

IT Modernization

Strategy and Plan Refresh

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Topics

- Background
- Why Review and Refresh
- Vision, Goals, and Priorities
- Refreshed Roadmap and Plan
- Other Changes

Background

- Initiated *IT modernization* in 2021
 - Modularization – break-up monolith into modules to enable more efficient development and delivery
 - Cloud – migrate to Azure Commercial cloud, leverage cloud native technologies
 - Database – migrate from Oracle to Azure SQL
- Initial target of three to four modules hosted on the Azure Commercial cloud
- Original timeline to complete the modularization effort estimated at 2 to 3 years
- Plan Management and Verifications implemented; experienced delayed in the delivery of both modules
- Additional modules added to modularization roadmap and timeline extended to 2027
- Cloud journey has evolved – on-prem to Azure Government, Azure Government to Azure Commercial, and now migrating to a new Azure Commercial subscription
- Database migration – have been following an incremental migration strategy (module / module); opportunity to expedite and reduce complexity

Why Review and Refresh

Initiated a review and refresh of the IT modernization strategy and plan in January



Quality and performance issues in modularity



High cost, high complexity during transition – multiple databases, multiple platforms



Not value driven – most benefit achieved at the end



Timeline and project management difficulties – slipping schedule

Note: Many organizations hesitate or lack the willingness to candidly evaluate a project facing challenges or change in circumstances. This often results in delays, cost overruns, and a failure to deliver expected value and outcomes. WAHBE is doing the right thing to pause the work on the eligibility module, assess the current state of the project, and replan the effort to account for change in circumstances, accommodate new opportunities, and apply lessons learned. This refresh/replan will increase the likelihood of overall success of the project.

Vision, Goals, and Priorities

Vision and goals remain intact; strategy and plan refreshed to address issues and risks, account for change in circumstances, accommodate new opportunities, and apply lessons learned

Vision

- Modern, cloud-native
- Multifaceted and includes:
 - Infrastructure
 - Applications
 - Backend technologies
 - Staff knowledge and skills

Goals

- Ecosystem focus (HPF, CSA, EDI)
- Reflect lessons learned
- Account for change management
- Organize work into manageable tasks
- Make the timeline realistic
- Roadmap goes through June 30, 2027

Priorities

- Provide benefit to customers
- Optimize financial investments
- Reduce complexity
- Mitigate risks
- Manage technical debt

Refreshed Roadmap and Plan

Priority Work Streams

01

Establish new modern platform
– Azure 2.0

02

Modularize EDI and CSA;
migrate to Cloud

03

Migrate to Azure SQL database

04

Establish minimum system recovery

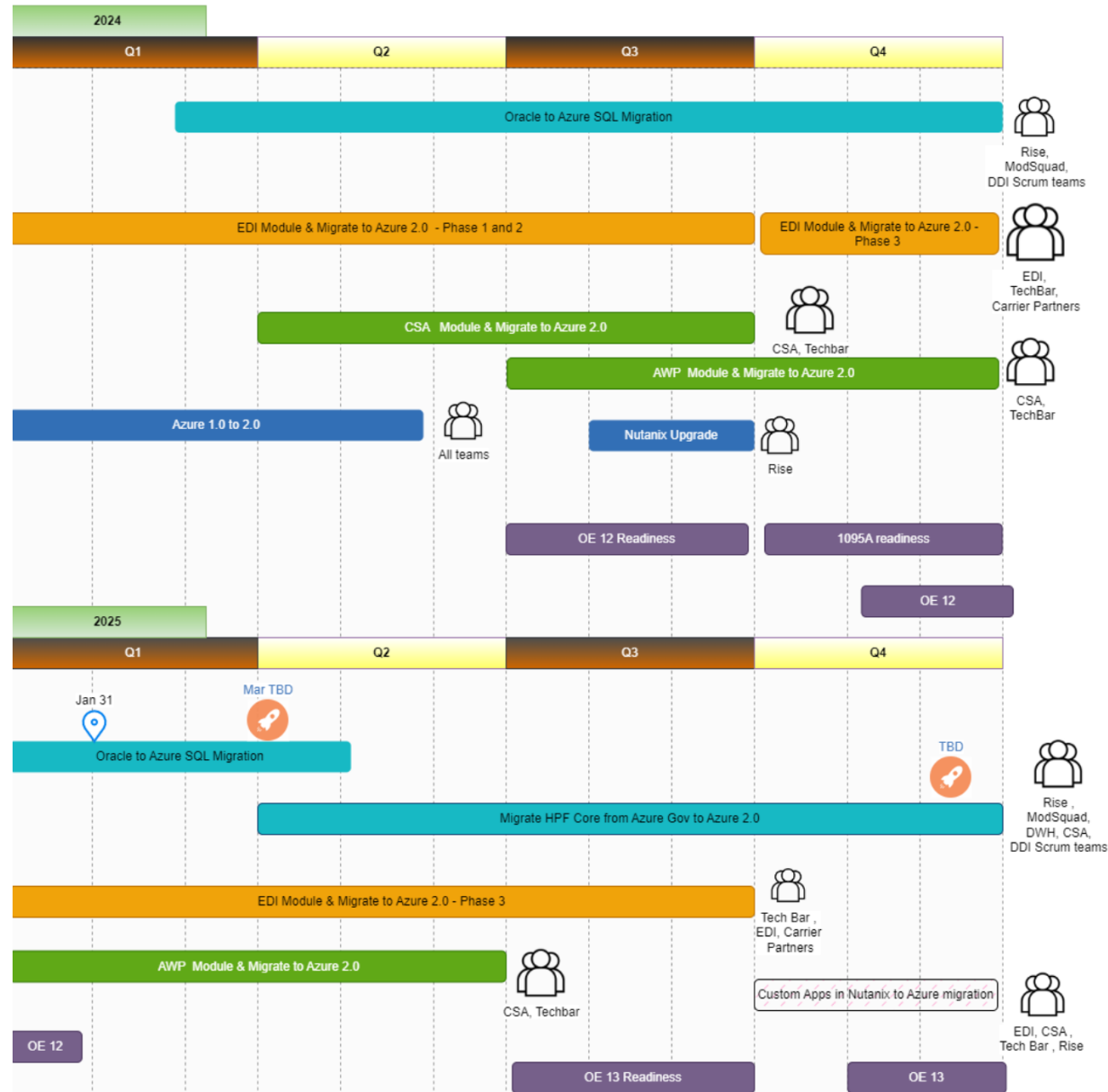
05

Modernize development and delivery practices
(DevSecOps)

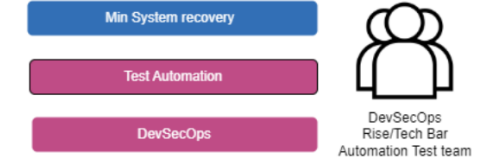
Plus: Nutanix upgrade, migrate HPF core to Azure 2.0, application monitoring and logging, and test automation

Refreshed Roadmap and Plan (continued)

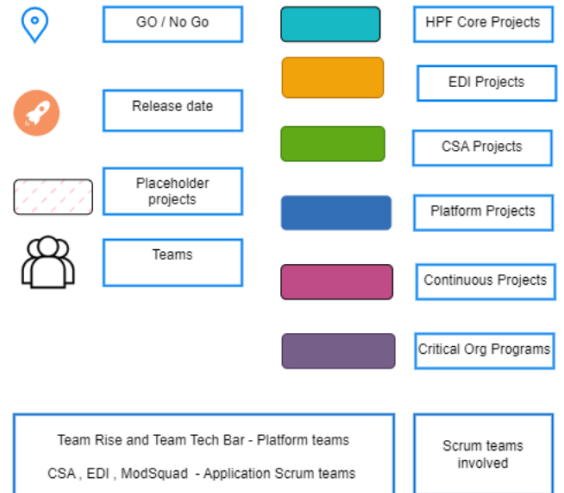
2024-25



Ongoing projects all through 2027

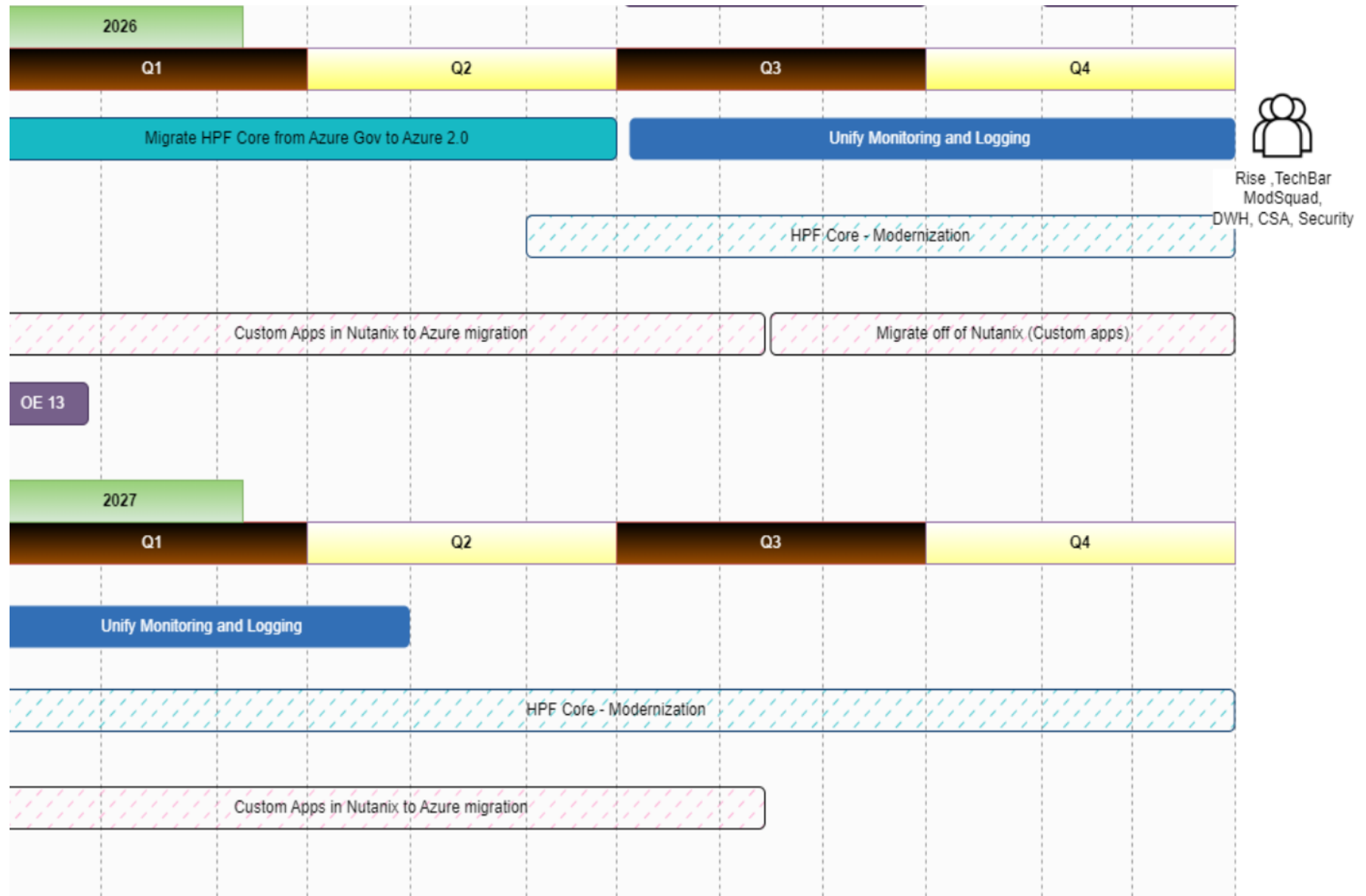


Legend



Refreshed Roadmap and Plan (continued)

2026-27



Other Project Changes

- Revised governance structure
- Assigned a business sponsor
- New project management
- Integration of all work streams under a single project
- Established a deliverable based, fixed price statement of work with system integrator for database migration

Questions





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