PRESENTATION TO THE 2023 HEALTH AND HUMAN SERVICES JOINT APPROPRIATION SUBCOMMITTEE

Technology Services Division

Director's Office

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**
- **Change Packages**

OVERVIEW

The delivery of innovative and timely information technology (IT) solutions addresses the breadth of pressing human services and healthcare challenges across Montana. Our enterprise IT systems, and the data they manage, are critical components to the delivery and enablement of the essential health and human services the Department provides. Responsibility for these systems lies within the Technology Services Division (TSD).

Information technology in the 21st century is essential in everything we do including logging into a computer to providing better access to information, enhanced communications, and improved productivity. The movement toward digital transformation has become a powerful influence in our state government and an essential pillar in the Department's strategic IT plans as they focus on embracing new technologies to improve efficiencies and satisfy worker and citizen expectations. The TSD provides the resources needed to deliver this fundamental aspect of modern-day government to DPHHS divisions, citizens, business stakeholders throughout Montana.

While digital transformation is essential, attracting and retaining highly skilled talent to meet 21st century demands is both equally as important and a major constraint on TSD. It is challenging to replace outdated technology without resources sufficiently trained on modern tools and an inability to attract younger or seasoned professionals to consider state government employment.

The TSD recognizes the criticality of reducing employee turnover and has invested considerable time into staff engagement and team-building strategies through collaborative work efforts, all-hands meetings, team barbeques, and staff appreciation days. We have also made significant progress working with DPHHS Human Resources to develop career ladders to formally acknowledge skill advancement and professional growth while systematically providing staff with performance-based pay increases for the successful attainment of new skills and capabilities.

Unfortunately, we have lost resources to other agencies due to discrepancies in pay for similar job roles. Our team is increasingly strained from managing the immense volume of services and support required for an agency the size of DPHHS while also being asked to actively participate in new IT initiatives and State enterprise strategic pursuits. TSD is staffed to "keep the lights on" and it is becoming increasingly difficult to manage our daily operational tasks and services while also advancing IT service delivery for the Department and the State.

OUR DIVISION

DPHHS makes strategic investments in information technology to ensure citizen access to reliable, secure, and high-quality data and technologies to address the complex and evolving health and human services issues across the state. These investments also support internal imperatives to automate and optimize business processes to increase efficiencies throughout DPHHS. TSD is committed to providing secure, accessible, and responsive IT services to the Department.

Team Composition

The Department's IT services are managed by six teams comprised of 63 FTE who work closely with HHS divisions, bureaus, and offices to deliver technologies that transform traditional program delivery into citizen-centric services. Our TSD strives to manage the Department's systems as an integrated solution portfolio to increase agility, promote interoperability, leverage operational systems, and capitalize on enterprise cloud-based solutions and service-orientated architectures.
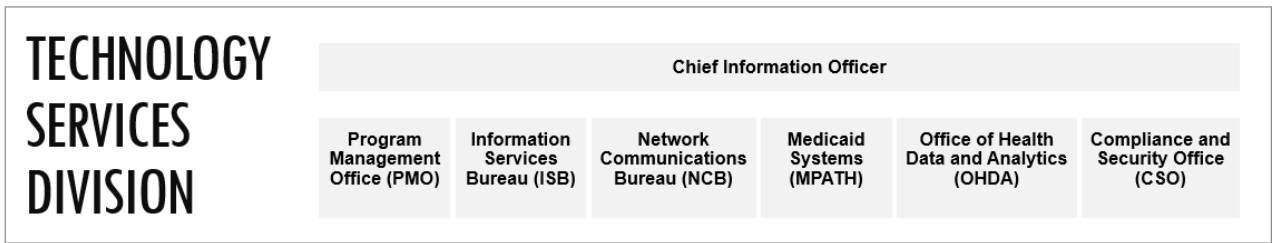
Figure 1 – The Technology Services Division

Internal and External Support Services

The TSD provides internal support for 170 IT systems, approximately 2,840 FTE and 160 modified positions. The team is also responsible for supporting over 7,000 non-DPHHS users. The wide range of groups served by TSD are depicted in the figures below.

Figure 2 - DPHHS Internal User Groups

Vendors	Community Support	Health Care	Tribal	Facilities	Local Governments	Federal Agencies	Education
Deloitte	HRDCS	Nurses	CSKT	State Hospital	County Attorneys	SSA	Day Cares
SITSD	Agencies on Aging	Providers	Blackfeet Manpower	Intensive Behavior Center	County Health Departments	CMS	School Nurses
Peraton	Family Outreach	Pharmacists	Chippewa Cree	Veterans Home	Coroners	USDA	Preschools
Conduent	AWARE Inc	Midwifes	Crow Agency	Mental Health Nursing Care Center	Sheriffs' Offices		
			Fort Belknap	Chemical Dependency Center	Clerk & Recorder		

Figure 3 - External User Groups and State Health Care Facilities

SUMMARY OF MAJOR FUNCTIONS

SCOPE OF SERVICES

TSD is organized around 54 functional areas of expertise which are aligned with the Department's strategic plans, goals, and objectives. Our functional organizational framework provides clarity of roles, obligations, and scope of services while promoting the development and application of value-added skills and capabilities to improve team morale and support staff retention.

Key Functions and Responsibilities

Team	Functions and Responsibilities
Information Systems Bureau (ISB)	• Rationalize, modernize, and maintain the DPHHS Applications Portfolio • ServiceNow software and application asset management • Interoperability strategies and 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 • Legacy applications support
Network Communication Bureau (NCB)	• Standardize and maintain the information technology Framework • ServiceNow - Hardware Asset Management • ServiceNow - IT Services and 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)	• 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 Responsibilities
Office of Health Data & Analytics (OHDA)	• 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
Montana Healthcare Programs & Enterprise Systems Team (MPATH)	• 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
Compliance and Security Office (CSO)	• Information Security Program Management • Develop Information Security Policies • Conduct Information Security Risk Assessments • Ensure the Department Complies with Information Security Regulations and Policies

HIGHLIGHTS AND ACCOMPLISHMENTS DURING THE 2023 BEINNIUM

HIGHLIGHTS

- Deployed "MADISON" a common commercial off-the-shelf (COTS) Vocational Rehabilitation Solution for the Disability Employment and Transitions Division (DETD).

- Consolidated the Office of Legal Affairs and the Office of Administrative Hearings onto a common (COTS) legal case management and time tracking system.

- Capitalized on the enterprise ServiceNow platform by deploying the following modules:
  - Customer Service Management (CSM)
  - Hardware Asset Management (HAM)
  - Policy and Compliance Management (PCM)

- Launched the Electronic Visit Verification (EVV) project leveraging a purpose-built COTS software solution to support efficient and accurate mobile care delivery.

- Migrated two legacy HHS systems off the state mainframe. These migrations allowed the state to decommission the mainframe.

- Digitized over 19M HHS documents into a common enterprise document warehouse.

- Inventoried, rationalized, and digitized the Department's IT hardware (4,484), applications (170), and data assets.

- Closed over 32,000 Tier 1 tickets (5 FTE) supporting an estimated 10,000 internal/external customers with a 96% CSAT rate.

ACCOMPLISHMENTS

The initiatives listed below were purpose-built and enabled to support the quality and transformation of IT services and operations across DPHHS.

Enabled 1:1 Divisional IT Planning Across the Agency

Enabled monthly 1:1 technology planning and engagement working sessions across 30 divisions, programs, or offices to promote partnership and formalize cross-divisional project portfolio management.

Our Internal Customers

Figure 4 – Internal TSD Customers Requiring Technology and or Data Analytics Support

Partnership – Recurring 1:1 Divisional Engagement
for IT Strategic Planning and Systems and Data Roadmap Development

Economic Security Services Monthly - Week 1	Medicaid & Health Services Monthly - Week 2	Public Health & Safety Division Monthly – Week 3	Other Divisions Quarterly or On Demand
Chanda Hermanson Disability Employment & Transitions Division	Rebecca de Camara Behavioral Health and Developmental Disabilities	Deborah Gibson Laboratory Services Bureau	State Health Facilities (7) Business & Financial Services Division Office of Human Resources
Jessie Counts Human and Community Services Division	Darci Wiebe Health Resources Division	Bekki Kirsch Wehner Communicable Disease Bureau	Office of Legal Affairs Office of Public Information Office of the Inspector General
Christie Twardoski Child Support Services Division	Barb Smith Senior and Long-Term Care Division	Laura Williamson Office of Epidemiology	Office of Administrative Findings Office of Health and Human Services Innovation
Nikki Grossberg Child & Family Services Division		Janae Grotbo Financial Services and Ops Bureau	
Tracy Moseman Early Childhood & Family Support Division		Stacy Campbell Chronic Disease Prevention & Health Promotion Bureau	

Figure 5 – Divisional 1:1 Meetings (Monthly, Quarterly, or On Demand)

Created the IT Project Roadmap

- The first comprehensive inventory of technology needs across DPHHS and the single source of truth for IT initiatives spanning a 24-month horizon.

- Operationalized the portfolio in JIRA to better manage project delivery and to support improved visibility, proactive planning, solution evaluation, prioritization, and resource allocation across the agency.

Created the IT Project Engagement and Onboarding Framework

- Formalized the specification, evaluation, procurement, and onboarding of IT projects to optimize our ability to successfully deliver against program goals and objectives.

- The framework is designed to support successful outcomes and brings our delivery teams to top of funnel with respect to managing IT initiatives from concept through deployment.

Created the TSD Functional Framework

- Broadly assessed, reconciled, and documented the scope of our IT services to eliminate redundant functions and confirm roles and responsibilities across the TSD.

- This effort included moving resources with like technical skills and capabilities to new teams to optimize development and delivery capabilities.

- The framework supports cross-team collaboration and encourages new ways of thinking and working to improve team morale, support staff retention, and support IT transformation while promoting the development and application of value-added skills and capabilities across the organization.

Created the PMB Delivery Toolbox

- A comprehensive repository of project management templates and tools to support full lifecycle project delivery.

- The toolbox includes templates to be used as guides for divisional or IT projects. It includes instructions and sample content that can adjust for project size and complexity.

Launched our Customer Satisfaction Program (CSAT)

- Deployed our first quarterly survey for the ServiceDesk and corresponding CSAT dashboard which will serve as a model for the launch of a comprehensive TSD CSAT program in 2023.

- Enabled *"Tell us: How did we do?"* survey links in our email signatures to quickly capture customer feedback related to our IT service delivery, allowing us to evaluate wins and areas for improvement across our division.

Established the "Single Source of Truth" for IT Projects, Data, and Hardware Assets

- Completed consolidating and rationalizing the departments data, project, hardware, software, and system assets and developed new practices and processes to evaluate, manage, and curate these inventories going forward. This is a massive win for the TSD from an efficiency, accuracy, and operations standpoint.

Enterprise ServiceNow Deployments

- Customer Relationship Management (CRM)

- Policy & Compliance Management (PCM)

- Hardware Asset Management (HAM)

EFFICIENCIES AND COST SAVINGS

During this biennium, TSD set a goal to accelerate digital transformation by leveraging hybrid IT solutions to achieve automation, scalability, and rapid deployment to increase productivity and provide Montanans easy and reliable access to digital services to expand and enhance the citizen experience.

We realized efficiencies and cost savings through projects focused on replacing paper-based forms and processes with tools and applications designed to automate and optimize business processes and workflows. Additional savings were gained through efforts to rationalize our software and systems portfolio to identify opportunities to standardize on existing operational systems and platforms while also evaluating contract renewals to determine the cost/benefit of extending contracts.

A high-level mapping of TSD's efficiencies, in alignment with Montana's enterprise IT goals, is provided below.
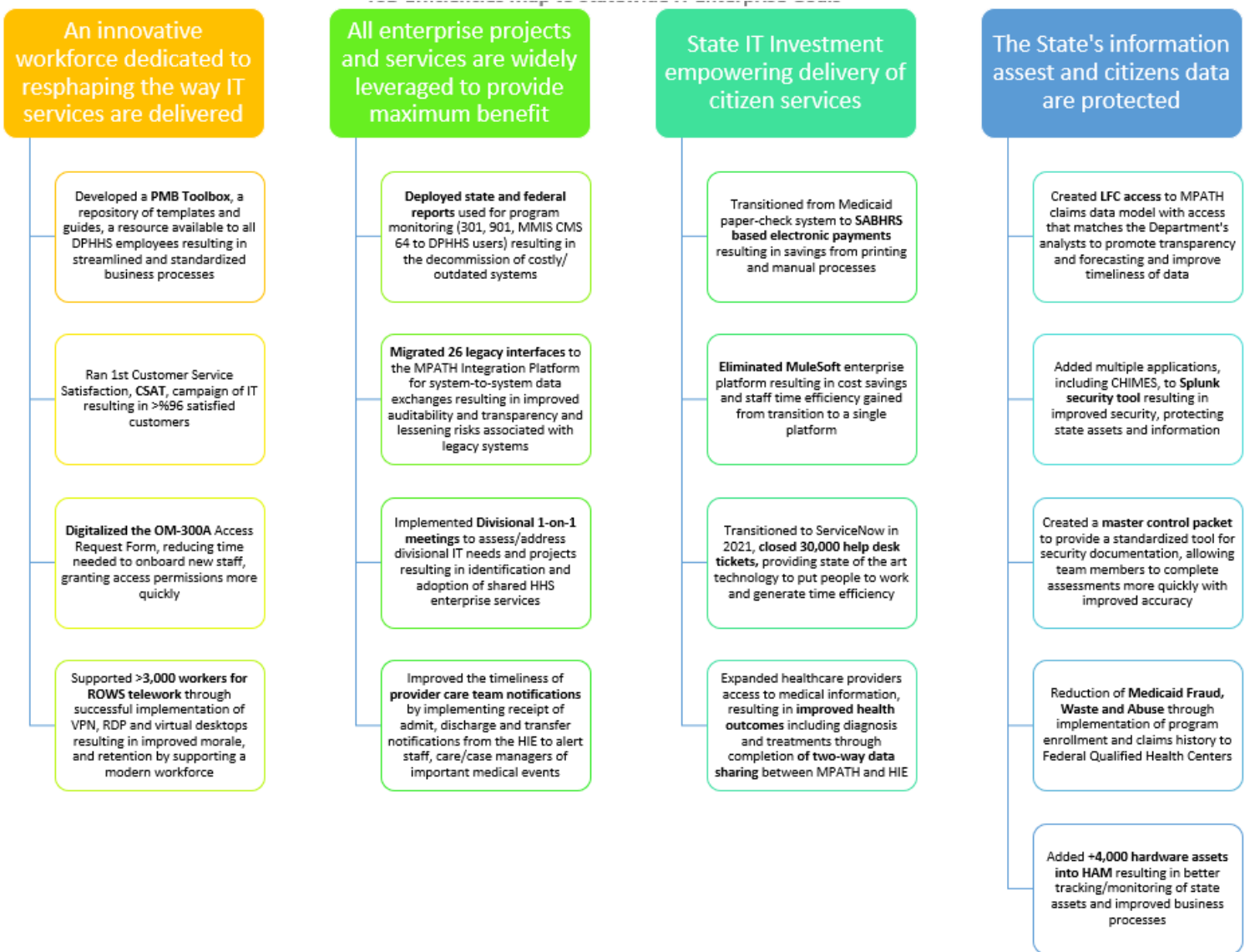
An innovative workforce dedicated to resphaping the way IT services are delivered	All enterprise projects and services are widely leveraged to provide maximum benefit	State IT Investment empowering delivery of citizen services	The State's information assest and citizens data are protected
Developed a **PMB Toolbox**, a repository of templates and guides, a resource available to all DPHHS employees resulting in streamlined and standardized business processes	Deployed **state and federal reports** used for program monitoring (301, 901, MMIS CMS 64 to DPHHS users) resulting in the decommission of costly/ outdated systems	Transitioned from Medicaid paper-check system to **SABHRS based electronic payments** resulting in savings from printing and manual processes	Created **LFC access** to MPATH claims data model with access that matches the Department's analysts to promote transparency and forecasting and improve timeliness of data
Ran 1st Customer Service Satisfaction, CSAT, campaign of IT resulting in >%96 satisfied customers	**Migrated 26 legacy interfaces** to the MPATH Integration Platform for system-to-system data exchanges resulting in improved auditability and transparency and lessening risks associated with legacy systems	**Eliminated MuleSoft** enterprise platform resulting in cost savings and staff time efficiency gained from transition to a single platform	Added multiple applications, including CHIMES, to **Splunk security tool** resulting in improved security, protecting state assets and information
Digitalized the OM-300A Access Request Form, reducing time needed to onboard new staff, granting access permissions more quickly	Implemented **Divisional 1-on-1 meetings** to assess/address divisional IT needs and projects resulting in identification and adoption of shared HHS enterprise services	Transitioned to ServiceNow in 2021, **closed 30,000 help desk tickets**, providing state of the art technology to put people to work and generate time efficiency	Created a **master control packet** to provide a standardized tool for security documentation, allowing team members to complete assessments more quickly with improved accuracy
Supported **>3,000 workers for ROWS telework** through successful implementation of VPN, RDP and virtual desktops resulting in improved morale, and retention by supporting a modern workforce	Improved the timeliness of **provider care team notifications** by implementing receipt of admit, discharge and transfer notifications from the HIE to alert staff, care/case managers of important medical events	Expanded healthcare providers access to medical information, resulting in **improved health outcomes** including diagnosis and treatments through completion of **two-way data sharing** between MPATH and HIE	Reduction of **Medicaid Fraud, Waste and Abuse** through implementation of program enrollment and claims history to Federal Qualified Health Centers
			Added **+4,000 hardware assets into HAM** resulting in better tracking/monitoring of state assets and improved business processes

Figure 6 - TSD Efficiencies Map

FUNDING AND FTE INFORMATION

PRESENT LAW ADJUSTMENTS

SWPL 1 – Personal Services

The request includes reductions of $73,173 in FY 2024 and $26,103 in FY 2025 to annualize various personal services costs including FY 2023 statewide pay plan, benefit rate adjustments, longevity adjustments related to incumbents in each position at the time of the snapshot, and vacancy savings.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	($87,573)	($29,905)	$44,305	($73,173)
FY 2025	($68,375)	($26,417)	$68,689	($26,103)
Biennium Total	($155,948)	($56,322)	$112,994	($99,276)

SWPL 2 – Fixed Costs

The request includes $2,485,017 in FY 2024 and $2,416,312 in FY 2025 to provide the funding required in the budget to pay fixed costs assessed by other agencies within state government for the services they provide. Examples of fixed costs include liability and property insurance, legislative audit, warrant writer, payroll processing, and others. The rates charged for these services are approved in a separate portion of the budget.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	$1,124,022	$164,392	$1,196,603	$2,485,017
FY 2025	$1,092,946	$159,847	$1,163,519	$2,416,312
Biennium Total	$2,216,968	$324,239	$2,360,122	$4,901,329

SWPL 3 – Inflation Deflation

The request includes an increase of $3,517,996 in FY 2024 and $4,471,263 in FY 2025 to reflect budgetary changes generated from the application of inflation to specific expenditure accounts. Affected accounts include those associated with supplies & materials, communications, repair & maintenance, state motor pool, and other services.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	$1,241,149	$121,947	$2,154,900	$3,517,996
FY 2025	$1,551,831	$149,682	$2,769,750	$4,471,263
Biennium Total	$2,792,980	$271,629	$4,924,650	$7,989,259

PL 9000 – MPATH Operations

This present law adjustment requests $5,263,783 in total funds over the biennium to maintain existing services in Montana's Program for Automating and Transforming Healthcare (MPATH) in the Technology Services Division. The increase is necessary to fund projected MPATH Customer Care Operations, and Financial Services shortfalls. The biennial request includes $1,430,852 in general fund and $3,832,931 in federal funds.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	$495,802	$0	$1,304,030	$1,799,832
FY 2025	$935,050	$0	$2,528,901	$3,463,951
Biennium Total	$1,430,852	$0	$3,832,931	$5,263,783

NEW PROPOSALS

NP 9009 – TSD Data Analysis FTE Request

This new proposal requests the transfer of 2.00 FTE from the Healthcare Facilities Division to the Technology Services Division to provide enterprise data analytics support to the department. This change package requests $314,803 in total funds over the biennium including $125,921 in general fund, $31,480 in state special, and $157,402 in federal funds.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	$64,280	$16,070	$80,351	$160,701
FY 2025	$61,641	$15,410	$77,051	$154,102
Biennium Total	$125,921	$31,480	$157,402	$314,803

NP 9001 – MPATH FTE

This new proposal requests the transfer of 3.00 FTE from the Healthcare Facilities Division to provide support the Montana's Program for Automating and Transforming Healthcare (MPATH) in the Technology Services Division. These FTE will be primarily responsible for ongoing module maintenance and changes to system operations which will allow existing FTE to focus on the design, development, and implementation activities within MPATH. This change package requests $510,825 in total funds over the biennium including $139,022 in general fund and $371,803 in federal funds.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	$56,297	$0	$148,071	$204,368
FY 2025	$82,724	$0	$223,733	$306,457
Biennium Total	$139,021	$0	$371,804	$510,825

NP 99 – New Fixed Costs

The budget includes $135,829 in each year of the biennium to provide funding for the agency to pay for new fixed cost allocations related to the Department of Administration's Chief Data Office. Rates for the fixed costs are reviewed by the Section A subcommittee.

	General Fund	State Special	Federal Funds	Total Request
FY 2024	$67,914	$0	$67,915	$135,829
FY 2025	$67,914	$0	$67,915	$135,829
Biennium Total	$135,828	$0	$135,830	$271,658