



TECH ASSESSMENT & READINESS PLAN



WHAT WE FOUND

L&I needs to assess and evaluate L&I's core technology and supporting Information Technology (IT) organization to determine how best to support the agency's vision and strategic direction.

WHAT'S CHANGING?

- Assessing the technology we need and comparing that to the technology we have. This means determining what core technologies are needed to support and enhance the agency's business transformation.
- Developing a vision for L&I's technology, IT delivery model, and IT organization.
- Forming an actionable implementation plan to achieve that vision.
- Clarifying the value, in financial terms, for each proposed initiative to aid financial and operational planning.

Engage L&I employees to:

- Gain insight from 85 L&I business and IT employees, including 60 percent from the Information Technology team, from interviews and group sessions. This helps determine our technology needs and wants, as well as our ability to implement.

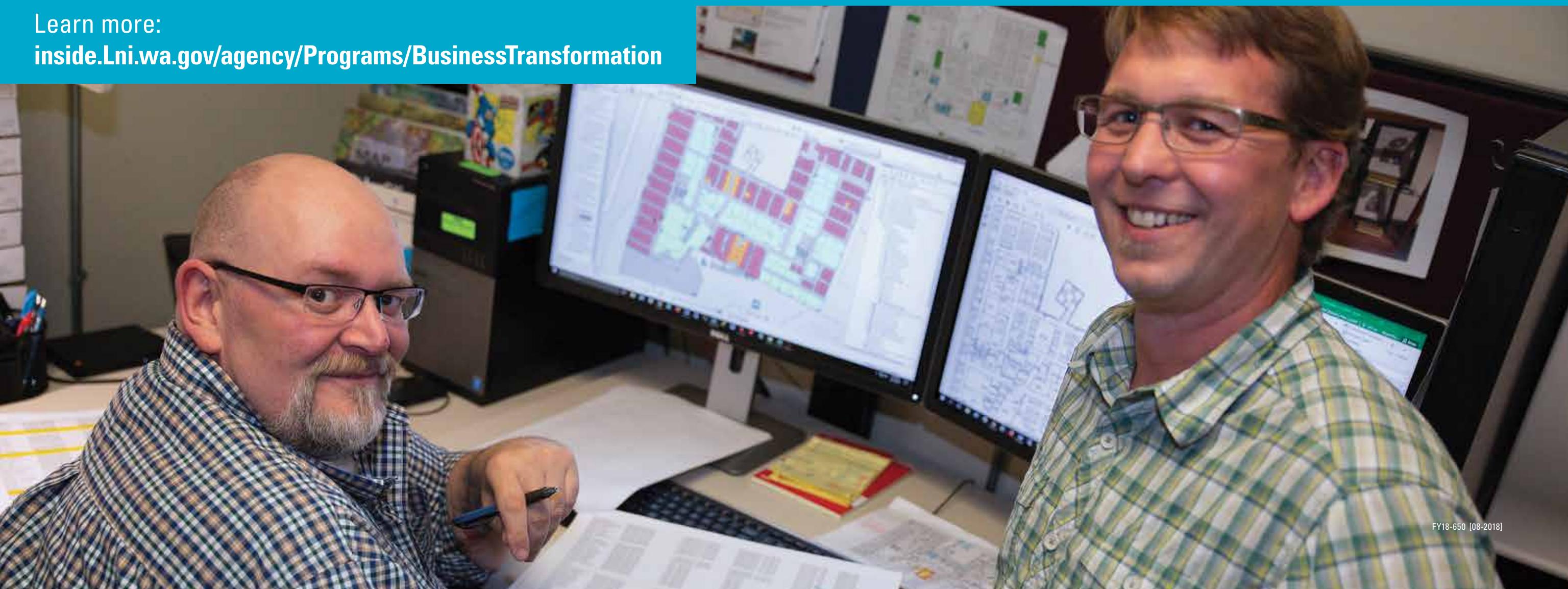
WHAT ARE WE DOING TO SUPPORT THE CHANGE?

- Integrating recommendations with other current and future technology projects, such as Workers' Compensation system replacement, Enterprise Data Strategy, and the current IT roadmap.
- The project is being done in four phases to help scope change management:
 - **Phase 1:** Assessment to identify our current state (completed February 2018).
 - **Phase 2:** Identifying vision to identify our preferred future state (completed March 2018).
 - **Phase 3:** Implementation plan to move from current to preferred future state (completed May 2018).
 - **Phase 4:** Definition of four key workstreams: IT Steering Committee, IT strategy KPI definition, portfolio management and governance, and IT leaders mentoring (completed June 2018).

WHO ARE WE HELPING?

All L&I employees and customers. Project deliverables will inform L&I leadership of the specific activities needed to maintain a stable infrastructure and position the technology teams to support major initiatives.

Learn more:
inside.Lni.wa.gov/agency/Programs/BusinessTransformation





PROVIDER CREDENTIALING



WHAT WE FOUND

L&I's current provider credentialing computer system is scheduled to migrate from Vistar to Health Care Authority's ProviderOne system in Fall 2019. Vistar is moving to a web-based (cloud) version of their software and phasing out the desktop software, so the company will no longer support the version L&I uses.

WHAT'S CHANGING?

- Sharing a new desktop credentialing system with HCA and converting current L&I credentialing data into ProviderOne software, as directed by the Washington State Legislature.
- L&I's primary system of record for credentialing information will be ProviderOne.
- In addition to a larger capacity for storing data, a multi-agency single source of credentialing data housed in ProviderOne will lead to more consistent and accurate reporting.
- Replacing manual processes with automated processes, making the system more efficient and effective.

Engage L&I and HCA customers to:

- Maximize efficiencies for providers that deliver services to multiple agencies to improve customer satisfaction and limit the number of account changes necessary into the ProviderOne system.
- Remove the need for work-around solutions, making it a more efficient service for both L&I employees and the customers we serve.

WHAT ARE WE DOING TO SUPPORT THE CHANGE?

- The project is being done in two phases:
 - Collaborate with vendor Client Network Services, Inc. (CNSI) and the Health Care Authority to develop business and technical requirements needed to migrate from Vistar to ProviderOne. This change will:
 - Increase efficiency in how L&I does business with providers.
 - Enhance L&I technology supporting an improved customer experience.
 - Work with vendors on data conversion to successfully migrate L&I's medical provider data from Vistar to ProviderOne.
- Utilize L&I employees to test the ProviderOne software to ensure it meets L&I's needs.

WHO ARE WE HELPING?

- Insurance Services employees. The migration to ProviderOne allows employees to deliver a more effective and efficient customer experience for providers, workers and employers.
- Medical providers. The migration offers them a stable, modern credentialing system that works the same across state agencies that use ProviderOne.

Learn more:

inside.Lni.wa.gov/agency/Programs/BusinessTransformation





WHAT WE FOUND

Various divisions within L&I capture customer data into systems that are not shared agencywide. Enterprise Data Strategy & Governance provides both a framework and guidelines for how the agency captures, and manages data in the course of running our business. A defined data strategy and governance structure will help L&I decide which technology systems best align with the agency's future data needs and requirements.

- Data Management (Strategy): The planning and execution of policies, practices, and projects that acquire, control, protect, deliver, and enhance the value of data and information assets.
- Data Governance: Establishing authority and processes to enable effective data management.

WHAT'S CHANGING?

- We will strategize on the type of data to store, how we determine where to store the data, and how we get the technology systems that support our data needs.
- We will establish data governance at the divisional and agency levels.
- We will develop models that clarify business practices and related data use.
- We will have real-time, automated reporting and business intelligence.

Engage L&I employees to:

- Act as *Data Stewards* – a group of 52 internal decision-makers who understand business data and how data flows between systems and reports.

WHAT ARE WE DOING TO SUPPORT THE CHANGE?

Training, governance committee meetings, and proofs of concept are ways to establish new habits across the agency to bring a consistent view of data use and its capabilities.

WHO ARE WE HELPING?

- L&I employees. This project makes it easier for L&I to gain collective insights to be able to create a single view of an employer, a worker or claimant, provider, or licensed contractor.
- Our customers. By organizing, documenting and ensuring the quality and security of our data, we set up a framework for self-service.
- Our leadership team. By making our data more accessible, we could do more predictive analytics, using all L&I data, so we can focus our resources strategically and make more informed decisions.



Learn more:

inside.Lni.wa.gov/agency/Programs/BusinessTransformation



WHAT WE FOUND

With more than 70% of customer interactions occurring on the agency's website, L&I is refreshing the look-and-feel of www.Lni.wa.gov to make it more mobile-friendly and user-friendly, so our customers can easily find the content they need and understand the content when they find it.

WHAT'S CHANGING?

- Redesigning and launching the new www.Lni.wa.gov by June 2019.
- Improvements include a modern user experience on mobile phones and tablets, improved content and content organization, and improved search.
- New content management system to help streamline the process of publishing and updating content on the website.
- Updated content governance framework so content is relevant to our customers.
- Writing assistance to help ensure customers understand the content. Rewrite migration process begins in Fall 2018.
- Organizational change management to ensure L&I employees understand and adopt changes to the content strategy and content governance.

WHAT ARE WE DOING TO SUPPORT THE CHANGE?

Engaging L&I customers in:

- Usability testing to find out what customers are looking for and how they are searching for it.

Engaging L&I employees in:

- Developing the new governance framework.
- Reviewing how content is organized, structured, and labeled.
- Rewriting content.

WHO ARE WE HELPING?

- We will deliver a seamless online experience to 178,000 employers, 2.5 million workers, and more than 90,000 medical and vocational providers.
- L&I employees will enhance the customer experience by quickly navigating more manageable content.

Learn more:
inside.Lni.wa.gov/agency/Programs/BusinessTransformation





WHAT WE FOUND

L&I must obtain funding from the Washington State Legislature over several biennia to pay for a new workers' compensation computer system to replace LINIIS and some of its associated systems. The business case is a complex technical and business document used to develop an accurate estimate of all the anticipated activities, timing and total costs over the lifetime of a major technology project. The workers' compensation replacement project will likely take about four more budget periods (eight years) to complete, in addition to the current planning phase. The business case will serve as a reference document for developing a budget decision package each biennium until the project is complete.

WHAT'S CHANGING?

- L&I is developing the business case to request funding to replace a nearly 40-year-old legacy system.
- A core team of 20-plus L&I employees and vendor partners are collaborating to build the business case.
- The document will develop and assess information such as:
 - Itemized cost estimates.
 - Procurement strategy (due diligence before making a purchase).
 - Staffing requirements.
 - Data and system architecture.
 - Hardware, software and cloud requirements.
 - Potential risks and mitigation strategies.
 - Change, transition, and readiness.

WHO ARE WE HELPING?

- Provides background information for the Office of Financial Management, the Office of the Chief Information Officer, and the state legislature about the replacement project.
- Provides essential information for L&I's biennial budget packages.
- Will be studied and used by L&I employees for future business case analysis.



Learn more:
inside.Lni.wa.gov/agency/Programs/BusinessTransformation



WORKERS' COMP. REPLACEMENT

WHAT WE FOUND

L&I is working to replace the antiquated workers' compensation computer system LINIIS (Labor & Industries Industrial Insurance System), and some of its associated systems like ORION (ORganized Information ONline) and EASE (Employer Accounting System Enhancements) to improve efficiency, reduce long-term disability, and improve return-to-work outcomes for L&I customers.

WHAT'S CHANGING?

- Investing in new, robust workers' compensation computer system.
- Transitioning our work processes from a reactive environment to a proactive service delivery model that allows us to focus on what our customers need and want most.
- The ability to take advantage of industry standards and best practices to improve timely and consistent decisions.
- Streamlining processes for claims and employer account management, including real-time notifications and data exchanges to employers, workers, and service providers.

Engage L&I customers in:

- Usability testing.
- Identifying current and potential issues, and needs they have.

Engage L&I employees to:

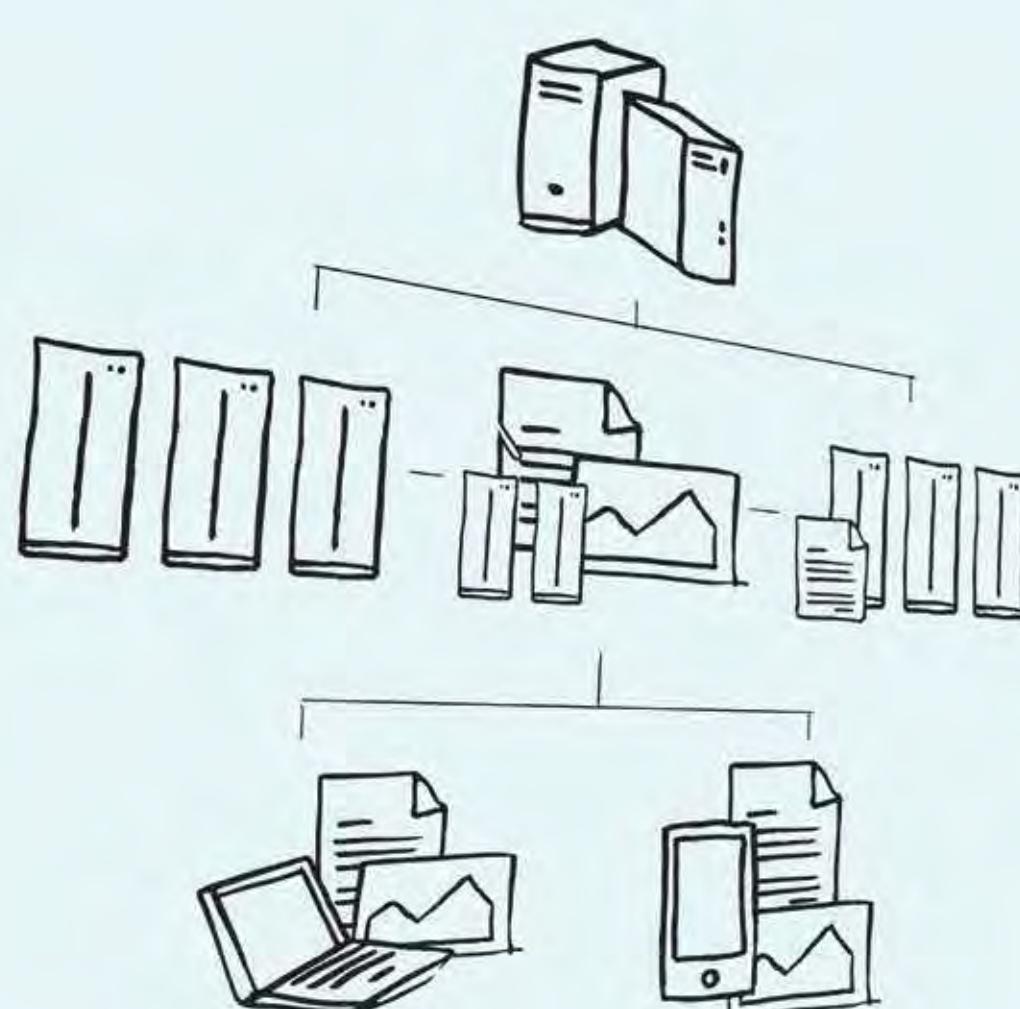
- Participate in work sessions to outline current processes and opportunities to improve efficiencies for new system implementation. To date, there have been 179 work sessions involving Employer Services, Claims Administration, and other L&I programs that support the workers' compensation system.

WHAT ARE WE DOING TO SUPPORT THE CHANGE?

- Analyzing return on investment and system performance metrics for commercial off-the-shelf (COTS) software products.
- Documenting process requirements and improvements that support L&I employees and customers.
- Implementing immediate workflow and other process improvements to help prepare for a new system.
- Visiting comparable workers' compensation organizations in Ontario, Canada and Ohio to gather best practices/lessons learned based on recently implemented workers' compensation technology.

WHO ARE WE HELPING?

- L&I employees. Automating and streamlining processes is expected to reduce delays and enable L&I employees to proactively engage workers, employers, and others to improve policy management, treatment times and return-to-work outcomes. Enhanced data-validation capabilities will allow employer-account managers and claim managers to focus more on employer outreach and education rather than spending time on data cleanup and account maintenance.
- L&I customers. Greater customer experience due to improved access and visibility on the status and progress of claims through self-service web portals, making it easier for customers to do business with L&I.



Learn more:
inside.Lni.wa.gov/agency/Programs/BusinessTransformation

