Information Technology Capital Investment Program
Project Close Out Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Dennis Mitchell

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Agency: Department of Developmental Services
Project: DDS Quality of Services Review Transformation

Project Start Date: 3/15/2013
Project End Date: 3/15/2018

Project Manager: Dennis Mitchell

Total Funds Requested: $363,180

Total Funds Allotted to Agency: $349,590

Accumulative Total Capital Fund Expenditures to Date: $349,590

Brief Project Description/Summary:
A major data source for the Medicaid Revenue reimbursements is the QSR Waiver Assurance Indicator Report. Federal Medicaid funding returned to the General Fund has grown from $332M to $515M as a result of the assurance process. There are more opportunities for waiver reimbursement using criteria reports from QSR.

The technology framework of the application will be adaptable to reviews or inspections throughout state agencies. The mobile workforce will promote acceptance of new tools that solve business issues and requirements. User roles will branch out to include business intelligence, training, scheduling and special interest group collaboration. Quality Monitors will have a quicker and more efficient method to report inspection data. The Quality Monitors will be able to perform more on-site inspections and reduce travel to regional offices. Inspection schedules, reminders and plan of correction follow-up are among the basic metrics for evaluation. The number of inspections completed the timeliness of reporting of citations and plans of correction being accepted will be ready for immediate analysis as opposed to the current method of analysis and reporting

List Project Goals and Deliverables Completed:
(Please provide a brief summary of the goals and deliverables that were implemented. Please reference the IT Capital Investment Brief for the initial goals of the projects.)

Goal 1: Evaluate readiness to modernize quality-related business processes and information systems
     Deliverable 1.1: Blum-Shapiro Assessment of Modernization Readiness
Goal 2: Perform business process improvement via LEAN
     Deliverable 2.1: Remediated 10,000 backlogged cases via programming solution
     Deliverable 2.2: Reduced follow-ups by 44%
Goal 3: Migrate mission-critical quality-related applications from MS Access to SQL Server
     Deliverable 3.1: Created QSR reporting solutions based upon SQL Server Reporting Services
     Deliverable 3.2: Created CLA licensing solution with SQL Server backend
     Deliverable 3.3: Created CCH licensing solution with SQL Server backend
Goal 4: Provide business intelligence tools to quality review staff
     Deliverable 4.1: Created QSR dashboard in Tableau
     Deliverable 4.2: Created Abuse/Neglect dashboard in Tableau
     Deliverable 4.3: Created (Non-critical) Incidents Dashboard in Tableau
     Deliverable 4.4: Created Critical Incidents Dashboard in Tableau

Project Replication Opportunities:
(Are there opportunities to repeat or leverage the project solution by other state agencies? Please provide a brief explanation.)

- The reporting dashboards for licensing were used by non-profit partners for the provider quality review process
- The abuse/neglect dashboards will be used by Disability Rights Connecticut.

Key Lessons Learned:
(Provide any lessons learned or experienced during this project that may be helpful to other agencies starting a similar project.)

1. Microsoft Access conversions are not easy. There are numerous issues to take into consideration, including:
    a. Scope of migration – whether to migrate the database only, reports and database, user interface, reports, and database; whether to migrate the application with existing functionality or address other business needs.
    b. Security – whether to use file-system-based security, SQL Server security, application -based security or some combination of the two; and how to protect sensitive data.
    c. Macros/VBA Code – whether to clean-up and properly test existing macros and VBA code
    d. Data model – whether to normalize, introduce foreign key constraints, and otherwise clean up the data model.
    e. Maintenance – especially after performing a partial migration, where the Microsoft Access front-end and VBA code/Macros are maintained, system maintenance can be a significant issue, requiring a full-time (or near-full-time) Access developer to maintain the applications.
2. Often business users are not able to identify all mission-critical business requirements during the requirements gathering phase of a project, resulting in a significant amount of unplanned development or configuration work.