

MEDSIS Modernization

State of Arizona – Health Services

Change Request

August 21, 2024

CR-1107



ARIZONA DEPARTMENT
OF HEALTH SERVICES

Agency Vision

Health and Wellness for all Arizonans.

Agency Mission

To promote, protect, and improve the health and wellness
of Individuals and communities in Arizona.



Project Team Introduction

Roles Present at ITAC

- Susan Robinson - Chief Business Intelligence Officer (Project Sponsor)
- Ravi Pitti - Chief Information Officer (IT Sponsor)
- Theresa Esco - Senior Project Manager, Enterprise Project Management Office (Project Manager)
- Laura Erhart - Informatics Section Lead, Business Intelligence Office (Platform Owner)

Project Introduction

Date/high-level overview of the approved original project investment justification (PIJ):

On September 21, 2023, Information Technology Authorization Committee (ITAC) approved the original project investment justification (PIJ) to modernize the existing Medical Electronic Disease Surveillance Intelligence System (MEDSIS) system.

Solution benefits:

- MEDSIS will provide quick, user-friendly, flexible, secure, compliant, and stable methods to work with disease surveillance data and collaborate with partners to improve public health.
- Collaborating partners span from ADHS programs to local public health jurisdictions, to tribal communities, hospital systems, and laboratories. This ecosystem of partners is involved in gathering, accessing, analyzing, and sharing data. MEDSIS is the platform for collaboration in supporting Health and Wellness for all Arizonans.
- The vision is to repurpose MEDSIS to align with the Agency priority to analyze and share data with public health partners in a meaningful and expedited manner and strengthen the resilience of critical public health systems. Actionable data aids in early warning detection, rapid response, outbreak management and establishment of trends in morbidity and mortality.

The original PIJ spanned 15 months and had development costs of \$4,581,458.

Current Project Status

Original project plan:

Schedule: Development of Minimum Viable Product is 69% Complete

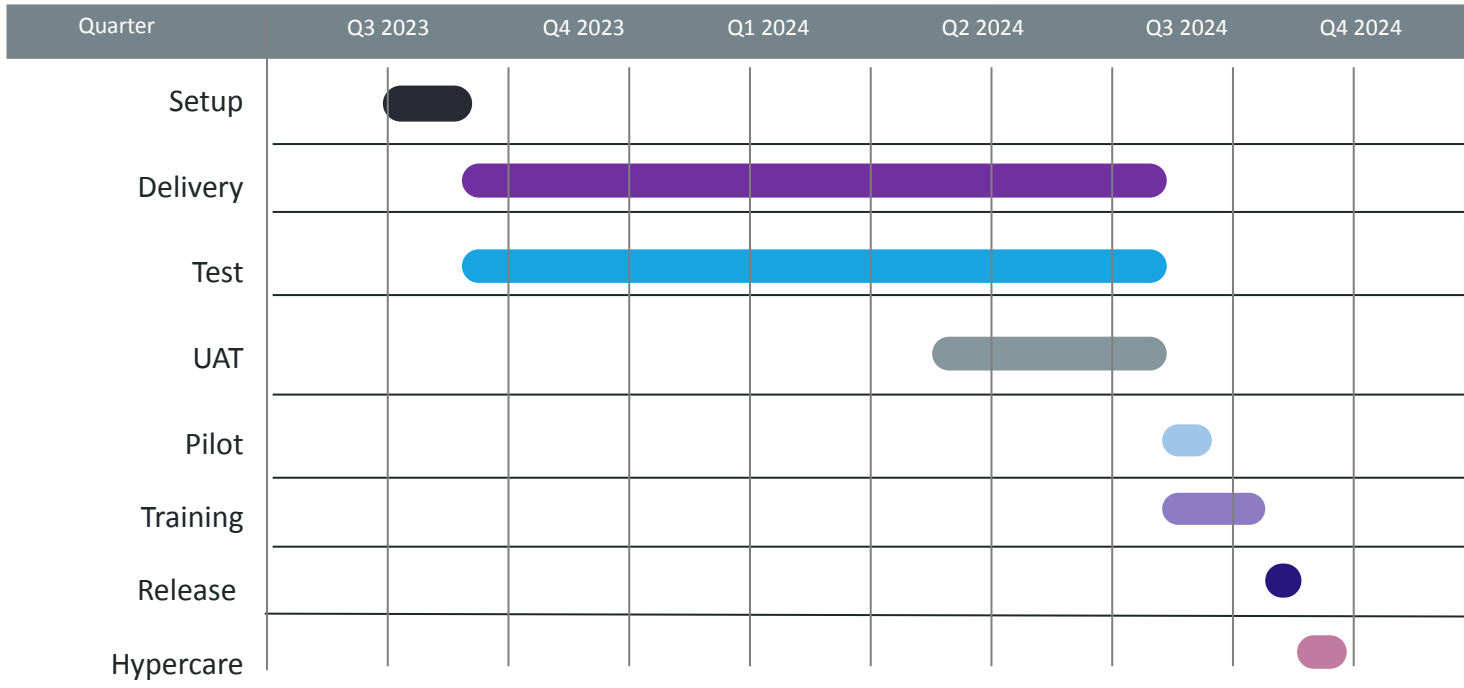
Original Development Budget: \$4,581,458

Remaining Development Budget: \$1,400,169 (as of August 1, 2024)

Milestone/Task	Estimated Start Date	Estimated End Date
PIJ Project Approval	8/20/23	9/20/23 (complete)
ITAC Project Approval	9/20/23	9/20/23 (complete)
Project Kickoff	10/2/23	10/2/23 (complete)
Requirements Refinement	10/2/23	9/30/24 (in progress)
Tool Installation & Initial Setup	10/2/23	1/30/24 (complete)
Agile Development Lifecycle	10/2/23	9/30/24 (MVP 69% complete)
Transition to Support Team and Training	09/15/24	10/31/24 (not started)
Project Closeout	10/31/24	1/30/25 (not started)

MVP% = Current project status to original plan

Current/Original Project Timeline - 53 weeks



Current/Original Project Costs

Project Costs by Category	FY24	FY25	FY26	FY27	FY28	Total
Professional & Outside Services (Contractors)	\$4,581,458	-	-	-	-	\$4,581,548
Hardware	-	-	-	-	-	-
Software	\$32,010	-	-	-	-	\$32,010
Communications	-	-	-	-	-	-
Facilities	-	-	-	-	-	-
License & Maintenance Fees	\$99,395	\$99,395	\$99,395	\$99,395	\$99,395	\$496,975
Other Operational Expenditures	-	-	-	-	-	-
Total Development	\$4,581,458	-	-	-	-	\$4,581,548
Total Operational	\$131,405	\$99,395	\$99,395	\$99,395	\$99,395	\$528,985

Project Change Request Overview

What in the PIJ is changing?:

✓ Timeline

The original project end date of January 30, 2025 will be extended to January 30, 2026

✓ Scope

The number of sprints increased from 26 to 46. The story points increased from 1029 to 2324.

✓ Budget

Estimated Budget Increase - \$3,841,855

The development budget will increase from \$4,581,458 to \$8,423,313

This includes additional IV&V costs estimated at \$159,000

What initiated this change?

During development, we've discovered complexities that need to be addressed to support a functional MVP solution. Without integrating these complexities, we risk not meeting full program requirements and stakeholder expectations.

The Centers for Disease Control and Prevention's original deadline of July 2024 limited development options and required a compressed rollout schedule. By extending the timeline to July 2026, ADHS has the opportunity to right-size and enhance the quality of the solution and prioritize the end-user experience.

This strategic extension is designed to incorporate the complexities, timelines and activities necessary to develop the strongest foundation possible - positioning ADHS to effectively respond to future health emergencies. By succeeding in this effort, we will empower our teams and partners to achieve the critical goal of enhancing public health outcomes.

Info-Tech Key Recommendations Assessment Report - August 2024

- **Key Recommendations to the Project**

- Staff Level & Skills / Resource Management:

- Monitor for increased work burden on single-threaded resources.
- Monitor for impacts on project work and velocity due to key resource turnover.
- Conduct gap analysis on skill sets required to support the new system post-implementation.
- Determine post-implementation OCM needs.
- Ensure the demarcations of duties between the new Product Owner and Project Manager are reflective of the new actual.
- Review and update the Project's RACI to ensure it is reflective of new actual and communicated out.

- Learning and Development:

- Ensure Knowledge Transfer (KT) session outputs are measurable.
- Contemplate need for KT session documentation.
- Crosswalk training documentation planning to project tools.

Info-Tech Key Recommendations Assessment Report - August 2024

- **Key Recommendations to the Project**

- Risk Management:

- Document, monitor, and mitigate the risk of reference data updates being performed outside the legacy MEDSIS database via a manual process.
- Ensure all role-specific resource risks are documented / pre-existing role-specific risk severity and mitigations are reflective of actual.
- Ensure planning assumptions for the re-baselined implementation are documented and regularly reviewed within the risk process.
- Ensure understaffed business team risks are noted.

- Planning:

- Complete UAT Planning.
- Ensure UAT planning dovetails with OCM.
- Ensure drop-dead due dates for UAT strategy / planning are documented and socialized.
- Socialize UAT plan.
- Ensure Communication Plans include UAT stakeholders.

Info-Tech Potential Programmatic Risks Assessment Report - August 2024

- **Potential Programmatic Risks to the Project**

- Assumptions around Agency velocity to support (1/3rd story points) are not vetted.
- Training / KT requirements are not road-mapped and confirmed.
- Product Owner changeover could impact velocity.
- UAT test availability has not been confirmed.
- UAT stakeholders will require more lead time to be onboarded to test.
- Unsure of triaging support tools in remote environments
- The schedule includes a reduction in velocity during holidays, but the State's development team is expected to increase velocity over Holiday periods.
- Key resources are single-threaded.
- The Agency has some competing / parallel product/project deliveries.
- Post-implementation change support.

Note: IV&V vendor is confident the project teams will complete this project successfully based on the level of partnership and project management methodology. Report 4 IV&V assessment will occur in October.

IV&V Risk Summary Report

Info-Tech Potential Programmatic Risks Assessment Report - August 2024

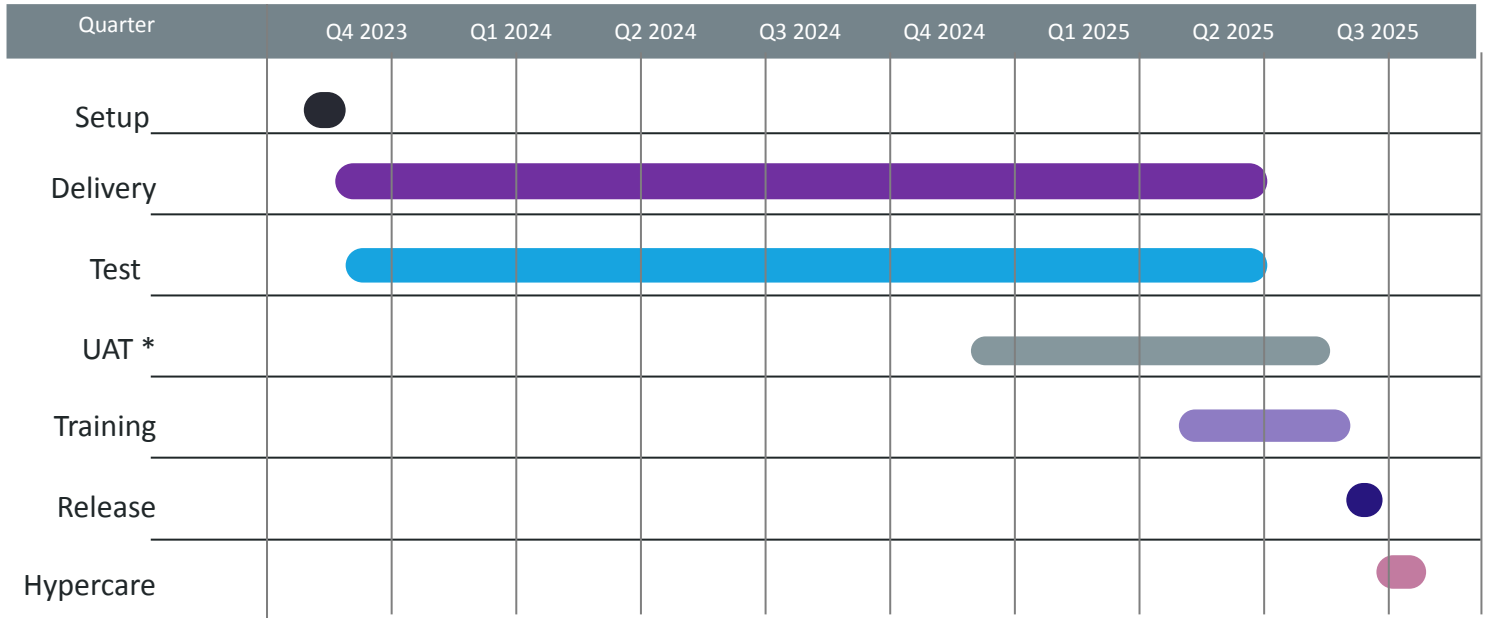
- **What is the Agency doing to address the risks identified:**
 - Document each risk in the project RAID log within 2 weeks of receiving each IV&V report.
 - Assign an owner to provide updates and actively drive the risk to closure.
 - Update the IV&V action plan tracker regularly with the mitigation status.
 - Review the risks every two weeks with the Project Management Office, Slalom and InfoTech.

Revised Project Milestones

Identify any change in timeline and possible benefits:

Milestone Name	Milestone Health	% Complete	Original Start Date	Original End Date	Revised Start Date	Revised End Date
PIJ Project Approval		100	8/23/2023	9/30/2023	8/23/2023	9/30/2023
ITAC Initial Project Approval		100	9/20/2023	9/20/2023	9/20/2023	9/20/2023
Project Kickoff		100	10/2/2023	10/2/2023	10/2/2023	10/2/2023
Tool Installation & Initial Setup		100	10/2/2023	1/30/2024	10/2/2023	1/30/2024
Requirements Refinement		59	10/2/2023	9/30/2024	10/2/2023	5/30/2025
Agile Development Lifecycle		31	10/2/2023	9/30/2024	10/2/2023	6/11/2025
User Acceptance Testing		0	6/26/2024	9/30/2024	11/4/2024	6/25/2025
Training		0	8/26/2024	9/30/2024	4/1/2025	7/5/2025
Go-Live		0	10/2/2024	10/2/2024	7/5/2025	7/9/2025
Transition to Support Team and Training		0	9/15/2024	10/31/2024	6/2/2025	7/22/2025
Project Closeout		0	10/31/2024	1/30/2025	7/22/2025	01/30/2026

Revised Project Timeline - 91 weeks



*UAT is being enhanced to include internal users and selected representatives from counties/tribes. This removes the need for a pilot. UAT will be conducted in a rolling format, starting in Nov with a session every 6-7 weeks.

Amended Project Costs

Project Costs by Category	FY24	FY25	FY26	FY27	FY28	Total
Professional & Outside Services (Contractors) *Includes IV&V	\$4,581,458	\$1,920,927*	\$1,920,927*	-	-	\$8,423,313
Hardware	-	-	-	-	-	-
Software	\$32,010	-	-	-	-	\$32,010
Communications	-	-	-	-	-	-
Facilities	-	-	-	-	-	-
License & Maintenance Fees	\$99,395	\$99,395	\$99,395	\$99,395	\$99,395	\$496,975
Other Operational Expenditures	-	-	-	-	-	-
Total Development	\$4,581,458	\$1,920,927	\$1,920,927	-	-	\$8,423,313
Total Operational	\$131,405	\$99,395	\$99,395	\$99,395	\$99,395	\$528,985

Current and Revised MVP Story Points and Schedule

Epic Name	Original Estimate	Current Estimate 7/24	Points completed 7/24	Original Target Date	Current Target Date
Analysis & Setup	44	45	45	11/14/2023	11/28/2023
Core Site	53	135	69	8/20/2024	6/11/2025
Core Services	39	31	25	8/20/2024	10/18/2024
User Account Settings	11	43	43	1/23/2024	2/6/2024
Case Creation	83	445	395	4/30/2024	8/23/2024
Person Views	41	31	0	3/5/2024	6/11/2025
Case Management	14	Collapsed - Case Edit	0	6/25/2024	1/22/2025
Language Translation	6	9	1	8/20/2024	5/28/2025
Case Edit	218	543	51	8/6/2024	1/22/2025
Administration	138	79	0	8/6/2024	5/14/2025
Configuration	33	46	46	6/11/2024	10/24/2024
Global Search	17	50	0	8/20/2024	2/12/2025
Secure Messaging & Notifications	61	191	0	8/20/2024	12/19/2024
Bulk Case Updates	40	195	0	8/20/2024	6/11/2025
Reporting/Extracts (MEDSIS Team MVP)	49	8	0	8/20/2024	5/28/2025
Electronic Lab Reports (ELR)	66	45	0	8/20/2024	4/1/2025
Merge Records	58	332	0	8/20/2024	5/21/2025
Outbreak Management (Post MVP)	41	Out of Scope	0	8/20/2024	Out of Scope
NFR Testing	17	Collapsed into other Epics	0	8/20/2024	6/24/2025
Resources	New	92	41	New	11/15/2024
Case History & Audit Trail	New	5	0	New	5/28/2025
Total	1029	2324	715		

Q & A Session

Recommended Conditions

ADOA-ASET Conditions

1. Should development costs exceed the approved estimates by 10% or more, or should there be significant changes to the proposed technology scope of work or implementation schedule, the Agency must amend the PIJ to reflect the changes and submit it to ADOA-ASET, and ITAC if required, for review and approval prior to further expenditure of funds.
2. Monthly reporting on the project status is due to ADOA-ASET no later than the 15th of the month following the start of the project. Failure to comply with timely project status reporting will affect the overall project health.
3. The agency shall provide the quarterly Independent Verification & Validation (IV&V) report, via email communication, to ADOA-ASET 90 days following the start of the project.
4. The agency shall provide quarterly informational updates, via ITAC presentation, to members of the Information Technology Authorization Committee (ITAC) for the committee's review, comments or questions.

ITAC Voting Options

What ITAC May Consider In Review Whether:

- a. The proposed solution addresses the stated problem or situation;
- b. The budget unit is competent to carry out the project successfully;
- c. Sufficient sponsorship and support by budget unit leadership exists;
- d. Cost estimates provided are accurate;
- e. The proposed project aligns with the budget unit's Strategic IT Plan; and
- f. The proposed solution complies with statewide IT standards.

ITAC Motions:

- a. Move to Approve
- b. Move to Approve with Conditions As Presented
- c. Move to Approve with Conditions
 - i. Committee May Modify or
 - ii. Add Conditions
- d. Move To Deny

Relevant Statutes and Rules

[Per A.R.S. § 18-101](#) - [Per Administrative Code R2-18-101](#)