

PRESENTATION TO THE 2022 INTERIM BUDGET COMMITTEE

Technology Services Division

Department of Public Health and Human Services

THE FOLLOWING TOPICS ARE COVERED IN THIS REPORT:

- **Overview**
- **Summary of Major Functions**
- **Highlights and Accomplishments during the 2023 Biennium**
- **Efficiencies and Cost Savings**
- **Funding and FTE Information**

OVERVIEW

The Department of Public Health and Human Services' (DPHHS) mission is to improve and protect the health, well-being, and self-reliance of all Montanans. To fulfill that mission, the Department makes significant investments in information technology (IT) to ensure access to reliable, secure, and high-quality data and technologies to deliver new value for citizens, streamline processes, and increase work efficiency throughout the agency.

The delivery of cost-effective, innovative, and timely IT solutions and services address the breadth of pressing human services and health care challenges across Montana. Our enterprise IT systems, and the data they manage, are critical components for programs that provide essential services for those least able to help themselves. Responsibility for these systems lies within the Technology Services Division (TSD) which oversees system development, project management, data analytics, maintenance, and operations.

The mission of TSD is to provide secure, accessible, and responsive IT services to the Department. We work closely with each division to identify, deliver, and leverage technologies to transform traditional program delivery into citizen-centric services. TSD strives to manage the Department's systems as an integrated solution portfolio to increase agility, promote interoperability, leverage common operational solutions/platforms, and capitalize on enterprise cloud-based systems and service-orientated architecture.

SUMMARY OF MAJOR FUNCTIONS

SCOPE OF SERVICES

DPHHS requires information technology solutions to be modern, secure, and responsive to citizens' needs. TSD is committed to providing a robust, flexible, well-managed, and secure enterprise information technology environment that enables DPHHS to advance efforts to improve and protect the health, well-being, and self-reliance of all Montanans. Functional, flexible, and cooperative practices are required across TSD and the State ITSD (SITSD) to achieve this goal, and to optimize and enhance our collective ability to successfully deliver against DPHHS' strategic imperatives. TSD team functions, activities, roles, and responsibilities are modeled for successful outcomes and aligned to the Department's and SITSD's plans, goals, and objectives.

Our TSD Functional Framework

Our functional organizational framework provides clarity of roles, responsibilities, and scope of services while promoting the development and application of value-added skills and capabilities to improve team morale and support staff retention.

Functional Framework

- Provides clarity of roles, responsibilities, and scope of services for the ISB, NCB, PMB, MPATH, and the Office of Health Data & Analytics
- “The Art of the Possible” - incorporates new ways of thinking/working to improve team morale and support staff retention.
- Promotes and enhances the development and application of value-added skills and capabilities.

Team functions, roles, and activities are modeled for successful outcomes and are aligned to our IT strategic plans and objectives



Figure 1 – Tenets of the TSD Functional Framework

ISB - Systems Solutions & Platforms

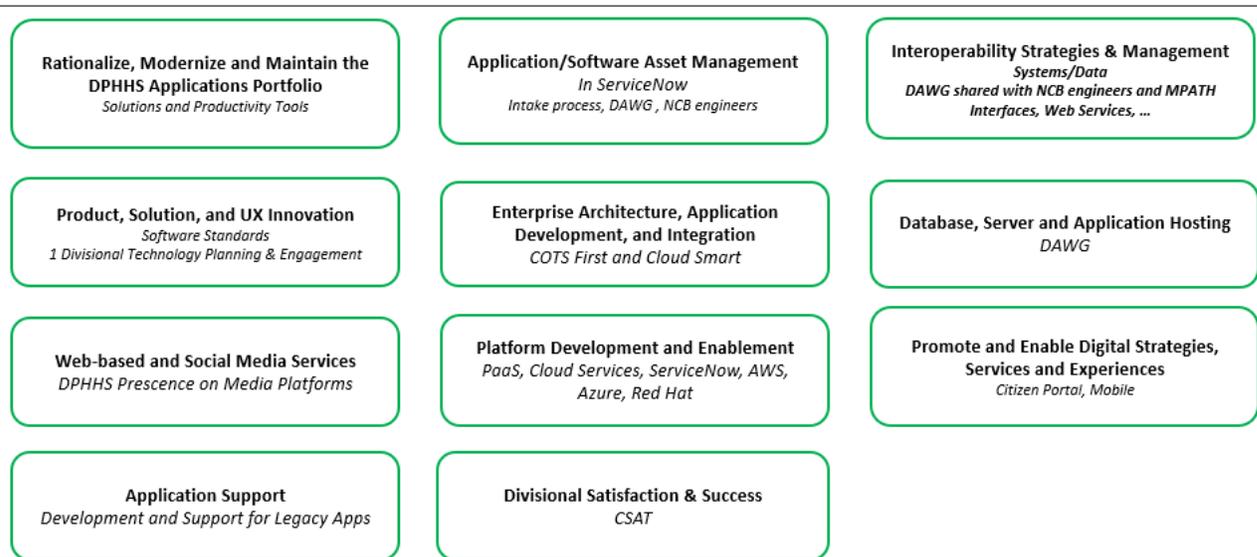


Figure 2 – Example Functional Framework for the Internal Services Bureau

Key Functions and Areas of Focus

DPHHS IT services are delivered across six teams and are aligned to the needs of the Department. The division is organized around fifty-five functional areas of expertise and or focus areas.

Team	Functions and Focus Areas
Information Systems Bureau (ISB)	<ul style="list-style-type: none"> • Rationalize, Modernize and Maintain the DPHHS Applications Portfolio • ServiceNow - Software and Application Asset Management • Interoperability Strategies & Management • Product, Solution and UX Innovation • Enterprise Architecture, Application Development, and Integration • Promote and Enable Digital Strategies, Services and Experiences • Platform Development and Enablement • Database, Server, and Application Hosting • Development and Support for Legacy Applications
Network Communication Bureau (NCB)	<ul style="list-style-type: none"> • Standardize & Maintain Information Technology Framework • ServiceNow - Hardware Asset Management • ServiceNow - IT Services & Products Portfolio (Catalog) • Service Desk • Operational Technical Support - Tiers 2 and 3 • Network/Infrastructure Administration • Provisioning and Role/Access Management • Network Security and Operations • Vulnerability Remediation Management • Service Desk and Operational Technical Support • Contingency & Disaster Recovery Planning and Management
Project Management Bureau (PMB)	<ul style="list-style-type: none"> • Project Onboarding, Evaluation and Assessment • Project Resource and Capacity Planning • Implementation Project Management (DDI) • Project Risk and Escalation Management • Delivery Assurance & Quality Management

Team	Functions and Focus Areas
<p>Montana Healthcare Programs & Enterprise Systems Team (MPATH)</p>	<ul style="list-style-type: none"> • Module Onboarding: Requirements, Design, Config, Testing, and Implementation. • WBS, Schedule, and Release Management • Project Risk and Escalation Management • Health Information & Interoperability Management • Inter-Agency, State, and Federal Data Integration and EDW Onboarding • Divisional, Executive, Legislative, & Stakeholder Communications • CMS Status Reporting & Funding Requests • Ad-Hoc & Federal Reporting • Access Management & External Stakeholder Support • Enterprise Data Warehouse (EDW) Training • IT Operations & Performance Reporting • Vendor Contract & Performance Management • Vendor Invoice Management and Approval • Procurement Management, Request for Proposals, Selection, & Vendor Contract Refinement
<p>Office of Health Data & Analytics (OHDA)</p>	<ul style="list-style-type: none"> • Data Analytics & Reporting • Ad-hoc Reporting • Medicaid Services Budget Projections • Reporting and Visualization Standards for Governor’s Office, Legislative, and Public Facing Reports/Dashboards • Data Management & Governance • Data Architecture • Data Share & Interoperability Management • Data Advisory Committee • Montana Health Information Exchange (HIE) • Promote Data Partnerships, Programs and Studies • Internal Training, Onboarding and Skills Development
<p>Compliance and Security Office (CSO)</p>	<ul style="list-style-type: none"> • Information Security Program Management • Develop information security policies • Conduct Information Security Risk Assessments • Ensure the Department Complies with Information Security Regulations and Policies

Table 1 – Functions and Focus Areas by Team

HIGHLIGHTS & ACCOMPLISHMENTS DURING THE 2023 BIENNIUM

MAKING A DIFFERENCE

The Need

CFSD clients often do not have the means or access to reliable communications channels with case workers, family, court systems, etc.

The Proposal

The DPHHS TSD has hundreds of off-contract iPhones that could be repurposed for use with a Straight-Talk or other carrier plan to provide a solution to the need. These devices are otherwise sent back to the current carrier for recycling or sent to the e-Waste recycler in Helena.

TSD approached CFSD division administrator about the prospects of using these devices with CFSD clients as a means of providing reliable communication channels. CFSD confirmed this could be a big benefit to the Montana families that they serve and could pilot this idea in each of region, with the notion case workers could help clients get started by possibly providing the first month of a carrier plan, then transitioning to having the clients manage their own plan and use after that.

TSD put together a pilot set of devices, 60 in total, to be distributed to each of the 6 CFSD regions to pilot this program. If successful, off-contract iPhones could be successfully repurposed for use periodically as needed and delivered to CFSD for use.

The Outcome

Phones were distributed to the regions and provided to clients, with positive results, as illustrated in the following testimonials:

1. I used the cell phone for a client who was just getting out of treatment and wanted a fresh start. Having the new cell phone helped with her mental health and recovery because she did not get out of treatment and open her old one to messages and pictures from people wanting to use drugs with her. It has really helped her with her fresh start and using her new phone as a positive way to contact people and supports! I really think without a new phone she would have fallen back into old and negative relationships very quickly!
2. I had a teenager who was needing a cell phone and this addition has helped her overall happiness so much. She has been able to have some more contact with birth parents outside of visiting hours which she seems to really enjoy and has also been approved to spend more time with friends now that the family can keep track of her location and call to check in. We have seen a decrease in negative behaviors as well. The cell phone seems to act as a comfort to her and I'm so glad this is something I was able to offer her. She also loved that it was an iPhone because she feels like she fits in better now.
3. A birth dad needed a phone due to his old phone breaking. He was unable to call in for his UA's for a few days due to the broken phone and ended up driving to the office every day to check if his name was called. This was a major inconvenience for him and affected his work schedule as well. Since I provided him a phone, he has been on time for work and has not missed any UA's. He is also able to Zoom into court this week due to the new phone being a "smart phone" which he is stoked for.

4. We have given three phones to recovery court clients. Our recovery court then pays for minutes for the phone. These clients have benefited tremendously from this as it has allowed them to get connected to their services much quicker. They can begin drug testing, track appointments, keep in contact with providers and CPS much easier. It was stated that without the phones, it takes much longer to get these clients connected with services.
5. Cell phones are a huge help for our clients, I think the number one problem workers face with cases are rapport and communication. Cell phones allow us to build communication and rapport with clients who do not have access/unable to afford transportation, electronic communication (computers, phones, tablets) and a social life (friends, acquaintances, family). Cell phones, even though small can be a huge difference for families working with Child and Family Services and keeping children safe because we know constant communication and engagement is key to success and getting clients back on track.
6. My client did not have a phone and is currently couch surfing. It is important to know, where she is and how she is doing. Without a phone, CPS was not able to connect with her to pick her up for appointments, court dates, and other services. After receiving a phone, the client was able to engage, communicate, make appointments, court dates and other services on a timely manner. A phone not only allows communication for our clients but also allows other tools such as to track dates, take notes, and allow clients to research helpful information online when they are able to receive free Wi-Fi in specific areas.

HIGHLIGHTS

1. Optimized Operations
 - Launched monthly 1:1 Technology Planning and Engagement Working Sessions across 23 divisions/programs to promote partnership and formalize cross-divisional project portfolio management.
 - Created the IT Project Portfolio – the first comprehensive inventory of technology needs across DPHHS and the single source of truth for all IT initiatives spanning a 24-month horizon. The active management of the portfolio improves visibility, proactive planning, solution evaluation, prioritization, and resource allocation across the agency.
 - Inventoried and rationalized all agency applications and hardware assets for onboarding into the state’s ServiceNow platform. Worked with BFSB to begin efforts to associate cost information to these assets for TCO.
 - Created the IT Engagement and Onboarding Framework to improve the intake and evaluation of new technologies to inform scope of work and document business requirements. The framework is designed for successful project onboarding, implementation, and post-deployment success.
2. Proactively began efforts to simplify the way we present our MPATH system (Montana’s Program for Automating and Transforming Healthcare) for public and legislative consumption.
3. Began efforts to conceptualize the build-out of the Office of Health Data and Analytics (OHDA) chartered to improve human service delivery through data-driven insights.

4. Migrated two major systems off the state mainframe which allowed for its decommission.
 - Child Support Services Division – SEARCHS
 - Child and Family Services Division – CAPS
5. Digitized more than 19M DPHHS divisional documents into a common enterprise document warehouse.
6. Received the 2020 *Governor's Award for Excellence in Performance* for the work efforts that enabled DPHHS staff to work from home during the public health emergency.

ACCOMPLISHMENTS BY TEAM

Project Management Bureau (PMB)

- Managed two complex migration projects to support the state's goal to retire the mainframe and leverage modern platforms.
- Consolidated the Office of Legal Affairs (OLA), the Office of the Inspector General (OIG), and the Office of Administrative Hearings (OHA) onto a common legal case management and time tracking system (CLIO).
- Deployed "MADISON" a COTS Vocational Rehabilitation System for the Disability Employment and Transitions Division (DETD).
- DMS legacy transformation for Big Sky RX and CHIMES
- Created the PMB "Project Management Toolbox" to standardize templates/tools associated with the design, delivery, and implementations of new technologies.

Network Communications Bureau (NCB)

- Maintained > 85% first call close rate for tier-1 service desk
- Closed 4,613 incidents and 1,252 cases for tier-2 since switching to ServiceNow
- Developed and deployed the ServiceNow Customer Service Management (CSM) module for DPHHS
- Onboarded IT hardware assets to the ServiceNow Hardware Asset Management (HAM) module
- Migrated CHIMES and CCUBS into Splunk (our unified security platform)
- Digitized the Employee System/Files Access Request (DPHHS-OM-300A)
- Replaced ~ 3,000 RSA tokens and capitalized on soft tokens where possible

MPATH Enterprise Systems Team

- Modules/Release Implementations
 - Provider Services Module
 - Care Management Release 1, 1.4, 1.5

- Federal Reporting Data Staging Release 1
- Successful CMS Certification
 - Population Health-Data Analytics/Enterprise Data Warehouse
 - Provider Services Operational Readiness Certification Milestone
- Procurement and Planning
 - Participating State for Third Party Liability Component and Services and Pharmacy Benefits Management System
 - Kicked-off the Electronic Visit Verification (EVV) project
 - Claims-Issued Intent to Award and prepping for pre-DDI discovery
- Data Integration and Accessibility
 - Completed 120 MPATH integrations (BSCC-HIE, MMIS, CHIMES MDM, BCBS)
 - Foster Care Reporting

EFFICIENCIES AND COST SAVINGS

- Mainframe to mid-tier migration resulted in the decommission of the state's mainframe with an estimated cost savings of \$2 million per year
- Continuously identify cost savings through contract renewal opportunities. Examples include the conversion of the Department's cell phone contract from AT&T to FirstNet and ending our relationship with Navex for Policy and Procedure Management to (instead) migrate policies to the state's ServiceNow Policy and Compliance Management module.
- Moved off the Salesforce Enterprise Mule Service Bus (an integration platform) resulting in an estimated \$400,000 annual renewal cost savings.

FUNDING AND FTE INFORMATION

Technology Services	FY 2022 Budget	FY 2023 Budget
FTE	68	68
Personal Services	\$6,116,124	\$6,411,483
Operating Expenses	\$54,569,871	\$59,835,874
Equipment	\$85,000	\$85,000
Grants	\$12,000	
Debt Services	\$66,989	\$5,000
TOTAL COSTS	\$60,849,984	\$66,337,357
	FY 2022 Budget	FY 2023 Budget
General Fund	\$21,648,809	\$22,217,452
State Special	\$2,456,165	\$2,049,999
Federal Funds	\$36,745,010	\$42,069,906
TOTAL FUNDS	\$60,849,984	\$66,337,357

