

# Information Technology Strategy and Investment Committee

Minutes July 13, 2016

Office of Policy and Management, 450 Capitol Avenue, Hartford, Connecticut  
Conference Room 2A  
10:00 A.M. – 12:00 P.M.

## Committee Members Present:

Melody Currey, Committee Co-Chair, Commissioner, Department of Administrative Services  
Benjamin Barnes, Committee Co-Chair, Secretary, Office of Policy and Management  
Robert Klee, Commissioner, Department of Energy and Environmental Protection  
Mark Raymond, Chief Information Officer, Department of Administrative Services, Bureau of Enterprise Services and Technology  
Scott Jackson, Commissioner, Department of Labor  
Kendall Wiggin, State Librarian, Connecticut State Library  
Roderick Bremby, Commissioner, Department of Social Services

## Others in Attendance:

OPM: Jim Hadfield, Amy Tibor, Jose Catalan, John Jaramillo, Kasia Purciello, Shelley Maynes  
DSS: Tia Cintron, Dean Vance, Mike Gilbert, Matthew Robertson, Janelle Simpson, Sandra Ouellette, Kathleen Parker-Riley, Kate McEvoy  
DMV: Judeen Wrinn, Patricia Piscottano, Kenneth Nappi, Leonard Welch, Michael Garcia  
DORS: Amy Porter, David Doukas, Jeffrey Ogren

- **Call to order**
  - Melody Currey called the meeting to order at 10:02 a.m.
- **Introductions**
  - Committee members and other attendees introduced themselves.
- **Review / Acceptance of Previous Meeting Minutes (6-08-16)**
  - A motion to approve the 06/08/16 meeting minutes was made by Scott Jackson and seconded by Robert Klee. The motion was unanimously accepted.
- **IT Capital funding requests**
  - **Department of Motor Vehicles – Transforming the Customer Experience**

Judeen Wrinn, DMV Deputy Commissioner, provided a brief presentation overview of the proposed business plan in which DMV wishes to move forward. Judeen emphasized the need and importance for DMV to change to a customer-centric agency. Judeen's presentation included an overview of the current state of the system versus the agency vision, design principles, and contact center focus.

    - 17% of customers make transactions online; the goal is 50%.
    - The average wait time on the telephone is 26 minutes; the goal is 1 minute. The phone system is at its end of life.

- The current average face time is 1 hour and 5 min; more access points are needed; goal is 30 minutes; must expand services through business partners and kiosks.
- Between March and June, approx. 740,000 call attempts were unable to get through due to trunk capacity. (the agency handles 2.1m callers per year – 73% handled via IVR, 27% handled through Service Team)

Kenneth Nappi provided a presentation overview regarding the current versus future customer access channels. Currently there exists a total of 5 channels including phone, fax, IVR, email, web. The project plan adds SMS/Text, chat, virtual hold, and kiosks.

Judeen Wrinn stated that the current system is at a point of failure. The current system must be replaced. The plan includes first achieving a stable environment, improving performance, and transforming the customer experience.

Patti Piscottano provided a brief overview of the project timeline and support model. Phase 1 includes replacing the existing system. Phase 2 includes web self-service & kiosks and then call center changes. The support model will build upon a platform for use by other agencies. The IT administration will be shared between DMV and BEST. CRM will have shared support by BEST, DMV, and Microsoft. Kiosks will be supported by DMV and vendor.

Judeen Wrinn provided a brief summarization of the presentation and emphasized the importance of the system overhaul. She emphasized that system is at point of failure.

Members asked a variety of questions:

- Commissioner Klee commented on the timeline for training and shared feedback regarding DEEP's experience with same. Commissioner Klee will connect Lou Fazzino, IT Director at DEEP, with Judeen Wrinn.
  - Commissioner Bremby indicated that DSS has shared similar experiences and is happy to offer feedback. Commissioner Bremby suggested paying close attention to the accuracy of IVR reports. DMV will connect with Janelle Simpson of DSS to discuss further.
  - Secretary Barnes asked if this will have greater longevity than the 2010 system. Patti Piscottano clarified that the system was upgraded in 2010 and not a new system. The original system is from 1993.
- **Department of Rehabilitation Services – Integrated Consumer Service and Reporting System**
- Commissioner Porter introduced Dave Doukas and Jeff Ogren to provide an overview of the agencies funding request related to a new integrated consumer service and reporting system. Dave Doukas provided a background of the establishment of DORS and the agencies funding request:
- DORS formed in 2011 as a result of the consolidation of 13 agencies/programs. Requests for personnel did not afford the agency the staff that was needed when it was initially established. The Committee was given \$387,000 to issue a RFP in order to identify a case business management system. A vendor, Consilius, has been identified.

Commissioner Bremby asked if there is a possibility of a Federal match to help with project funding. Commissioner Bremby offered to help DORS determine if Federal funds could be available.

Jeff Ogren described the case management tool as a highly configurable program. Dialogue ensued around the various integrated management platforms used by agencies and for what purposes. Dave stated that of the 11 programs, DORS has different and changing needs for each. Commissioner Porter stated that hopefully the CM system will eliminate existing silos. She commented that currently DORS clients may be in one or more programs.

Commissioner Klee asked if the DSS EMPI program will be able to communicate with the CM system. Commissioner Porter stated that DORS has a distinct need to be able to align programs to be able to communicate and report on this data, emphasized the importance of tying systems together.

Secretary Barnes asked what the agency has been doing and will do with regard to process improvement. Dave Doukas provided an example of the consolidation of the DSS program and the Bureau of Education and Services for the Blind; they aligned their two CM programs to be on the same platform with the same vendor using common processes. Commissioner Porter stated that the agency is using a process map for 11 of their 13 programs. A discussion of LeanCT ensued. Jeff stated that phase 1 of the project will be an analysis of all 11 programs up front, to determine which processes are being done for each program.

Secretary Barnes offered consultation from other agencies to support their Lean process improvement as needed. Commissioner Klee offered the assistance of DEEP. Commissioner Porter will connect with Commissioner Klee. Mark Raymond suggested that stakeholders be involved in the process.

- **Department of Social Services**

- **Medicaid Management Information System (MMIS) Replacement Planning, Procurement and Transition Project**

Mike Gilbert provided a high-level overview of the first of two funding requests by DSS. One such request relates to a new CMS regulation which requires states to move forward with a modular approach for MMIS system development and enhancement. Mike provided a summary of the project components:

- 1) CMS requires a Medicaid Information Technology Architecture (MITA) assessment which will serve as a guide for states to move forward with said modular approach.
- 2) Conduct an agency wide strategic planning process.
- 3) Operationalize an EPMO.

CMS development funding is available at 90% federal reimbursement; 75% federal reimbursement is available for operations post development. The State would assume 10% of the cost only.

Mike provided a brief summary of the business goals provided within the CMS brief. Mike stated that DSS Leadership is committed to this project. A Planning Advanced Planning Document (PAPD) was submitted to the CMS for 90% FFP, and CMS has approved the initiative on 6/10/2016. Pre-planning for the project is underway and resources have been identified. The EPMO and project support is in place. Mike described the timeline and funding for the project. The total cost for the project is \$16m for the FFY2016 through FFY2018. The FFP for the project is 90%, \$14.4m, and the state portion is 10%, \$1.6m.

Commissioner Currey asked if the agency has the staff and capability. Commissioner Bremby indicated their EPMO is ready to support the project and staff will be augmented, the deadline cannot be avoided.

➤ **Additional funding request for HIX-IE**

Matthew Robertson provided a presentation overview related to the request for supplemental ImpaCT (HIX/IE) funding. ImpaCT is the replacement to the 27 year old EMS. Matthew provided a project timeline. The Go Live date is now October 11, 2016. A phased roll-out will occur throughout various offices. Matthew provided an overview of the current status, training & activities, and upcoming activities related to the project. A visit from federal partners will take place in August or September. Additional funding would enable completion of work on approx. 50 change requests identified during early testing, as well as modification of training materials and time to complete conversion & interface work, UAT and performance tuning. The current request is for \$6.2m. Total to date with new request is \$39.7m. System development funding requested under this update, including both federal and State project shares, is \$57m.

Mike Gilbert provided a summary of the funding request by area and stated that the current projected cost allocation for the project is 87.6% federally reimbursable / 12.4% IT Capital Fund.

Kendall Wiggin asked if there will be an end to the funding requests or if the requests will be ongoing. Mike answered that this round of funding will get DSS through the build-out, and to ImpaCT-operational.

**Votes:**

Commissioner Currey made a motion to approve the funding for the DMV project. Mark Raymond seconded the motion. The motion was unanimously accepted.

- Jose Catalan pointed out the need for clarification regarding who will absorb incremental steady state operating costs. There was discussion of the elimination of operating costs from the current phone system being able to offset new costs.

Commissioner Klee made a motion to approve the funding for the DORS project. Commissioner Bremby seconded the motion. The motion was unanimously accepted.

- Commissioner Bremby will help to find out if there are federal offsets.
- Commissioner Klee will reach out to Commissioner Porter to offer assistance with process improvement.

Kendall Wiggin made a motion to approve the funding for the DSS the new MMIS project. Scott Jackson seconded the motion. The motion was unanimously accepted.

Secretary Barnes made a motion to approve the funding for the DSS supplemental funding for ImpaCT (HIX/IE). Commissioner Klee and Commissioner Jackson seconded the motion. The motion was unanimously accepted.

- **New Business**

- No new business was specified.

- **Adjournment**

- A motion to adjourn was made by Ken Wiggin and seconded by Commissioner Klee. The motion was unanimously approved. The meeting was adjourned by Commissioner Currey at 12:20 pm.