DC | HEALTH

District of Columbia Department of Health	**PROCEDURE 735.000**
Information Technology Life Cycle	Implementing Office: Office of the Director/Office of Information Technology Training Required: Yes Originally Issued: July 11, 2018 Revised/Reviewed: OCT 2 0 2019 (First Revision)
Approved by: LaQuandra S. Nesbitt MD, MPH; Agency Director	**Review by Legal Counsel:** Phillip Husband, Esq.; General Counsel	**Effective Date:** OCT 2 0 2019 **Valid Through Date:** OCT 2 0 2022

I.	Authority	Reorganization Plan No. 4 of 1996; Mayor's Order 1997-42; This SOP shall supersede and replace the earlier version, SOP 735.000 Information Technology Project Management, issued July 11, 2018; and SOP 730.100 Information Technology Enhancements and Migration, issued November 4, 2016.
II.	Reason for the Policy	Information technology (IT) is a critical element of daily operation at DC Health. IT solutions enable DC Health to collect, analyze, secure, report, and share data that support public health policies and programs. To ensure that DC Health is a continuously improving organization, IT solutions must keep pace with ever-changing requirements at the program level. Recognizing the need to deliver IT solutions more quickly, DC Health IT has adopted the Agile methodology. This methodology delivers an IT solution incrementally in a series of rapid development cycles, or sprints, executed in weeks rather than months. A protocol is necessary to operationalize this methodology within DC Health IT.
III.	Applicability	This SOP shall apply to all DC Health employees, contractors, interns, and summer youth employees. This SOP shall also apply to vendors that are party to an agreement with DC Health. These individuals are referred to collectively herein as "employees" or "DC Health employees."
IV.	Policy Statement	The management of DC Health IT solutions is part of the portfolio of the DC Health Office of Information Technology (DC Health IT).

The Chief Information Technology Officer (CITO) is the accountable manager over all functions assigned to DC Health IT.

The Master Portfolio Listing (MPL) is the document that centrally tracks all IT solutions across DC Health. The CITO, or designee, is responsible for ensuring that the MPL is regularly updated to reflect the current status of every IT solution. Each entry in the MPL shall include both the administration and the Program Manager(s) designated as the primary user(s) of that IT solution.

Program Managers who are the primary users of an IT solution are responsible for communicating new functional requirements, opportunities for improvement, or problems with that solution to their respective Senior Deputy Director (SDD). For IT solutions in the Office of the Director, these issues are to be reported to the Chief Operating Officer (COO).

The CITO will develop a regular meeting schedule with all SDDs. During these meetings, at a minimum:
1. The CITO will provide the SDD with relevant details from his/her administration's portion of the MPL;
2. The CITO will provide a progress report on all active IT projects;
3. The CITO and SDD will discuss any possible plans for future projects and enhancements.

The CITO, or designee, will perform a discovery to assess any new project or enhancement an SDD is considering. The objective of the discovery is to clarify the resources necessary to complete the project or enhancement, and manage any possible trade-offs with other projects/enhancements for the administration. The discovery will include, but not be limited to: the investment of DC Health IT and vendor personnel, and an estimate of the time needed to complete the enhancement. The discovery will be documented in the MPL.

The CITO has the discretion to direct DC Health IT to complete a project or enhancement if it does not require an administration to expend additional funds, or extend the deadline for a different project in the MPL. If a project or enhancement will require an administration to contribute additional funds, or if it will require a delay to, or redirect resources away from, an active or planned

project, the CITO will brief the SDD on the necessary trade-offs, and obtain the SDD's approval before authorizing the enhancement.

The Business Analyst (BA) will hold a stakeholder meeting, or a series of meetings, to initiate a project or enhancement. Stakeholders invited to participate may include the Program Manager, non-management staff who report to the Program Manager, or any other employees with working knowledge of the business process being automated. The objective of the stakeholder meeting(s) is to produce a Functional Requirements Document. The BA will build a Product Backlog to capture the list of technical requirements necessary to satisfy the functional requirements.

The Product Backlog will be the basis for planning each sprint. At a minimum, a sprint plan will consist of the following elements:
1. The subset of requirements from the Product Backlog that will be delivered during the sprint (the Sprint Backlog);
2. A meeting schedule for the BA and the assigned developers;
3. A clear definition of the deliverable to be produced (a definition of "done");
4. Assignments for each member of the development team;
5. A deadline for completing a prototype.

The BA will present the prototype to the stakeholder(s), and collect feedback. The BA will evaluate the feedback to determine which changes are needed to complete the current sprint, and which may be deferred to a future sprint. When the product successfully captures all requirements in the Sprint Backlog, it can move into production and be implemented.

At the conclusion of a sprint, the BA will convene a sprint retrospective with the developers. At a minimum, the sprint retrospective will include:
1. Documentation of the sprint's successes;
2. Identifying opportunities for improvement;
3. Revision of the Product Backlog;
4. Preliminary planning for the next sprint.

Any DC Health employee in violation of any part of this SOP may be subject to commensurate disciplinary action.

V. Definitions & Acronyms	**Agile-** A software development methodology in which an IT solution is implemented incrementally over a succession of short development cycles called sprints. Each sprint adds to the features and functionality of the IT solution. **CITO-** Chief Information Technology Officer **COO-** Chief Operating Officer **DC Health IT-** Department of Health Office of Information Technology **Enhancement-** A change to an existing IT solution. Examples of enhancements include, but are not limited to: adding a new feature or functionality, correcting a problem or bug, or improving the user experience. Enhancements are facilitated in a sprint, or a series of sprints, each producing a new iteration. **Functional Requirements Document-** A list of the features the stakeholder(s) have designated necessary to meet the program need. **Iteration-** A discrete version of an IT solution that is the product of a sprint. In the Agile methodology, an IT solution routinely goes through many iterations over time. **IT-** Information technology **IT Solution-** Any software-based work product purchased, or developed, to support a DC Health process. Examples include a new software product, expansion or customization of software DC Health already manages, or integration of discrete IT systems. **MPL-** Master Portfolio Listing. A detailed central record of all IT solutions overseen by DC Health IT. **Product Backlog-** A comprehensive list of technical requirements necessary to satisfy stakeholders' functional requirements. Technical requirements are tasks a developer must execute to deliver the features in the functional requirements document.

	Project- The initial development cycle for an IT solution. A project may occur if DC Health IT is creating a new IT solution to automate a manual process, or creating a new IT solution to replace a legacy system. **Prototype-** A rudimentary working model of a product or information system, usually built for demonstration purposes or as part of the development process. **SDD-** Senior Deputy Director **Sprint-** A rapid development cycle during which a limited and defined set of requirements is incorporated into an IT solution. An IT solution may go through several sprints before all requirements are fully realized. **Sprint Backlog-** A list of requirements to be delivered during a sprint. A Sprint Backlog is a subset of the Product Backlog.
VI. Procedures	**Procedure: Project/Enhancement Execution** 1. The CITO will authorize the BA to initiate a project or enhancement. 2. The BA will convene a stakeholder meeting (more than one may be necessary). 3. The BA will develop a product backlog. 4. The BA will collaborate with the stakeholder(s) to rank the priority of requirements in the Product Backlog. 5. The BA will complete the sprint plan. 6. The developers will complete the tasks assigned in the sprint plan. 7. The BA will present the prototype to the stakeholder(s) 8. The BA will collect stakeholder feedback.

	9. The BA will evaluate the feedback to determine which actions, if any, are necessary to meet the goal of the current sprint. 10. The BA will assign the developers to make any necessary changes to the prototype needed to complete the current sprint. 11. The developers will make the requested changes. 12. Repeat steps 7-11 as many times as necessary for stakeholder acceptance of the product. 13. The BA will facilitate a sprint retrospective.
VII. Contacts	Chief Information Technology Officer
VIII. Related Documents, Forms and Tools	None