

PRESENTATION TO THE 2025 HEALTH AND HUMAN SERVICES JOINT APPROPRIATIONS SUBCOMMITTEE

TECHNOLOGY SERVICES DIVISION

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OVERVIEW

The Montana Department of Public Health and Human Services (DPHHS) is dedicated to serving Montanans in their communities to improve health, safety, well-being, and empower independence. The department is responsible for various state and federal health and social services programs, including Medicaid, economic assistance programs, child and family services and supports, state-run healthcare facilities, and public health programs. These services are essential to the health and welfare of Montana's residents, and their successful delivery relies heavily on the department's robust and evolving IT systems and infrastructure.

DPHHS has undertaken several IT initiatives to modernize systems, enhance service delivery, and strengthen security. A key priority is replacing legacy systems that transitioned off the State of Montana's mainframe in 2021. These modernization efforts will significantly improve the department's ability to deliver responsive and reliable citizen services while reducing technical debt, bolstering security, and increasing operational efficiency. Collectively, these advancements underscore DPHHS's commitment to providing modern IT systems and solutions that support the health and well-being of all Montanans.

Modernization projects include:

- Implementing a Comprehensive Child Welfare Information System (CCWIS)
- Replacing the Systems for the Enforcement and Recovery of Child Support (SEARCHS)
- Deploying an Electronic Health Records (EHR) system for the state-run health care facilities
- Replacing the Child Care Under the Big Sky (CCUBS) System
- Upgrading the Electronic Benefits Transfer (EBT) System
- Implementing a Pharmacy Benefit Management System (PBMS) for the State Medicaid program

At the core of the modernization efforts is a commitment to enhancing data management, governance, and integration across the department's diverse programs. By establishing new leadership roles, including a Chief Data Officer and Chief Analytics Officer, and creating a dedicated Data Management Office (DMO) and Office of Research and Data Analytics (ORDA), DPHHS is streamlining data sharing and oversight to support its modernization goals.

The Data Management Office (DMO) plays a pivotal role in the department's system modernization efforts by managing data migration and establishing robust governance frameworks. Additionally, the DMO provides critical support to the Office of Research and Data Analytics (ORDA) and the Strategy and Transformation Office (STO), advancing data-driven insights and decision-making. Enhanced data practices improve

data quality, integrity, and security, fostering better service coordination and enabling more robust reporting capabilities across the department.

SUMMARY OF MAJOR FUNCTIONS

SCOPE OF SERVICES AND TEAM COMPOSITION

The department’s Technology Services Division (TSD) provides IT support services for DPHHS’s 16 divisions, 12 are housed within its four core practices: Human Services, Medicaid and Health Services, Public Health and Community Affairs, and Health Care Facilities; the remaining four divisions exist within the Director’s Office.

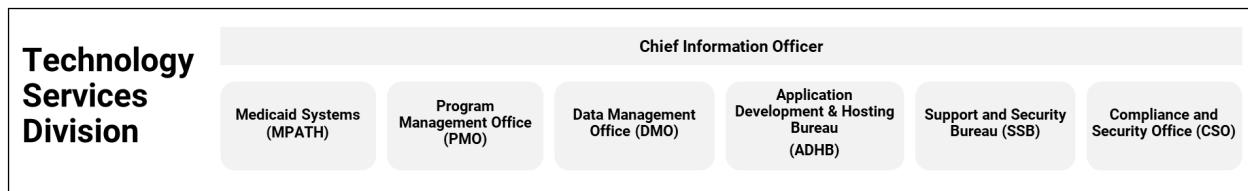
To support its practices, the TSD operates 24/7/365, maintaining over 185 systems and applications that support critical business functions such as eligibility determination, case management, laboratory operations, health facility licensing, accounts receivable, disability determination, and vital records management. TSD also provisions, secures, and maintains more than 3,200 personal computers and mobile devices used by field staff and offices across the state. These devices support operations in over 90 buildings across cities and towns statewide.

TSD has developed a comprehensive scope of services to ensure successful outcomes, aligning with the department’s strategic goals and the State Information Technology Services Division (SITSD) strategic plan.

Team Composition and Overview of Services by Team

The department’s IT services are delivered by six teams comprising 66 Positions Budgeted (PBs). These teams work closely with divisions and bureaus to identify and implement technology solutions that improve operations and enhance citizen services. TSD oversees the department’s systems as a unified technology portfolio to promote interoperability, ensure systems work seamlessly together, and leverage existing operational systems, minimizing costs and reducing technical debt.

Figure 1 – The Technology Services Division



Medicaid Systems Team: Montana Program for Automating & Transforming Healthcare (MPATH)

The MPATH team implements, enhances, and supports the systems and services that sustain Montana Healthcare Programs. The team is replacing the 37-year-old legacy

Medicaid Management Information System (MMIS) and its 48 ancillary components with modern commercial off-the-shelf (COTS) and cloud-based solutions through a modular, multi-phased implementation strategy. In addition to managing and coordinating module procurements, MPATH provides project management oversight for modules' design, development, and implementation (DDI), oversees contracts, and supports ongoing operations and maintenance activities.

Program Management Office (PMO)

The PMO defines, maintains, and enforces IT operational governance and standards. It drives IT strategic planning and management, establishes operational standards, processes, and metrics, and monitors performance to ensure continuous improvement. The office facilitates executive and stakeholder communications to promote transparency and alignment across initiatives. Additionally, it coordinates legislative and SITSD reporting, delivering accurate and timely updates to key oversight bodies. Together, these functions ensure effective governance, operational efficiency, and alignment with the goals of TSD and the department.

Project Management Bureau (PMB)

The PMB provides centralized project and quality management services to support the design, development, and deployment of IT systems and solutions. The bureau works collaboratively with program teams to identify project needs from the initial concept through the planning and development stages, maintaining close coordination with program and vendor teams throughout the Software Development Life Cycle (SDLC). Its mission is to establish a strong foundation for successfully implementing and adopting IT solutions.

Data Management Office (DMO)

The DMO provides centralized data services for the department and oversees data governance, ensuring consistent policies and procedures for data security, collection, utilization, and dissemination. The office facilitates access to relevant and readily available data, supporting data-driven initiatives, statistical analyses, and performance management.

Application Development and Hosting Bureau (ADHB)

The ADHB delivers services in application development, system integration, configuration and support, database administration, and data center hosting. The bureau hosts both internal and contractor-developed applications on Linux and Unix servers. Its Java application development team builds and supports Java and Python applications, while the enterprise development team manages COTS solutions such as ServiceNow and Hyland Perceptive, enterprise tools like PERQS, ARMS, and Contracts, and legacy systems for various DPHHS divisions. Additionally, ADHB facilitates a range of integrations involving internally supported and contracted solutions.

Support and Security Bureau (SSB)

The SSB provides technical support services, including installing and managing personal computers, software, printers, and other devices connected to the department's network. It operates the Technology Services Center (TSC), a service desk that delivers first- and second-level support to the department's employees, stakeholders, citizens, and vendors. The bureau also houses the Network Security Unit (NSU), which manages user access control and oversees security operations, such as desktop, application, and server vulnerability, as well as daily monitoring of application logs. Additionally, SSB serves as a liaison between the department and the State's central IT organization (SITSD) for telecommunications and wide-area network (WAN) services.

Compliance and Security Office (CSO)

The CSO conducts risk management framework assessments, develops policies, and ensures compliance with information security regulations and guidelines. It manages a comprehensive information security program aligned with the National Institute of Standards and Technology (NIST) Risk Management Framework. The department is actively collaborating with SITSD to centralize CSO services within their Security and Risk Management Bureau.

HIGHLIGHTS AND ACCOMPLISHMENTS DURING THE 2025 BIENNIUM

TSD made significant advancements during the 2025 biennium by driving information technology and data transformation through IT infrastructure and systems modernization initiatives. These efforts were strengthened by a strong commitment to fostering a culture of collaboration and support across the department. By integrating collaborative practices across core practice areas, encouraging cross-team engagement, and creating opportunities for teams to exchange ideas and voice their perspectives, TSD laid a solid foundation for improved teamwork, enhanced innovation, and meaningful progress in key operational areas.

The division also championed several state enterprise initiatives in collaboration with SITSD, including active participation in the Tanium Enterprise Workgroup. DPHHS became the first department in the state to fully deploy the Tanium suite of products, enhancing cybersecurity, improving operational efficiency, and ensuring compliance.

Additionally, the department was among the first state agencies to onboard and adopt Archer, the state's comprehensive Governance, Risk, and Compliance (GRC) platform. It was also the first agency to implement the ServiceNow Application Portfolio Management (APM) module through a software proof of concept in collaboration with SITSD. The APM implementation gave the department a centralized source of truth for its information technology assets. It established a framework to rationalize and

streamline its portfolio, aligning IT investments with the department's strategic goals and objectives.

ESTABLISHMENT OF THE DATA MANAGEMENT OFFICE (DMO)

The TSD has made significant progress in operationalizing the DMO and enhancing data capabilities across the department. Key accomplishments include onboarding the Chief Data Officer, developing data governance and steering committee briefs to enable effective data governance and oversight, and creating service delivery models to support data requests for ORDA and the STO. These models ensure streamlined data fulfillment for research agendas and program performance objectives.

The DMO launched DPHHS's initial data-sharing initiative by migrating legacy data into the State Snowflake instance for ORDA and the Public Health and Community Affairs practice area. The DMO has also played a pivotal role in the MIDIS modernization project, a CDC Cloud migration initiative, by enhancing epidemiology data connections and automating hospital discharge data processing to eliminate manual tasks. Additionally, the DMO automated financial data retrieval from SABHRS for the Business and Financial Services Division (BFSD), significantly reducing manual effort, improving operational efficiency, and creating a scalable model that can be adopted by other state departments.

CREATED BUSINESS PROCESS MAP TO SUPPORT LRIT PROJECTS

The PMO developed the state's first end-to-end business process map to support the planning and execution of Long-range Information Technology (LRIT) projects. This process map establishes a structured framework of required processes and approval points designed to standardize the pre-planning, planning, and initiation stages for LRIT HB10 projects. Internal stakeholders, including DPHHS, the State Procurement Services Division (SPSD), SITSD, and external stakeholders, such as the Centers for Medicare and Medicaid Services (CMS) and the Administration for Children and Families (ACF), hold approval authority at designated stages.

Each step in the process map functions as a stage gate, identifying critical dependencies and required approvals before advancing to the next phase. It defines the roles and responsibilities of key contributors to ensure alignment and transparency throughout the planning process. By formally documenting the required stages, steps, and dependencies among all involved parties, the process map is an essential tool to reinforce the mandatory reviews and approvals at each stage. This framework supports the successful planning, procurement, and governance of DPHHS's mission-critical LRIT initiatives.

LRIT-GO! HB10 TRAINING PROGRAM

The PMO developed a cross-functional training program, branded LRIT-GO!, to prepare divisions to plan, procure, and implement IT systems funded through HB10. While

initially tailored for HB10 projects, the program's content universally applies to any large-scale IT project, regardless of funding source.

Designed to break down information silos and provide critical cross-training, LRIT-GO! equips the department to navigate the complexities of state and federal processes, rules, regulations, and requirements. This 12-month program educates program administrators, system owners, IT staff, finance staff, and procurement teams. It prepares them to effectively plan, implement, and deliver large-scale IT systems while ensuring alignment, efficiency, and success. Additionally, the program is repeatable and reusable, allowing its application in future biennia to promote consistency and best practices in LRIT project delivery.

IT PROJECTS INITIATED OR DEPLOYED

The PMB successfully initiated and deployed several IT initiatives to support the department's comprehensive IT Project Portfolio and system modernization goals. By leveraging a combination of divisional 1:1 meetings and high-touch engagement services, the PMB ensures the delivery of business and technical project management support. These efforts enable the department to effectively implement robust IT solutions that enhance the delivery of its programs and services.

The following outline highlights projects initiated or delivered alongside the department's 2025B LRIT HB10 initiatives:

- CSSD:
 1. "DAISY" Document Management System (DMS)
- HCSD
 2. Low Income Home Energy Assistance Program (LIHEAP)
 3. Summer Electronic Benefits Transfer System (EBT)
 4. Comprehensive School and Community Treatment (CSCT)
- ECFSD
 5. Spirit Web: WIC management information system
- CFSD
 6. National Electronic Interstate Compact Enterprise (NEICE)
- Public Health & Safety Division (PHSD)
 7. Child and Adult Care Food Program (CACFP)
 8. Clean Indoor Air Act Reporting System (CARS)
 9. Vital Events Reporting System (VERS)
- Health Care Facilities – MSH

10. ServiceNow Policy and Compliance Management

MODERNIZING IT: CLOUD MIGRATIONS FOR ENHANCED EFFICIENCY

Strategic Cloud Migration Projects

The ADHB migrated four applications to the cloud: Jira, SharePoint, IRMS Inventory Management, and Control-M. These migrations not only reduced the department's on-premises footprint but also introduced new, valuable functionality that enhances operational efficiency and scalability for DPHHS.

- Jira is used by 500 employees and contractors to manage our large applications Maintenance and Operations as well as all our internal development projects.
- SharePoint is used throughout DPHHS to manage files and process.
- IRMS is a cloud-based inventory system which supports the commodity warehouse and the State Hospital.
- Control-M, now Helix, is the enterprise scheduling application for the three largest DPHHS systems: CHIMES, SEARCHS and CAPS.

Montana Refugee Case Management and Reporting System

DPHHS procured a successful cloud-based solution for refugee reporting to replace the existing manual process. This new tool will automate Federal reporting and allow state staff to focus on supporting our contractors.

HCBS Google SETS Application

Supported the transformation of the Home and Community Based Services (HCBS) from a manual process to a cloud solution to enable the next phase of service management. ADHB shepherded the HCBS Google SETS application through the procurement process and into production, replacing the manual paper-based process with a cloud solution.

AUTOMATION AND DIGITIZATION INITIATIVES

Decision Request Tool

DPHHS relies on developing and submitting Decision Briefs (DB) to provide comprehensive information, analysis, and recommendations to decision-makers within our department. They are critical when strategic decisions need to be made, particularly in relation to budget allocations, resource prioritization, or the establishment of new programs. These briefs outline an issue or problem, present relevant data and research findings, analyze various options or courses of action, and offer recommendations on the best path forward to address the issue.

To streamline the review and approval of decision briefs, TSD developed and launched the Decision Request Tool (DRT) on the ServiceNow platform, replacing legacy tools like

SharePoint and outdated paper-based processes. The DRT serves as a centralized hub for collaboration, submission, review, and approval of decision briefs, utilizing intuitive forms and automated workflows to enhance efficiency.

By replacing manual processes with a workflow-based solution, the DRT improves visibility into the decision-making process and documents outcomes for the executive team, supporting timely and informed decisions.

Google Legislative Analytics System (GLAS) Enhancements

After the 2023 Legislative Session, DPHHS identified key enhancements for GLAS to better support the department's use of the application during the 2025 Legislative Session. In 2024, the ADHB developed and implemented an improved version of GLAS, incorporating AI capabilities to enhance the identification of "agency interest bills only," established an automated synchronization between the Legislative system (LAWS) and GLAS, and made significant improvements to the user interface.

These enhancements will result in substantial time savings for the Director's Office staff, improved collaboration among leadership, and the automation of departmental legislative processes, streamlining operations and ensuring greater legislative tracking and analysis efficiency.

Legislative Finance Committee Processes and Reporting

The PMO and ADHB digitized Legislative Finance Committee (LFC) reporting within ServiceNow, replacing fragmented methods such as spreadsheets and emails. They also developed a standardized reporting methodology and automated processes to enable on-demand and quarterly reporting capabilities. These efforts streamlined workflows, enhanced transparency, and improved collaboration among cross-functional teams. Additionally, the initiative promoted financial accountability and provided easy access to historical data for IT project reporting.

OPTIMIZING IT ASSET MANAGEMENT

The ADHB has led the enterprise to implement ServiceNow's Application Portfolio Management (APM) module, initially focusing on the department's most significant and critical systems. More than 50% of the DPHHS IT portfolio has been loaded into the module, marking an important milestone in creating a centralized application data repository.

This foundational work is crucial for effectively managing the department's large and diverse IT portfolio. By leveraging the APM module, TSD enhances its ability to track, evaluate, and secure applications across the department. The module supports critical decision-making by providing visibility into application lifecycles and identifying redundancies, enabling the department to optimize resource allocation, reduce costs, and strengthen its IT environment's overall security and performance.

MODERNIZING MEDICATION MANAGEMENT AT THE MONTANA STATE HOSPITAL (MSH)

TSD deployed secure, automated medication carts at MSH to enhance pharmacy operations and patient care. These carts are advanced medication dispensers directly connected to the in-house pharmacy, ensuring seamless integration and real-time updates.

By automating the medication dispensing process, the Med Carts improve staff efficiency by reducing the time spent manually handling prescriptions. This technology also significantly reduces the likelihood of medication errors, improving patient safety and ensuring accurate administration of prescribed treatments. Additionally, the carts streamline inventory management through real-time medication usage tracking, enabling the pharmacy to maintain optimal stock levels and reduce waste.

The deployment of Med Carts represents a critical step toward modernizing healthcare delivery at MSH, ensuring secure, efficient, and accurate medication management while supporting staff and enhancing patient outcomes.

OPERATIONAL SUPPORT FOR REMOTE WORK & OFFICE MOVES

The Support and Security Bureau (SSB) facilitated multiple office relocations, temporarily moving over 350 staff across the Helena area within three weeks. This effort involved rapidly setting up technology and equipment to ensure impacted staff could transition smoothly to remote work without disruptions. Despite the logistical challenges, the team successfully minimized productivity loss for DPHHS divisions.

The SSB's ability to adapt quickly demonstrates its expertise and ability to integrate technology to support large-scale operational transitions seamlessly. DPHHS divisions are now beginning to return to their permanent locations and transitioning back to in-office work.

A SINGLE SOURCE OF TRUTH FOR IT ASSET MANAGEMENT

To address inefficiencies in IT equipment tracking, the SSB expanded the department's use of the state's enterprise ServiceNow Hardware Asset Management (HAM) solution. The department has established a "single source of truth" for tracking IT assets and associated costs by replacing disparate data with a centralized application.

Transitioning from a manual and complex process to a streamlined, transparent system has significantly improved asset tracking and resource management.

REPURPOSED TECHNOLOGY TO SAVE COSTS AND PROMOTE SUSTAINABILITY

The SSB implemented an innovative initiative to monitor and recover unused, "stale" computers within DPHHS offices across the state. These devices, which had previously served their purpose but were no longer in active use, are now identified and repurposed through a streamlined business process. By reclaiming and redeploying these assets, the department minimizes unnecessary spending on new equipment for incoming employees, maximizing the value of existing technology.

This initiative generated significant cost savings and exemplified the team's commitment to sustainability and efficient resource management. By ensuring that available technology is fully utilized, the team transforms underutilized equipment into valuable assets, supporting fiscal responsibility and environmental stewardship.

IMPROVING CUSTOMER SERVICE AND HELP DESK OPERATIONS

The Technology Services Center (TSC), in partnership with the Child Support Services Division (CSSD), deployed the Five9 call center platform to enhance help desk operations. Previously, CSSD relied on a complex interactive voice response (IVR) system to route calls across the state, often causing delays and inefficiencies in connecting callers with the appropriate caseworkers in their respective geographic areas. The adoption of Five9 aimed to improve customer service and reduce wait times.

Five9's cloud-based platform offers advanced features, including automatic call distribution, interactive voice response (IVR), and real-time analytics. These capabilities streamline call handling, increase operational efficiency, and support ongoing improvements. As a cloud-based solution, Five9 also provides scalability to handle growing call volumes without requiring substantial infrastructure investments.

The TSC played a critical role in supporting CSSD throughout the project's planning, configuration, deployment, and optimization phases. This collaboration ensured that the new system met CSSD's requirements, resulting in a more effective and responsive help desk.

ENHANCING PAHL SERVICE DELIVERY

The TSC assisted the Human and Community Services Division (HCSD) in upgrading the Public Assistance Hotline (PAHL) Avaya contact center system to the most current software version to improve communication and provide more effective customer service. These upgrades aligned with the end of Medicaid redetermination and aimed to deliver significant benefits across several key areas:

Improved Communication: Upgraded workflows ensure calls are promptly answered, issues are resolved efficiently, and users experience fewer wait and hold times.

Enhanced Customer Service: The improvements equip call center agents with advanced tools to manage and prioritize calls effectively.

Better User Experience: Citizens relying on DPHHS services (e.g., SNAP, TANF) benefit from smoother, more efficient interactions, shorter wait times, and quicker response times.

Operational Insights and Scalability: The upgraded system supports real-time call monitoring, detailed reporting, and seamless integration with other Avaya communication platforms (e.g. Workforce Optimization - WFO).

By identifying staffing shortfalls and operational inefficiencies, these new features enable better management and continuous improvement of customer service operations. The system's scalability also ensures it can handle increased call volumes during peak periods, maintaining reliable and efficient service delivery.

By enhancing the Avaya system, TSC and HCSD are strengthening the department's ability to deliver timely and high-quality support, improving the experience for citizens and staff while ensuring the system remains adaptable to future needs.

INFRASTRUCTURE UPGRADES AT GALEN AND MSH

The TSC, in collaboration with SITSD, implemented significant infrastructure enhancements at Galen and the Montana State Hospital. These upgrades included transitioning to fiber optic networks and updating switches, resulting in substantial improvements in the reliability and bandwidth of services at both facilities.

These enhancements demonstrate the department's commitment to leveraging technology to improve healthcare services. By addressing long-standing connectivity challenges, TSC and SITSD optimized current operations and established a strong foundation for future innovations that will benefit staff and patients.

Faster and More Reliable Internet: Staff and patients now benefit from faster, more dependable internet connections. These improvements are critical for accessing and updating patient records, which is essential to delivering efficient and effective healthcare services.

Upgraded Communication Systems: Outdated analog phone systems were replaced with modern VoIP network-assisted phones. This upgrade enhanced communication capabilities, ensuring better connectivity for staff across the facilities and improving overall operational efficiency.

Enabling Future Enhancements: The upgraded infrastructure has paved the way for improvements. Enhanced Wi-Fi connectivity throughout the facilities is now possible, providing greater flexibility and support for modern healthcare operations. Additionally, the improved network is an essential prerequisite for implementing the Electronic Health Records (EHR) project, enabling the seamless management and accessibility of patient information. This advancement represents a significant step in modernizing healthcare delivery at Galen and MSH.

DELIVERING HIGH QUALITY TECHNICAL SUPPORT SERVICES

The TSC serves as a critical resource for resolving technical issues and ensuring the continuity of operations across the department. During the 2025 biennium, the TSC achieved an impressive 93-94% first-contact resolution rate while managing over 60,000 calls and 69,000 support tickets. This high-efficiency level reflects the team's dedication to providing timely and practical support to its users.

Weekly Call and Ticket Management: In a typical week, the TSC handles between 600 and 800 inquiries through its service desk call queue. This consistent volume underscores the team's responsiveness and commitment to addressing the diverse needs of users. Alongside managing calls, the TSC generates between 800 and 900 support tickets weekly, ensuring that each issue is appropriately documented and promptly resolved.

Focus on Secure Access and Proactive Communication: Approximately 200 to 300 support tickets per week are related to password changes, which account for about 35% of the total ticket volume annually. This statistic highlights the critical role the TSC plays in maintaining secure system access for department users. In addition, the team conducts 200 to 400 outbound calls weekly, primarily to follow up on customer inquiries submitted via email or the self-service ticketing system. This proactive outreach ensures that all issues are promptly addressed to the user's satisfaction.

Exceeding Industry Standards: Despite the significant volume of requests, the TSC maintains a first-contact resolution rate of 94%, far exceeding the national average by 20 to 24 percentage points. This exceptional performance demonstrates the team's efficiency and underscores its commitment to delivering high-quality customer service.

STREAMLINING MEDICAID REDETERMINATION THROUGH TIER 1 TRIAGE SUPPORT

In response to the Medicaid unwind, the department identified a critical need to establish a dedicated team for triaging support tickets. This initiative was designed to allow the Office of Public Assistance (OPA) staff to focus more effectively on intake matters, ensuring that citizens received timely and accurate support during this complex period.

Implementation of a Tier 1 Triage System: A comprehensive Tier 1 triage system was implemented to address inquiries and issues related to Medicaid re-evaluations. Active from November 6, 2023, to March 10, 2024, this system streamlined the processing of requests, improving efficiency and reducing delays in service delivery.

Expanded Workforce to Meet Demand: To manage the increased workload, the department recruited and trained 58 external staff members dedicated to triage support. This team handled approximately 1,500 citizen inquiries weekly, helping 27,000 individuals during the Medicaid unwind period. Their contributions were instrumental in ensuring that citizens promptly received the help they needed.

Impact on Operations and Citizen Experience: The team's efforts significantly benefited HCSD by freeing staff to concentrate on benefit intake calls. This focused approach led to a measurable reduction in the Medicaid re-determination backlog, ensuring eligible individuals could access their benefits without unnecessary delays.

TANIUM IMPLEMENTATION FOR SECURITY VULNERABILITY TRACKING

The NSU successfully implemented Tanium as the department's cybersecurity and endpoint management solution, enabling efficient monitoring, management, and security of end-user devices across the organization. This implementation has significantly improved operational efficiency, doubling the speed of the computer imaging process and providing real-time tracking of vulnerabilities through intuitive dashboards. Tanium has also strengthened the department's security posture by enabling rapid identification and resolution of patching issues, reducing potential risks to sensitive data and systems.

As the first state agency to fully deploy Tanium, DPHHS is committed to leveraging innovative technology to enhance productivity, improve security, and streamline IT operations. This initiative reflects the department's dedication to adopting forward-thinking solutions that drive operational excellence and protect critical assets.

MIGRATION FROM MMIS TO A MEDICAID ENTERPRISE SYSTEM (MES)

Electronic Visit Verification (EVV) Implementation (Project Complete)

The MPATH team successfully implemented Electronic Visit Verification (EVV). This technology automates service information collection by capturing time, attendance, and care plan details entered by home care workers at the point of care. This system has significantly benefited both service recipients and Montana Healthcare Programs.

By reducing improper payments, EVV ensures that funds are allocated solely for services delivered, effectively controlling costs. It guarantees that members receive authorized services, improving care continuity and enhancing the consistency of care delivery. These improvements have led to better health outcomes for program

participants. Additionally, EVV has strengthened communication and alignment among care coordination teams, fostering greater collaboration to support member needs.

The implementation of EVV also enabled DPHHS to discontinue the assessment of federal match penalties, resulting in the avoidance of \$1.45 million in general fund expenditures. With an exceptional provider adoption rate of 86%, EVV has become a key milestone in modernizing service delivery and ensuring the sustainability of Montana's healthcare programs.

High Availability Implementation (Project Complete)

The Department enhanced Medicaid system reliability and improved its cybersecurity posture by implementing a "high availability" solution within the Enterprise Systems Integration Platform. This initiative significantly reduced downtime and ensured continuous access to critical services through a phased approach.

- Phase 1: Transitioned Medicaid systems from the IBM Cloud to Amazon Web Services (AWS), achieving \$400,000 in annual operational savings while increasing scalability.
- Phase 2: Upgraded the system's file-sharing capabilities by moving from a single MoveIT instance to an enterprise-level MoveIT Webfarm.
- Phase 3: Configured the platform to minimize or eliminate downtime during planned or unplanned events, ensuring uninterrupted service delivery and robust system performance.

Care Management Module (CM) Implementation

Successfully expanded the module's functionality to include incident management reporting capabilities for the Developmental Disabilities Program 0208 Waiver. This waiver pays for support services to help Montanans with intellectual and developmental disabilities to live in their homes and communities instead of an institution. This enhancement to the CM module has significantly improved healthcare outcomes and reduced costs for Montana Healthcare Programs by enabling members and caregivers to manage health conditions more effectively.

Big Sky Care Connect

Successfully partnered with Big Sky Care Connect, Montana's Health Information Exchange (HIE), to share claims, eligibility, and clinical data. This initiative has provided Medicaid providers with comprehensive member information, significantly reducing duplicate services and healthcare costs. Moreover, we have implemented a system to receive real-time updates on admissions, discharges, and transfers, significantly improving timely care coordination.

Claims Processing and Management

In October 2024, the Claims Processing and Management system project kicked off. This COTS system will process 15.5 million claims for Montana's 38,000 providers.

2025B HB10 Long Range IT (LRIT) Project Update

During the 2023 Legislative Session, DPHHS secured funding for ten projects spanning three practice areas, including replacing outdated legacy systems critical to supporting essential business services. The department's progress on each HB10-funded project from the 2025B session is summarized below.

MEDICAID AND HEALTH SERVICES

Electronic Visit Verification System Implementation (EVV)

- The project is 100% complete. The system is in Maintenance & Operations (M&O)
- Estimated CMS certification date is late 2025

Medicaid Enterprise Systems Integration Platform Project

- The project is 100% complete

Pharmacy Benefit Management System Replacement (PBMS)

- DPHHS is participating in a multi-state NASPO ValuePoint procurement with Georgia, Missouri, and Alaska.
- Waiting for Georgia to finalize awards, after which, the department can begin the vendor down-select process.
- Estimated vendor selection is Spring 2025

Interoperability and Patient Access – Integration and Mobile Engagement

- CMS compliance initiative “Interoperability and Patient Access Final Rule”
- These two related projects are in the planning stages.

HUMAN SERVICES

Comprehensive Child Welfare Information System (CCWIS)

- Procured pre-DDI and Business Process Design services from BerryDunn via competitive procurement in 2024.
- The CCWIS DDI RFP closed on August 26, 2024.
- Accenture, LLP was awarded the contract -- negotiations are underway
- The CCWIS contract (with vendor information) was submitted to the Children's Bureau on December 9, 2024, for approval. There is a 60-business-day approval period.
- The anticipated contract execution date is early March 2025.
- Accenture proposed DDI start of March 2025.

Montana Child Support Enforcement Automated System (SEARCHS) Replacement

- At the advisement of the Office of Child Support Services (OCSS), CSSD is procuring contracted services for planning and pre-DDI activities via RFP.

- Pre-DDI activities refer to the foundational tasks and processes that occur before the formal stages of designing, developing, and implementing an IT system or solution. Some of these activities have started to prepare for the pre-DDI RFP procurement.
- Pre-DDI procurement anticipated contract start date is March 2025.
- DDI RFP anticipated posting in Fall 2025.

Electronic Benefits Transfer System (EBTS) System Replacement

- The RFP closed on August 23, 2024.
- The Notice of Intent to Award was posted on October 9, 2024.
- The selected vendor is Conduent.
- Contract negotiations are underway and expected to be sent to Food and Nutrition Service (FNS).
- Target send date for FNS approval in February 2025.

SNAP Employment and Training/Enterprise Solution Deployment

- The department has canceled this deployment project.
- The new Employment and Training vendor tracks and produces the required reports in a system that interfaces with CHIMES.

HEALTH CARE FACILITIES PRACTICE

Electronic Health Records and Billing System Replacement (EHR)

- DPHHS is pursuing a NASPO contract with Netsmart, a specialized behavioral health EHR solution.
- The Scope of Work (SOW) has been completed.
- The cost proposal and contract are currently under review.
- Design, Development, and Implementation (DDI) services are planned for a 36-month timeline.
- The Montana State Hospital (MSH) and the Montana Chemical Dependency Center (MCDC) will be the first two facilities to implement the new system, enabling the decommissioning of the legacy TIER system.

IT Terms Defined

SIMPLIFYING TECHNICAL TERMINOLOGY

Cloud-Based Solutions or Technologies

These are services or tools you use over the internet rather than having to install them on your own computer or servers. Think of it like using a streaming service for movies instead of buying DVDs—everything is stored and runs in a remote location (the "cloud") and you access it from anywhere. The cloud is a metaphor based on how diagrams were drawn from the early years of the internet.

COTS Solutions (Commercial Off-The-Shelf)

These are ready-made software or products you can buy and use right away, or with minor customization. This is like buying a cake mix instead of baking one from scratch.

Database Administration

The database administrator is a specialized IT position that supports database systems, especially relational databases such as Oracle or Microsoft SQL Server.

Data Center Hosting Services

Think of this as renting space in a high-tech storage facility where your software and data are kept safe, powered, and accessible 24/7.

Design, Development, and Implementation (DDI)

This is the process of creating and launching a solution, starting with designing the plan, building the solution, and then rolling it out for use – similar to creating a new product and putting it on store shelves.

Endpoint

Endpoint a generic term for any device which connects to the network, such as a desktop computer, laptop, smart phone, tablet, server, printer, security camera, fax machine or other Internet connected device.

An Integrated Technology Portfolio

Imagine a toolbox filled with tools that all work together for a specific purpose. In IT, it's a collection of software, hardware, and systems designed to work together efficiently, providing a unified approach to solving problems or delivering services.

Interoperability

This is the ability of different technologies, systems, or devices to work well together, like how different brands of plugs and outlets fit together so you can use them interchangeably.

Java and Python Applications

These are software programs built using two popular programming languages, Java and Python, which are like different tools used to build applications, websites, data exchanges or other automation.

Legacy System

Older software or systems that have been around for a while and might still be important but can be difficult to update – like maintaining an antique car that still runs but needs special care.

For DPHHS, legacy means an application that is in production but is no longer a target for growth and investment. DPHHS must still maintain the application but is seeking to replace or retire it.

National Institute of Standards and Technology (NIST) Risk Management Framework

This is a guide for identifying and managing risks to IT systems, like a safety manual that helps keep your house secure from potential hazards.

On-Premises

This is when software or hardware is physically housed and operated in your own building, rather than accessed over the internet. Imagine keeping your important documents in a locked cabinet in your office instead of storing them on a remote server.

Service-Oriented Architecture (SOA)

Picture a restaurant kitchen where each chef specializes in making one type of dish. SOA is a design approach where different parts of a system (services) are built to handle specific tasks, and they all work together like the chefs do to serve a meal.

System Integrator

System Integrators implement and support software provided by other companies, either Commercial software or platform solutions. The System Integrator may provide an "accelerator" which is a bundle of technology provided by the actual software vendor.

Software Development Life Cycle (SDLC)

This is like a step-by-step recipe for making software. It includes planning, creating, testing, and maintaining software to make sure it works as needed and stays reliable.

Use Case

A use case is a specific situation in which a product or service could potentially be used. In the IT context this is a specific function that someone will perform with their application, such as approving an invoice for payment.

Wide-Area Network (WAN) Services

These connect computers and devices over long distances, like a giant web that links offices in different cities or even countries, enabling them to share information.

SABHRS

Statewide Accounting Budgeting and Human Resources System. This is the enterprise system supported by the Department of Administration on the PeopleSoft platform for our accounting and HR needs.

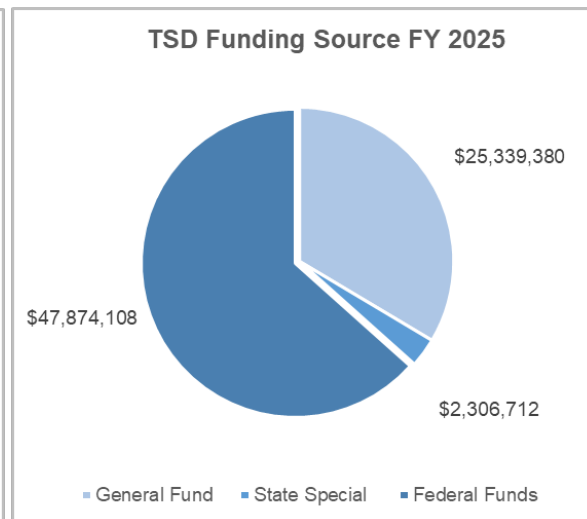
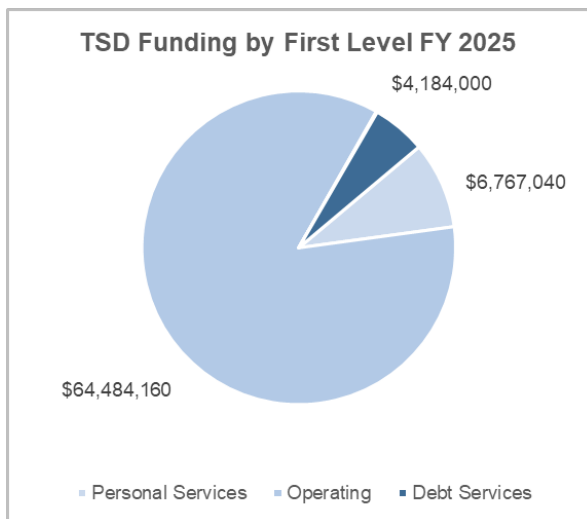
Snowflake

A Snowflake database is a cloud-based data warehouse that allows organizations to store, process, and analyze large amounts of data.

Avaya is the name of the state's enterprise phone system.

FUNDING AND PB INFORMATION

TECHNOLOGY SERVICES	FY 2025 BUDGET	FY 2026 REQUEST	FY 2027 REQUEST
PB	66	63	63
Personal Services	\$6,767,040	\$6,666,355	\$6,682,400
Operating	\$64,484,160	\$73,275,139	\$94,105,617
Equipment	\$85,000	\$85,000	\$85,000
Local Assistance	\$0	\$0	\$0
Grants	\$0	\$0	\$0
Benefits and Claims	\$0	\$0	\$0
Transfers	\$0	\$0	\$0
Debt Services	\$4,184,000	\$4,184,000	\$4,184,000
TOTAL COSTS	\$75,520,200	\$84,210,494	\$105,057,017
	FY 2025 BUDGET	FY 2026 REQUEST	FY 2027 REQUEST
General Fund	\$25,339,380	\$30,208,189	\$40,144,651
State Special Fund	\$2,306,712	\$2,373,007	\$2,517,984
Federal Fund	\$47,874,108	\$51,629,298	\$62,394,382
TOTAL FUNDS	\$75,520,200	\$84,210,494	\$105,057,017



CHANGE PACKAGES

PRESENT LAW ADJUSTMENTS

SWPL 1 – PERSONAL SERVICES

The budget includes \$203,024 in FY 2026 and \$219,070 in FY 2027 to annualize various personal services costs including FY 2025 statewide pay plan, benefit rate adjustments, longevity adjustments related to incumbents in each position at the time of the snapshot, and vacancy savings.

	General Fund	State Special	Federal Funds	Total Request
FY 2026	\$64,985	\$7,834	\$130,205	\$203,024
FY 2027	\$71,608	\$9,194	\$138,268	\$219,070
Biennium Total	\$136,593	\$17,028	\$268,473	\$422,094

SWPL 2 – FIXED COSTS

The request includes \$4,935,299 in FY 2026 and \$5,054,716 in FY 2027 to provide the funding required in the budget to pay fixed costs assessed by other agencies within state government for the services they provide. Examples of fixed costs include liability and property insurance, legislative audit, warrant writer, payroll processing, and others. The rates charged for these services are approved in a separate portion of the budget.

	General Fund	State Special	Federal Funds	Total Request
FY 2026	\$3,065,733	(\$92,627)	\$1,962,193	\$4,935,299
FY 2027	\$3,108,253	(\$90,734)	\$2,037,197	\$5,054,716
Biennium Total	\$6,173,986	(\$183,361)	\$3,999,390	\$9,990,015

SWPL 3 – INFLATION DEFLATION

This change package includes reductions of \$543 in FY 2026 and \$367 in FY 2027 to reflect budgetary changes generated from the application of deflation to state motor pool accounts.

	General Fund	State Special	Federal Funds	Total Request
FY 2026	(\$543)	\$0	\$0	(\$543)
FY 2027	(\$367)	\$0	\$0	(\$367)
Biennium Total	(\$910)	\$0	\$0	(\$910)

NEW PROPOSALS

NP 9000 - TSD COMBINED MAINTENANCE & OPERATIONAL REQUESTS

This new proposal reflects needed appropriations for increases related to maintenance and operations of existing systems as well as appropriations needed for new system implementations within the Technology Services Division (TSD). This is necessary to fund anticipated increases in existing vendor contracts for Combined Healthcare Information and Montana Eligibility System (CHIMES), Child and Adult Protective System (CAPS), Systems for the Enforcement and Recovery of Child Support (SEARCHS) and Electronic Benefit Transfer (EBT) as well as systems implementations / replacements for the Comprehensive Child Welfare Information System (CCWIS), SEARCHS, Health Information Exchange (HIE), Electronic Health Records System (EHR), and Montana's Program for Automating and Transforming Healthcare (MPATH) modules. This service is funded with 47.92% of general fund, 1.29% of state special revenue, and 50.79% of federal funds. This package requests \$28,449,079 in total funds for the biennium, including \$13,669,397 in general fund, \$492,267 in state special revenue, and \$14,287,415 of federal funds.

	General Fund	State Special	Federal Funds	Total Request
FY 2026	\$1,893,077	\$175,581	\$1,804,489	\$3,873,147
FY 2027	\$11,776,320	\$316,686	\$12,482,926	\$24,575,932
Biennium Total	\$13,669,397	\$492,267	\$14,287,415	\$28,449,079

NP 9001 - SITSD SECURITY CONSOLIDATION

This new proposal reduces 3.00 PB from Technology Services Division (TSD) as part of security consolidation efforts across the Executive Branch. Page R-5 of HB 2 from the 68th Legislature directed the State Information Technology Services Division work with the Office of Budget and Program Planning to identify and reduce 8.00 PB across state agencies as part of the information technology security consolidation project. Three PB from TSD were identified and are being removed with this change package. The package requests a reduction of \$633,167 in total funds for the biennium, including \$304,986 in general fund, \$48,367 in state special revenue, and \$279,814 of federal funds.

	General Fund	State Special	Federal Funds	Total Request
FY 2026	(\$154,443)	(\$24,493)	(\$141,697)	(\$320,633)
FY 2027	(\$150,543)	(\$23,874)	(\$138,117)	(\$312,534)
Biennium Total	(\$304,986)	(\$48,367)	(\$279,814)	(\$633,167)