

Technology Services Board Meeting Minutes

November 28, 2023

1:30 - 3:00 p.m.

Member Attendees: Bill Kehoe, Rep. Matt Boehnke, Rep. Travis Couture, Cami Feek, Viggo Forde, Tracy Guerin, Tanya Kumar, Sen. Joe Nguyen, Rep. Chipalo Street

Hybrid – 1500 Jefferson St SE, Olympia, WA; 2nd Floor Conf. Rm 2331 and Virtual via Zoom

[Link to Video](#)

[Link to Presentation Slides](#)

Welcome, Agenda Review, 9/14 Minutes Review – Bill Kehoe

Bill Kehoe welcomed everyone and reviewed the agenda for the day and confirmed the quorum of at least six voting members. He noted the last agenda topic will be moved to a future discussion, which will be to examine the emerging trends in how agencies and coalitions are managing large modernization projects in Washington State.

Bill also expressed his gratitude for the active engagement of TSB members over the last year, and noted openings for a couple new members. This reflects a year of significant progress and strategic initiatives in technology services, emphasizing collaboration, policy enhancement, strategic planning, and innovation.

The Sept. 14 meeting minutes were reviewed and approved by the Board.

Policy & Standard Approvals – Bill Kehoe (Approval Required)

Bill outlined the collaborative process involved beginning with working groups composed of various agencies that create or update policies and standards. They are then reviewed by IT enterprise governance groups, including the Technology Management Council and the Business Management Council. Subsequently, they are presented to either the TSB Policy and Portfolio Subcommittee or the Security Subcommittee for further scrutiny. Although there's no formal voting in the subcommittees, motions are made to advance these policies to the full board for final approval. The policies under consideration include audit and accountability, disaster recovery planning, information security and privacy awareness training, physical and environmental

protection, remote access standards, and security assessment and authorization. Tracy Guerin emphasized the importance of understanding that these policies have undergone extensive review at multiple levels. With no discussion brought forth, there was a motion, a second and all in favor for the Board to approve the following policies and standards in one motion:

- Audit & Accountability Standard
- Disaster Recovery Planning Policy
- Information Security & Privacy Awareness Training Policy
- Physical & Environmental Protection Policy
- Remote Access Standard
- Security Assessment & Authorization Policy

Innovation & Modernization (IM) Fund Recommendation from IT Investment Board – Nick Stowe (Approval Required)

Nick Stowe, State Chief Technology Officer and IM Program sponsor, first highlighted the successful allocation of \$1.3 million in funding to date. Overall, the program received 34 project proposals for this fiscal year, indicating strong demand and engagement with the program, noting the program's effectiveness in addressing a wide range of business problems through innovative solutions. He looks forward to future discussions with members on lessons learned and improvements for the program.

Nick then reviewed the funding requests for TSB approval of three projects:

- Department of Social & Health Services Real-time Interpretation and AI Integrated Service
 - \$77,000 one-time cost, covers the technology portion of the project.
 - Condition: DSHS will focus on the quality of translated artifacts/outputs before moving into a pilot or production.
 - This project was Approved by the Board.
- Department of Social & Health Services Development Disabilities Administration Field Specialist AI Chatbot Assistant
 - \$90,000 one-time costs.
 - This project was Approved by the Board.
- Department of Transportation GovQA Litigation Holds & Discovery
 - \$20,943 one-time cost, covers the technology portion of the project.
 - This project was Approved by the Board.

Members expressed support for the competitive and innovative nature of the program, emphasizing the importance of fostering grassroots problem-solving and recognizing contributions through commendations, hosting a summit to celebrate program outcomes and enhance cross-agency idea sharing and visibility, and extending such innovative services to other agencies, especially in linguistically diverse communities.

Program Status – One Washington – Eli Hayes & Christie Frederickson

Eli Hayes, OneWa oversight consultant, reported significant progress in the program, including addressing recommendations from their August 23 advisory and certifying Gate 8 on October 12. He highlighted ongoing challenges such as agency readiness, schedule development, and staff vacancy rates, emphasizing their criticality in moving the program forward. Eli noted the importance of developing a multidisciplinary team and

a well-defined schedule tool to support upcoming critical activities like legacy system remediation (LSR) testing, as these elements are essential for the program's success and agency support.

Christie Frederickson, OneWa executive sponsor, provided a brief introduction to the information presented, focusing on discussing risks and mitigation plans and any recommendations from the Board.

Christy Campbell, OneWa Program Director, Since the last update, the One Washington program has made significant progress, including completing pass 3, which sets a baseline for system dates and agency remediation. Key developments include finalizing the reporting inventory with 642 reports, completing the control tenant build for end testing, and advancing in areas like testing plans, user training, and deployment strategy. The program emphasizes the need for agency readiness, with efforts focused on providing detailed, agency-centric work plans, enhancing engagement and communication, and leveraging a multidisciplinary team for proactive support, aiming to ensure successful integration, testing, and adoption of the system across agencies.

Dan Ward, Chief Technology Officer for the One Washington program, highlighted the ongoing high-risk area of legacy system remediation, noting the completion of LSR framework past 3 with agencies. Out of 275 impacted systems across 40 agencies, 25 are slated for retirement, 157 are primary systems directly integrating with Workday, and 93 are subsidiary systems indirectly impacted. The team is increasing status report frequency and collaborating closely on HRMS system remediation, focusing on building a multidisciplinary team to clarify roles and responsibilities.

The One Washington team reported progress in staffing and recruitment, reducing vacancies from 70 to 50, with 26 positions actively being worked on and 24 planned for future hiring. They have prioritized roles based on immediate needs, adapting recruitment strategies to include direct appointments for hard-to-fill roles and contract-to-hire options, while moving away from less effective methods like out-of-state hiring and 100% remote roles. The team also emphasized the criticality of ongoing funding for project momentum, noting the importance of the year 2 funding in supporting both the project team and remediating agencies, and highlighting the progress towards practical testing and agency engagement as they approach the go-live date.

Senator Nguyen inquired about the additional funding request for the One Washington program, which is approximately \$95 million, focusing on deliverable-based contracts with their primary system integrator, Deloitte, and quarterly subscription payments for Workday. He also sought clarity on accountability mechanisms for vendor deliverables and post-implementation maintenance plans. The team explained their thorough process for reviewing deliverables and their intent to share more details upon request. They also noted that the ongoing maintenance post-implementation would primarily involve state staff, supplemented by vendors for specific tasks, and the contract with Workday extends through 2030. The approach aims to leverage state staff expertise while ensuring necessary support for complex tasks.

Enterprise Electronic Health Records (EHR) Plan – Bill Kehoe

Bill presented an overview of the foundational system plan for the program, emphasizing its significance in creating an enterprise system with common workflows, services, and data to enhance coordinated healthcare in Washington state. The plan, developed by a multi-agency planning committee with support from industry partner McKinsey, focuses on a foundational system benefiting all agencies and represents a model for future large-scale state projects. Key components of the proviso driving the plan include identifying participating agencies, funding request processes, criteria for funding allocation, and a proposed governance model involving a human services coalition. The plan also outlines an implementation plan for the foundational system, estimated budget for 10 years, and procurement approach. The state aims to purchase EHR licenses from a selected vendor, with a cloud-based hosting solution. The timeline leading to the current stage included assembling an effective planning committee, developing the plan, and obtaining approval

from the Office of Financial Management (OFM) in October, with current efforts focused on seeking TSB approval.

Lou McDermott, the Deputy Director of the Health Care Authority, emphasized the importance of Electronic Health Records (EHR) in Washington State, noting its critical role in improving care coordination and access to timely, actionable health information. He highlighted the challenges faced by small and rural healthcare providers in the state who lack the resources to access EHRs and still rely on paper records, leading to delays in care and inadequate data for decision-making. He pointed out that the private sector has already adopted EHRs for their efficiency in providing faster access to patient information, which is something the public sector in Washington is lacking. The implementation of EHR would enable better resource allocation, more effective case management, and provide the legislature with accurate data to address healthcare needs, especially in underfunded and underserved areas.

Jilma Meneses, Secretary at Dept. of Social & Health Services, emphasized the urgent need for Electronic Health Records (EHR) in Washington State, highlighting that the Department of Social and Health Services (DSHS) provides direct patient care across various settings without EHRs, relying only on paper records. She stressed that the absence of EHRs means DSHS is not meeting the standard of care for its patients, a situation she described as unacceptable and overdue for change. EHRs are not just a step towards modernization but a necessary tool to provide basic care, which DSHS and other departments have needed for over 20 years.

Secretary Cheryl Strange highlighted the significant challenges faced by the Department of Corrections (DOC) in Washington State due to the lack of an Electronic Health Records (EHR) system. Managing health records for facilities and field offices manually, DOC struggles with coordinating care for incarcerated individuals, who he refers to as patients with chronic care needs. She emphasized the unique opportunity presented by the EHR project, not only in improving standards of care but also in enabling the state to bill federal partners, potentially receiving significant federal funding. This innovative approach positions Washington State as a leader in implementing an enterprise EHR solution, with the potential for the project to be largely federally funded.

Bill addressed concerns about the financial commitment required from the State if the Electronic Health Records (EHR) plan is approved. It was noted that the project, running through 2028 for implementation and till 2033 for maintenance and operations, would utilize the initially allocated \$21 million in 2024 for vendor procurement and licensing for the foundational system. Future expenses from 2025 to 2028 are estimated around \$89 million, highlighting the significant impact of the CMS match on reducing general fund obligations. This enterprise approach's efficiency, allowing for a substantial federal match, was emphasized as a major advantage.

Sen. Boehnke shared his personal experience of losing paper records during the VA's transition to electronic health records in 2007, highlighting the challenges and importance of such a transition. He also expressed the need for clear budget analysis and support from various agencies, suggesting that joint efforts and endorsements for the budget could significantly impact its acceptance and implementation.

At this point in the meeting, there was no longer a quorum of voting members to complete the vote. Bill announced a special session would be scheduled as soon as possible.

Washington State Approach to Large Modernization Projects – Bill Kehoe

This topic will be brought back to a future meeting.

Public Comment

Mario Baldwin from Netscal Harbor Networks and David Hunter from Worldwide Technology expressed their interest in Washington State's strategic IT plans and advancements. They acknowledged the state's progress, especially in projects like One Washington, and expressed surprise at the lack of an integrated Electronic Health Record (EHR) system at the state level. Their engagement indicates a keen interest in supporting and learning from Washington State's IT initiatives.

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