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Legislative Finance Committee

IT Project Portfolio

LFC Meeting Date: 9/26/2013

Post Implementation Report

1. *Project Code:*

2. *Agency:*

3. *Project Title:*

4. *Date Prepared:*

5. *Executive Sponsor:*

6. *Project Close Date:*

7. *Appropriated Budget Amount:*

General Fund

HB10

Federal

State Special Revenue

Other

8. *Expected ongoing annual cost:*

9. *Year the ongoing annual cost started:*

10. *Funding source(s) for ongoing cost:*

11. *Aligns with these State Strategic Goals:*

- Achieve maximum value of information through the active management of information technology.
- Aggressively use technology to extend capabilities that enhance, improve, and streamline service delivery.
- Build an infrastructure/architecture that provides citizens and employees of the state access to information howev
- Enhance the reliability and security of the state's information systems.
- Develop and implement an information technology governance structure for delivery of expected benefits.



12. *List the primary project goals:*

Project Goal	
1	Design, develop, support, and maintain for the State of Montana a new Supplemental Nutrition Assistance Program (SNAP) eligibility system.
2	Design, develop, support, and maintain for the State of Montana a new Temporary Assistance for Needy Families (TANF) eligibility system.
3	Design, develop, support, and maintain for the State of Montana an Enterprise architecture for these two new systems and the existing Medicaid eligibility system.
4	Design, develop, support, and maintain for the State of Montana a library of shared fiscal services to support the shared fiscal (accounts receivable and accounts payable) responsibilities associated with the issuance of eligibility and benefits for SNAP and TANF.

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13. List the key project objectives, the metrics used to measure these objectives, and the final metric results.

	Key Objective	Metric Used	Final Results
1	The new eligibility systems must be flexible, modular, reliable, easy to update, and easy to maintain.	Development and implementation of the systems according to the approved detailed system designs	The systems were successfully developed and implemented according to the approved detailed system designs
2	The systems must be user-friendly from the State and client perspectives. More specifically, they must be quick, responsive, easy to learn, easy to search, and incorporate features including training modules, single entry, online help, online applications, links to policy manuals, and client-friendly correspondence.	Development and implementation of the systems according to the approved detailed system designs	The systems were successfully developed and implemented according to the approved detailed system designs
3	The systems must be able to easily exchange data with other systems. The new systems must have efficient interfaces and a high level of interoperability, allowing for future collaboration with other states or Montana programs.	Development and implementation of the systems according to the approved detailed system designs Implementation of an enterprise service bus (ESB)	The systems were successfully developed and implemented according to the approved detailed system designs An ESB was successfully implemented with the system
4	The systems must have the ability to create reliable, comprehensive, flexible, usable, ad-hoc and scheduled reports for case management and program management.	Development and implementation of the systems according to the approved detailed system designs	The systems were successfully developed and implemented according to the approved detailed system designs
5	The systems must have robust security and controllable system access.	Development and implementation of the systems according to the approved detailed system designs	The systems were successfully developed and implemented according to the approved detailed system designs

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	Key Objective	Metric Used	Final Results
	System development processes must be efficiently and effectively coordinated with other systems. TANF, SNAP, and Medicaid eligibility system users must use only one process and one set of screens to perform their work.	Development of the systems on-time and on-budget Development of systems which capitalized on the investment and development work completed with CHIMES-Medicaid	The systems were developed on-time and on-budget The systems leveraged the investments made in CHIMES-Medicaid through integration
7	The systems must have well-defined data fields and rules. The systems must serve the right people with the right services at the right time.	Development and implementation of the systems according to the approved detailed system designs and documented business rules	The systems were successfully developed and implemented according to the approved detailed system designs
8	The systems must support efficient case management and assessment.	Development and implementation of the systems according to the approved detailed system designs	The systems were successfully developed and implemented according to the approved detailed system designs

 Insert item

14. List and describe all post-implementation issues that have arisen, and if they have been resolved, what was the solution. If they have not been resolved, describe actions taken so far and possible solutions. Also list and describe any possible concerns.

	Start Date	Resolved Date	Issues and Concerns
1	11/5/2012 	Ongoing Issue 	User change adoption and ongoing user training on the system and on policy - A series of “town hall” meetings have been conducted with users to understand their challenges - Users are provided with weekly tip calls to learn features and functions of the system - Numerous new web-based trainings on focused topics have been developed and made available to users - The Department has recently stood up a learning management system (LMS) and is working to develop comprehensive training programs both for new employees and regular refreshers - With large new changes to the systems, a new strategy is being employed to first deliver training to supervisors allowing them to
2	11/5/2012 	Ongoing Issue 	Remaining System defects - Defects are fixed in large scheduled bi-weekly builds as well as twice weekly patch builds to quickly respond to the most urgent issues - The total count of warranty defects as of the completion of this document on 8/29/2013 is 68 (Note that warranty defects are defects in behavior of the systems per the approved detailed systems designs) - It is anticipated that all warranty defects will be resolved by 11/30/2013
3	11/5/2012 	Ongoing Issue 	

<i>Start Date</i>	<i>Resolved Date</i>	<i>Issues and Concerns</i>
		<p>User change requests</p> <ul style="list-style-type: none"> - As users adjust to the new systems, they have identified changes per the approved detailed system designs they would like included - From go-live, 11/05/2012, a total of 222 prioritized by the Department change requests have successfully been implemented in the systems - The total count of current outstanding change requests is 632 - Weekly sessions identify priorities for inclusion in upcoming scheduled builds - The Department has held several focus groups on key topics to gather user inputs
<p>4</p> <p>11/5/2012 </p>	<p>Ongoing Issue </p>	<p>Medicaid integration</p> <ul style="list-style-type: none"> - The CHIMES-Medicaid integration has resulted in some data errors as well as performance issues - Numerous software fixes in CHIMES-Medicaid and CHIMES-EA have been implemented to improve these issues - Routine data fixes seek to identify data discrepancies proactively and resolve them - The Department plans as part of changes funded in part through the Affordable Care Act to conduct large changes to mitigate the core technical challenges of this integration
<p>5</p> <p>11/5/2012 </p>	<p>Ongoing Issue </p>	<p>Volume of calls to the help desk as well as user satisfaction</p> <ul style="list-style-type: none"> - Due to issue #1, a higher than expected volume of calls and email contacts to the help desk were received - Additional staffing to the help desk has been added and trained - The help desk is carefully measured on a measure called 'closed on contact' which tracks the percentage of calls resolved on the line for the user – this has continuously improved - A constant feedback loop is provided for improvement - Calls will soon be recorded for quality control
<p> Insert item</p>		
<p>15. <i>Please add any additional comments the agency would like to provide to the committee, if any.</i></p> <p>None</p>		