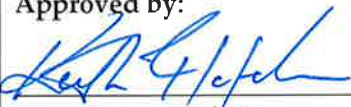



District of Columbia Department of Health Information Technology Project Management		PROCEDURE 735.000 Implementing Office: Office of the Director/Office of Information Technology Training Required: Yes Originally Issued: JUL 11 2018 Revised/Reviewed:
Approved by:  LaQuandra S. Nesbitt MD, MPH; Agency Director	Review by Legal Counsel:  Phillip Husband, Esq.; General Counsel	Effective Date: JUL 11 2018 Valid Through Date: JUL 11 2021

I. Authority	Reorganization Plan No. 4 of 1996; Mayor's Order 97-42
II. Reason for the Policy	In an effort to leverage technology more effectively to achieve greater efficiency and effectiveness, DC Health requires a process to evaluate the feasibility of information technology (IT) projects, prioritize projects, allocate resources effectively, and meet programmatic needs in the most effective and efficient manner.
III. Applicability	This SOP applies to all DC Health employees, contract employees, interns, volunteers and summer youth employees, collectively referred to herein as "employees" or "DC Health employees."
IV. Policy Statement	<p>The only office within DC Health with the authority to develop or procure an IT solution is the Office of Information Technology (DC Health IT). A Senior Deputy Director (SDD) may request that an IT need be evaluated. This could be a request for an IT solution to replace a manual process, a request to upgrade or configure an existing system, or explore replacing an outdated solution that is no longer meeting the program's needs. All requests should be submitted to the Chief Information Technology Officer (CITO). A program's request for an evaluation will include a point of contact for gathering requirements. The request shall also stipulate available funds to support the project for both the current and following fiscal year.</p> <p>Upon receipt of a request, the CITO, or designee, will perform a discovery. The objective of the discovery is to assess the feasibility of the request. The discovery will include, but not be limited to, the</p>

following considerations: the program need, the cost of satisfying the request, and the investment of DC Health IT and vendor personnel to satisfy the request. The discovery will be documented in the Master Portfolio Listing (MPL).

At the conclusion of the discovery, the CITO will make a determination if the request will become an IT project. If the request will become an IT project, its status will be changed in the MPL and the requestor notified. If the request was not approved to become an IT project, the CITO will provide the reasons for the disapproval to the requesting administration.

If a request is approved to become an IT project, the CITO is responsible for ensuring that project goals align with the available funds. If necessary, the CITO and SDD shall collaboratively redefine the project scope to achieve this alignment.

The SDD is responsible for designating the priority of a new project relative to the administration's other projects in the MPL. The SDD has the authority to reprioritize projects in his/her portion of the MPL at any time. If the new project requires a reprioritization of projects from multiple administrations, the CITO shall consult the Director, or designee, to determine the highest priority projects.

The CITO has the discretion to initiate a discovery to evaluate the feasibility and cost of a new IT solution without a request from the Program Manager over that function. In such cases, the CITO may confer with the SDD on the findings of the discovery and work with them to determine next steps required for project initiation.

The CITO is responsible for assigning new projects to an IT Project Manager in the MPL. All IT Project Managers are responsible for ensuring every project in their portfolios are updated in the MPL. Once assigned a project, an IT Project Manager is responsible for:

1. Forming a project team;
2. Identifying any additional procurements not identified during the discovery phase;
3. Identifying any formal agreements with outside entities that will be necessary to complete the project;
4. Developing a project schedule, including a go-live date;
5. Developing a communications plan;

	<p>6. Deploying a Business Analyst (BA) if necessary, to define requirements and compose a Business Requirements Document (BRD).</p> <p>The IT Project Manager is responsible for developing a project plan and ensuring it is current. All project plans are subject to CITO approval. The IT Project Manager will deploy additional resources as needed to meet project deadlines. The IT Project Manager may extend deadlines in response to project constraints.</p> <p>The IT Project Manager is the primary liaison to external project resources. Only the IT Project Manager and the CITO have the authority to authorize a vendor to execute tasks on an IT project.</p> <p>As DC Health IT requires detailed information to ensure the work product meets program needs, the program manager shall ensure staff availability and responsiveness to information requests.</p> <p>The IT Project Manager will update the MPL as milestones are reached, or delays or additional constraints are encountered.</p> <p>The Post User Acceptance Testing Report (Post-UAT Report) represents the formal conclusion of User Acceptance Testing after the execution phase. The Program Manager’s signature connotes that project deliverables have been satisfactorily met, excepting any caveats contained in the document, e.g. a deliverable not being met due to an unforeseen funding reduction. Possible future enhancements will be listed for exploration at a later date.</p> <p>Any employee who fails to comply with any portion of this SOP may be subject to commensurate disciplinary action.</p>
<p>IV. Definitions & Acronyms</p>	<p>BA- Business Analyst</p> <p>BRD- Business Requirements Document. A written outline of the parameters of the IT solution necessary to satisfy the needs of the requesting program as well as guide a developer in coding and configuring the solution. A BRD includes, at a minimum, process flows and use cases for the entirety of the project scope.</p> <p>CITO- Chief Information Technology Officer</p>

	<p>Developer- The entity tasked with building an IT solution. For the purpose of this SOP, this role may be played by a contract vendor, internal DC Health IT personnel, or DC Health contract employees.</p> <p>DC Health IT- Department of Health Office of Information Technology</p> <p>End User Training- Instruction to individuals who will be utilizing an application in its proper use. End User Training may be executed through a classroom session, video, or written materials.</p> <p>Go-Live Date- The date an IT solution becomes fully operational and available to end users.</p> <p>IT- Information technology</p> <p>IT Solution- Any software-based work product purchased, or developed, to support a DC Health process. Examples include procurement of a new software product, expansion or customization of a software package DC Health already owns, or integration of discrete IT systems.</p> <p>MPL- Master Portfolio Listing. A central record of all IT solutions overseen by DC Health IT, including those in the discovery phase, those in the planning phase, those in execution, and those in maintenance.</p> <p>Post-UAT Report- Post User Acceptance Testing. A document completed by the IT Project Manager at the conclusion of User Acceptance Testing. The issuance of this document represents the transition from the execution to the monitoring phase. At a minimum, the Post-UAT Report shall include:</p> <ul style="list-style-type: none"> • A list of project deliverables with final status; • Maintenance requirements and cost assessment; • Post-implementation support plan; • List of ongoing risks and/or constraints (if applicable); • Project summary, including document archive, and resources deployed; and • A plan for future enhancements (if applicable). <p>Project Plan- A document outlining project scope and schedule for executing project tasks that includes, but is not limited to:</p>
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	<ul style="list-style-type: none"> • List of stakeholders and their roles and responsibilities in the project; • The updated project schedule; • The project budget and cost analysis; • Identification of project risks; • Communication management plan; <p>SDD- Senior Deputy Director</p> <p>Unit Testing- The phase of software development in which a work product is validated against the business requirements by the DC Health IT Team. Unit Testing is used to assure that the developer has delivered the product according to business requirements.</p> <p>UAT- User Acceptance Testing. The phase of software development in which a work product is validated against the business requirements under real world conditions by the intended user.</p>
<p>VI. Procedures</p>	<p>Procedure A: Discovery and Pework</p> <ol style="list-style-type: none"> 1. An SDD will submit an electronic request for an evaluation of a new or existing IT solution to the CITO. 2. The CITO, or designee, begins a discovery on the request. 3. The CITO makes a determination if the project is feasible. If it is not, the CITO shall coordinate with the SDD to revise the request for feasibility. 4. If the request is feasible, the CITO will develop the initial cost estimate. 5. The CITO, or designee, will document the initial requirements for personnel, both DC Health IT personnel and vendor/developer personnel. 6. The CITO, or designee, will create an entry for the project in the MPL. 7. The CITO will assign the project to an IT Project Manager.

8. The IT Project Manager shall identify all procurements necessary for the IT solution;
9. The IT Project Manager shall identify all formal agreements (e.g. Memoranda of Understanding with other District agencies) necessary for the IT solution.
10. The CITO shall evaluate all materials in the discovery, and evaluate whether a project will be initiated.

Procedure B: Planning Phase

1. The IT Project Manager shall deploy a Business Analyst (BA) to define the project requirements.
2. The BA shall facilitate stakeholder meetings to identify the project's specific requirements.
3. The BA shall compose a BRD.
4. The IT Project Manager shall review the BRD with the Business Analyst and make any necessary revisions.
5. The IT Project Manager shall:
 - a. Develop the initial project schedule, including the go-live date;
 - b. Develop the communications plan.
6. The IT Project Manager shall compile all materials into a project plan and submit that plan to the CITO for approval.
7. Upon CITO approval, the project progresses to the Execution phase. If the CITO requests changes before approving the project plan, the IT Project Manager is responsible for making those changes and resubmitting the document.

Procedure C: Execution Phase

1. The IT Project Manager will deploy all resources needed, according to the approved project plan.

2. The developer will develop the solution per the project plan.
3. The developer (or tester if they are separate parties), shall test the solution.
4. The developer shall complete work as needed per the results of testing.
5. The developer shall communicate completion of testing to the IT Project Manager.
6. The IT Project Manager will oversee Unit Testing. He/she may delegate this task to a BA.
7. The IT Project Manager will collaborate with the Program Manager to ensure User Acceptance Testing is executed to validate that business requirements have been met.
8. The IT Project Manager will oversee the establishment of a production environment.
9. The IT Project Manager will collaborate with the Program Manager to determine if End User Training is required.
10. If End User Training is required, the IT Project Manager is responsible for organizing and scheduling the training.
11. The IT Project Manager will provide any needed support to ensure End User Training occurs on schedule and the content is sufficient to prepare the end user to operate the application.
12. The IT Project Manager will ensure the solution is active on the Go-Live Date.
13. Once fully live, the IT Project Manager shall change the entry in the MPL to reflect that the solution is now in the closeout phase.

Procedure D: Closeout Phase

	<ol style="list-style-type: none"> 1. The IT Project Manager shall complete a Post-UAT Report and submit to the CITO for approval. 2. The CITO shall review the Post-UAT Report. 3. The IT Project Manager shall make any requested revisions to the Post-UAT Report (if applicable). 4. If the CITO concludes that additional deliverables are required to close out the project to satisfaction, he/she may assign the IT Project Manager to complete those tasks before signing the Post-UAT Report. 5. The CITO shall sign the Post-UAT Report once it is satisfactorily complete. 6. The IT Project Manager shall review the Post-UAT Report with the Program Manager, responding to any questions or issues raised. 7. The Program Manager shall sign the Post-UAT Report once questions are satisfactorily resolved. 8. The IT Project Manager shall change the status of the IT solution to the monitoring phase in the MPL.
VII. Contacts	Chief Information Technology Officer
VIII. Related Documents, Forms and Tools	IT Solution Request Form