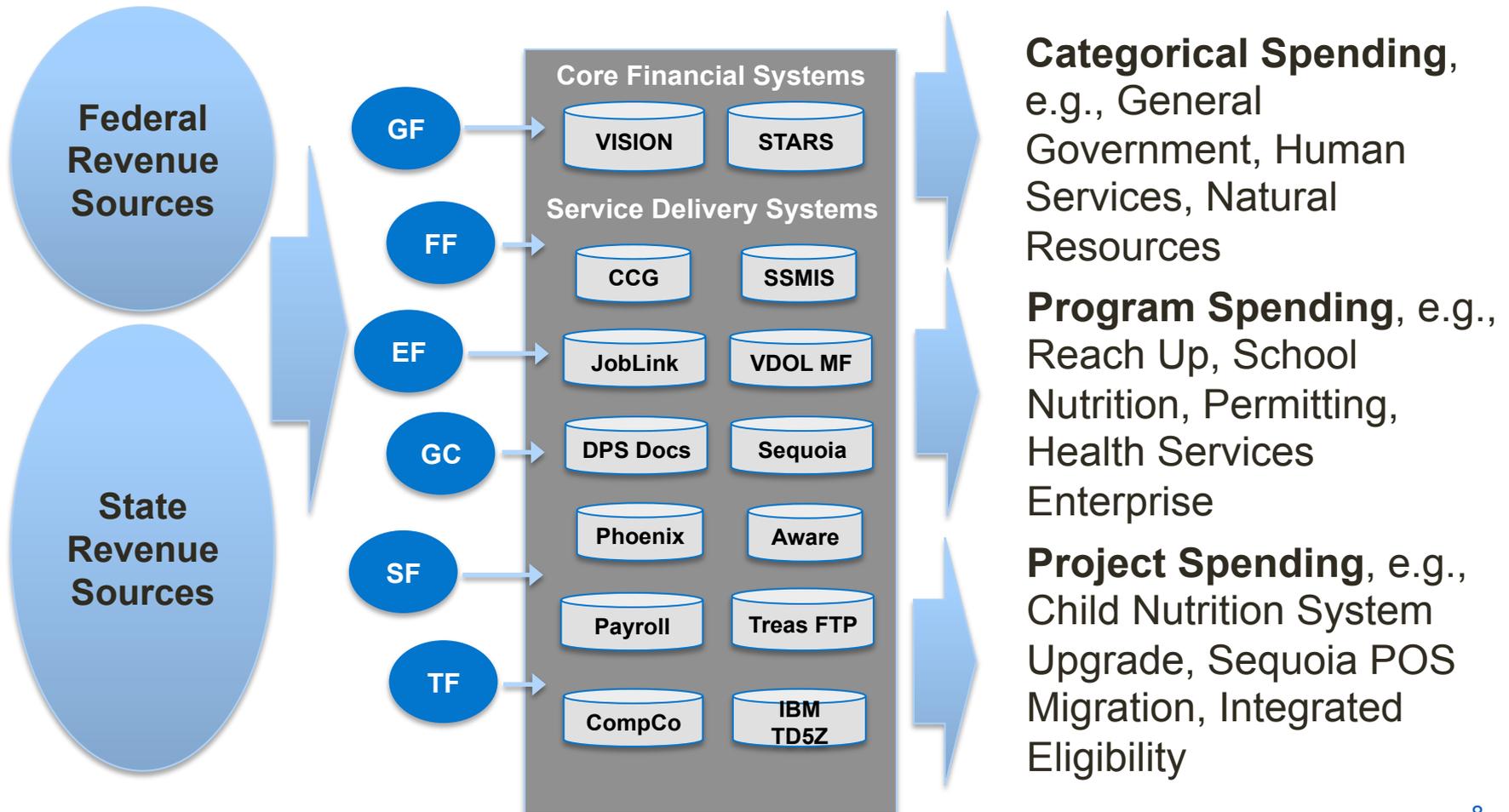
# The Landscape of Financial Reporting Systems within the State of Vermont

## Financial Transparency

### Money Coming In

### Universe of Systems

### Money Going Out



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# **Establishing More Effective Oversight Criteria**

# Moving From the Rough Proxy of Money Will Help the SOV Focus on the Right Projects Requiring Oversight

- Current ADS statutes are both under and over-inclusive; dollar amounts are a crude proxy for determining oversight
- The State of Washington has an effective tool for determining oversight which could be easily replicated
- Current levels of project oversight are appropriate; requires cultural shift from being pure project auditors to enablers of business value and guardians of process discipline

### IT Project Assessment Questions

**1. What is the anticipated duration of the project?\***

Project initiation through closure is more than 24 months.  
 Project initiation through closure is between 12 and 24 months.  
 Project initiation through closure is more than 6 months but less than 12 months.  
 Project initiation through closure is less than 6 months.

**2. Are there constraints on the project schedule?\***

The project schedule is fixed / mandated and has no slack or contingency.  
 The project schedule is mandated (e.g. replacing out of support or end of life tool, legislative deadline, etc.), but the tasks are well defined and can be accomplished within the timeline.  
 The project schedule does not have contingency or slack, but the end date is self imposed.  
 The project schedule has contingency or slack and/or is flexible.

**3. What is the anticipated project budget from initiation through implementation, transition to operations and close-out. Include all Business and IT costs such as staff and professional services, hardware, software, and any other incurred internal costs associated with the project?\***

Over \$2  
 \$1M to \$2M  
 \$500K to \$999K  
 Under \$500K

**4. Is adequate project funding, including maintenance & operations, secured?\***

Funding sources are unknown or no funding has been confirmed.  
 Not all funds are confirmed. Internal agency dollars, grants, or federal funds will need to be identified and committed OR a funding request will need to be submitted to OFM in an upcoming budget cycle.  
 Not all funding is confirmed, but is expected to be confirmed before needed.  
 Yes, funding is completely internal and confirmed.

**5. Does the project require changes to, or implementation of, a system that impacts citizens, other state or local organizations, or service providers?\***

The system is directly used by citizens, other state or local organizations, or service providers (e.g. Medicaid payment systems, online driver's license renewals, reservation systems such as parks and ferries).

Question 1 Comments

Question 2 Comments

Question 3 Comments

Question 4 Comments

Question 5 Comments

[https://stofwadeptofenterpriseservices.formstack.com/forms/agency\\_preliminary\\_assessment\\_tool](https://stofwadeptofenterpriseservices.formstack.com/forms/agency_preliminary_assessment_tool)

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# **Performance Metrics & Transparency**

# Establishing and Regularly Publishing Key Performance Indicators Demonstrates Commitment to Progress

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- **Key Performance Indicators (KPI's)**

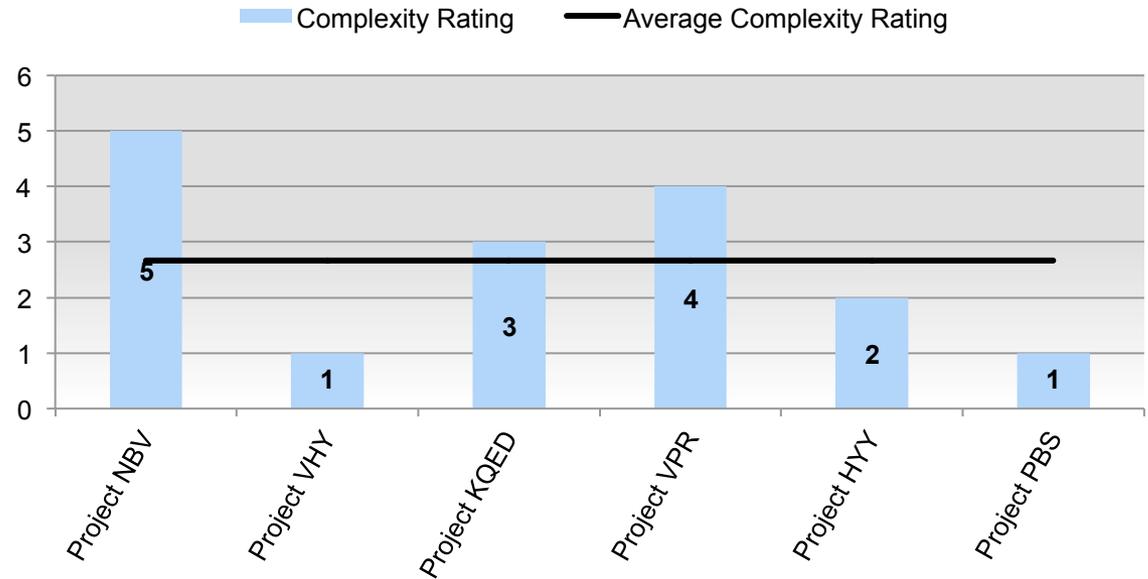
- Both internal and externally facing; meant for executive, as well as public consumption
- Predictive of future performance
- Should have a single specific target (e.g., improving service quality, tying performance to cost, etc.)
- Tied directly to strategic objectives; measures broad trends

# Example: Complexity of Projects vs. Avg. Complexity

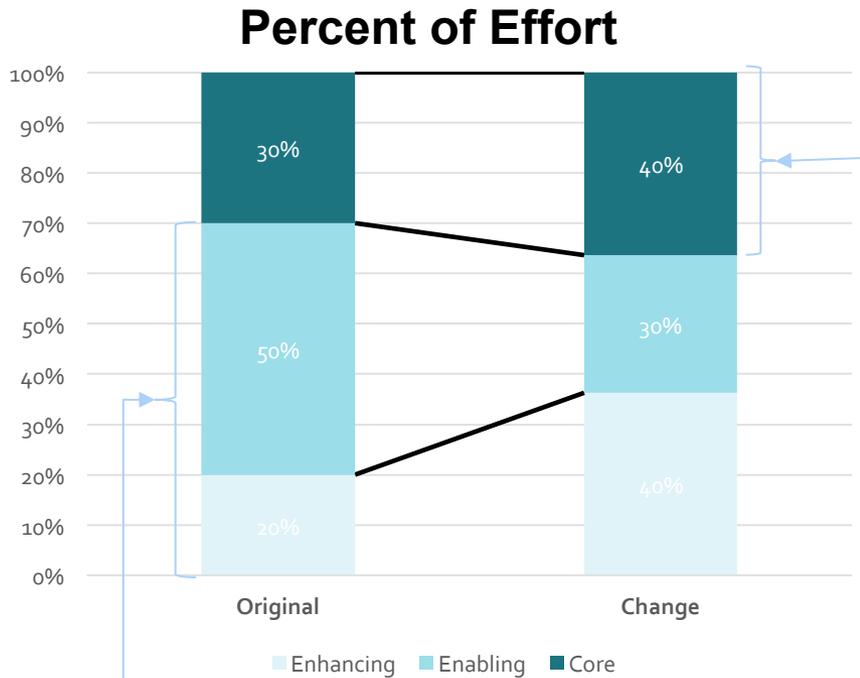
## What does this KPI measure?

- Attempts to measure ability of the group to execute more complex projects
- Impliedly measures effectiveness of methodology employed, e.g., CobiT, Agile, etc.
- Presumes some kind of complexity rating scale and criteria would be developed to rate each project, here a scale of 1-5

Complexity of Projects (Apr 2017)

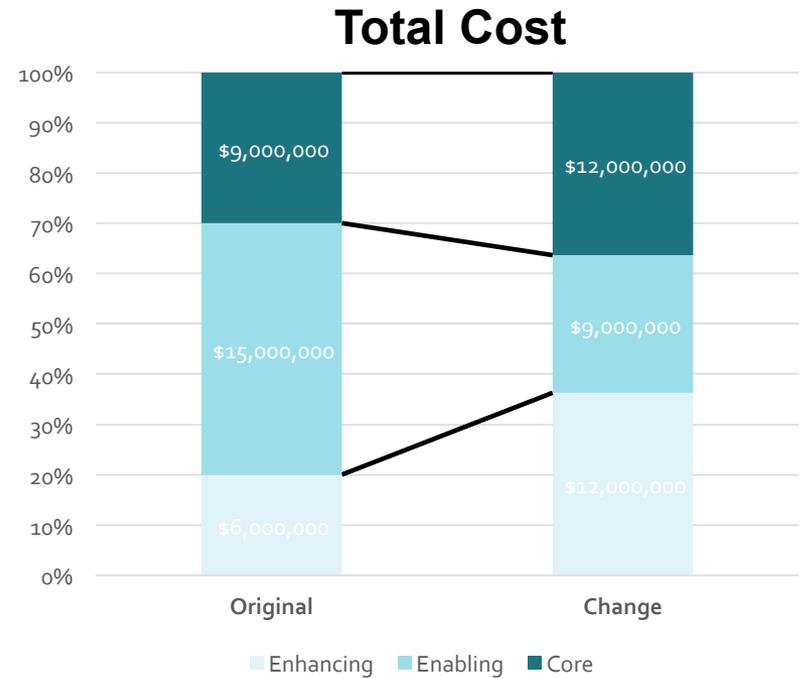


# Measuring KPI's for Purposes of Operational Efficiency & Resource Allocation



Do less of these two

Do more of this



# Establishing a publicly facing Project Dashboard Facilitates Transparency & Project Discipline

“The office of the chief information officer shall improve the transparency of agency technology planning and development activities by implementing a publicly facing web-based reporting tool for centralized reporting and posting of these documents.”

State of Washington Statute, 3ESSB 5034; Section 944 (2013)

**I.T.'s Transparent : Project Dashboard**  
Building Trust in Washington State's Information Technology Investments

The Office of the Chief Information Officer (OCIO) is committed to enhancing the transparency of information technology (IT) projects in Washington State. In order to facilitate this enterprise-wide transparency around major information technology projects the (OCIO) has launched this centralized, publicly accessible, web-based reporting tool.

By statute (RCW 43.105.245 and RCW 43.105.255) the OCIO is required to approve and monitor all major IT projects occurring in any executive branch agency or institution. By statute (3ESSB 5034; Section 944) the OCIO is also required to provide web-based transparency into the documents that support approval and oversight of these projects.

As you explore the projects on this dashboard please note it is the responsibility of each agency, with the support of the OCIO, to reflect the current status of each project and maintain the documentation that allows for transparency.

If you have questions about the dashboard please contact the OCIO Consultants at [OCIOConsultants@ocio.wa.gov](mailto:OCIOConsultants@ocio.wa.gov).

[View all projects](#)

Agency	Number of Projects	Total Projects Budget
Community and Technical Colleges, State Board for	1	\$100,000,000
Corrections, Department of	2	\$11,178,909
Courts, Administrative Office of the	1	\$0
Early Learning, Department of	2	\$16,582,139
Ecology, Department of	1	\$3,418,337
Employment Security Department	1	\$0
Enterprise Services, Department of	1	\$0
Financial Management, Office of	2	\$5,900,000
Fish and Wildlife, Department of	1	\$569,000
Health Care Authority, Washington State	2	\$3,337,670
Health, Department of	5	\$39,583,715
Labor and Industries, Department of	3	\$9,847,000
Licensing, Department of	1	\$60,800,000
Liquor and Cannabis Board	2	\$6,381,000
Military Department	1	\$7,507,049
Parks and Recreation Commission, State	1	\$1,375,333
Pollution Liability Insurance Program, Washington	1	\$724,000
Retirement Systems, Department of	1	\$10,268,639
Revenue, Department of	1	\$81,100,000
Secretary of State, Office of the	2	\$3,916,986

**I.T.'s Transparent : Project Dashboard**  
Building Trust in Washington State's Information Technology Investments

[Back to Agencies](#)

Agency	Project	Description	Status	Budget	Risk Severity Level	Project Assessment Score	Scope	Schedule	Budget	OCIO Eval
Health Care Authority, Washington State	ProviderOne (Phase 2) and Stabilization	ProviderOne Phase 2 will move Medicaid payment processing from the legacy Social Service Payment System (SSPS) to ProviderOne, the state system of record for Medicaid payments.	Complete - IT Pool	\$31,506,794	3		●	●	●	●
Health Care Authority, Washington State	ProviderOne Enhancements	The Affordable Care Act established new requirements for administrative interoperability between providers and payers. ProviderOne must implement Phase 4 by January 2016 (although requirements are not yet finalized; data will likely be postponed).	On-Hold - IT Pool	\$1,000,000	2		TBD	TBD	TBD	✗
Health Care Authority, Washington State	ProviderOne Contract Compliance Module	Expand and develop comprehensive monitoring and tracking mechanisms that will assist the HCA in effectively managing and overseeing the Medicaid managed care plans in support of HCA's corrective action plan for state audit findings.	Complete - IT Pool	\$2,338,000	1		●	●	●	●
Health Care Authority, Washington State	ProviderOne OAM Increase	Health Care Authority requests the funding for increased costs to continue to operate and maintain the current ProviderOne Medicaid Management Information System (MMS).	Complete - IT Pool	\$6,074,000	1		●	●	●	●
Health Care Authority, Washington State	ACA Employer Shared Responsibility	The HCA needs to assess current mandatory reporting requirements from the Internal Revenue Service (IRS) and improve the resiliency of the operating processes for assuring accurate reporting.	Active - IT Pool	\$373,670		23	●	⚠	●	●
Health Care Authority, Washington State	P1 Core Operating Rules and ProviderOne CORE Operating Rules		Proposed - IT Pool				TBD	TBD	TBD	TBD
Health Care Authority, Washington State	ProviderOne Automated Provider Screening	This project is for the development and implementation of a ProviderOne Automated Provider Screening Solution. This solution will screen all new providers and continuously monitor providers currently enrolled in the Washington State Medicaid program.	Active - IT Pool	\$2,964,000		31	●	●	●	●

<https://waocio.secure.force.com>

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# **Data Sharing Agreements**