



Washington Health Benefit Exchange

Enterprise Governance Overview

Exchange Operations Committee

December 13, 2018

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How did the Enterprise Governance start?

- WAHBE has been working with DSHS and HCA on joint technology projects and priorities since the establishment of the Exchange
- A Healthplanfinder Workgroup, including IT, Operations, and Finance leadership meet monthly to discuss scheduling issues, system performance issues, CMS funding coordination and other cross organization information sharing:
 - Issues that are not resolved by the technical teams
- A separate governance structure was developed for the Business and IT Transformation project (BITT) which included many of the same members represented in the Healthplanfinder Workgroup
- Subsequently, CMS identified that Washington State needed a comprehensive integrated approach to its projects using enhanced funding match
- The BITT governance structure was modified as a 5-agency governance structure led by Health Care Authority to meet CMS requirements and approach IT development in a more coordinated, cost effective manner



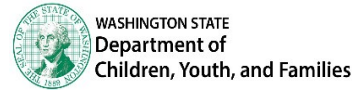
What is the Health and Human Services Enterprise Governance Coalition

- A multi-organization collaborative that provides strategic insight, cross-organizational project support and federal funding guidance across Washington’s health and human service enterprise.
- Washington’s Medicaid Enterprise components:
 - Health Care Authority (HCA)
 - Washington Health Benefit Exchange (HBE)
 - Department of Social and Health Services (DSHS)
 - Department of Children, Youth and Families (DCYF)
 - Department of Health
- Four-tiered governance structure
 - Level 1 Executive Sponsor Committee – CEOs
 - Level 2 Enterprise Steering Committee- primary responsibility to ensure business alignment and provide operational direction for enterprise projects
 - Level 3 Integrated Enterprise Project Group – ensure holistic project coordination with an Enterprise view of project activities
 - Level 4 Project Delivery Teams – agency-specific or inter-agency and responsible for operational and tactical oversight of a project



Health and Human Services Coalition Enterprise Governance Plan

3/8/2018 V3.4



ENTERPRISE GOVERNANCE

1

Executive Sponsor Committee (Secretary Level)

DSHS	HCA	HBE	DEL/DCYF	DOH
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- Enterprise Steering Committee**
- HCA is "Standing Chair"
 - Co-chair will rotate with projects presented
 - Ensure development and adherence to strategic direction
 - Remove barriers to program execution and success
 - Champion the projects and their priority
 - Facilitate enterprise coordination of all projects
 - Commit project resources
 - Approve key project deliverables
 - Promote constructive communications
 - Resolve escalated issues, risks, change requests, key decisions
 - Ensure alignment of IT and Business

Executive Sponsor Committee membership will include all Agency Executives

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Enterprise Steering Committee (Executive Level)

Business		IT		Fiscal	
DSHS	HCA	HBE	DEL/DCYF	DOH	

- Enterprise Steering Committee**
- Provide operational direction
 - Help define business goals and make business decision
 - Set project priorities
 - Review & respond to enterprise IV&V and APD recommendations
 - Oversee project scope, schedule and budget
 - Promote constructive communications
 - Facilitate timely decisions
 - Validate and approve project deliverables
 - Resolve escalated issues, risks, decisions and change requests
 - Oversee project interdependencies
 - Ensure alignment of IT and Business

Enterprise Steering Committee membership will include Business, Fiscal and IT from all agencies and appropriate areas of DSHS

Risk Communications Contracts OCM
Areas providing guidance/input/support to Enterprise Steering Committee & Project Teams as necessary.

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Project Oversight

OCIO	OFM	Applicable Fed
QA	IV & V	Partners

Integrated Enterprise Project Group (Project Managers with active Cross Agency DDI Projects)

DSHS	HCA	HBE	DEL/DCYF	DOH
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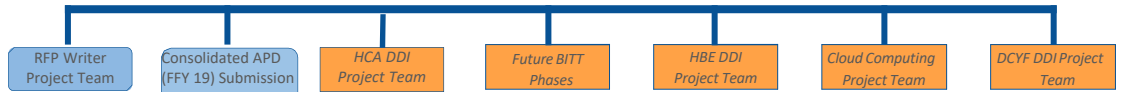
- Integrated Enterprise Project Group**
- Provide holistic and enterprise view and assessment of all Health and Human Services cross agency projects
 - Provide enterprise project coordination
 - Monitor project activities
 - Monitor project interdependencies, develop a single enterprise project plan and master schedule
 - Assist in coordinating enterprise project response to IV&V and IA findings
 - Coordinate IAPD work, working with project, fiscal and business partners
 - Promote constructive communications
 - Ensure alignment of IT and Business

Integrated Enterprise Project Group membership will include active DDI Project PMs from all agencies and appropriate areas of DSHS

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Cross Agency DDI Projects

- Project Teams**
- Provides tactical direction
 - Ensure project objectives are identified and met and align to Strategic Business Vision
 - Ensure projects meet oversight and governance guidance and align with federal partner requirements
 - Promote constructive communications
 - Develop and maintain appropriate levels of project documentation
 - Produce, validate and submit project deliverables
 - Identify, prioritize, track and resolve or escalate risks, issues and changes
 - Manage project scope, schedule, budget
 - Maintaining awareness of potential interdependencies with other projects and their impact
 - Manage effective and transparent project communications and reporting through agreed lines of communication



The projects in the orange boxes are examples for illustrative purposes only



Health and Human Services Coalition Strategic Business Vision

CMS expectations

- Submit APD-U update with new cost allocation plan – done; result of A-87 rule on cost allocation expiring
- Submit an ESAR report summarizing full project history - prepared by DSHS (who is the project owner)
- Utilize Medicaid Enterprise Governance process to assess future technical and procurement strategies – DSHS, HCA and HBE developed 3-year Medicaid Technology Roadmap
- Submit modularity and reuse plans
- Align with federal MEELC and MELC requirements, including Concept of Operations (ConOps) strategy (underway)
- Monthly reporting on Medicaid Enterprise Systems (MES) Governance project
- Develop WA Enterprise Call Center Strategy to reduce duplicative functions and seek opportunities to inform the WA Reuse strategy - underway



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