

COUNTY OF MILWAUKEE

INTER-OFFICE COMMUNICATION

DATE: December 13, 2018

TO: Supervisor Theodore Lipscomb Sr., Chairman, County Board of Supervisors
Dean Legler, Director of Compensation, Department of Human Resources

FROM: Teig Whaley-Smith, Director, Department of Administrative Services
Prepared by: Laurie Panella, Chief Information Officer, Department of Administrative Services - Information Management Services Division

SUBJECT: **Request to create seven additional positions in the Department of Administrative Services - Information Management Services Division.**

Issue

The Director of Department of Administrative Services is requesting authorization to create 1.0 full time employee (FTE) position for VoIP Administrator, 1.0 FTE position of Application Technical Architect, 1.0 FTE position of Application Business Intelligence Analyst III, 1.0 FTE position of IT Project Manager and 3.0 FTE positions for IT Application Systems Analyst III in the Department of Administrative Services - Information Management Services Division (DAS-IMSD). These positions will support the implementation and steady-state administration and maintenance of the new Voice over Internet Protocol (VoIP) phone system, critical IT and informatics operations of the Electronic Health Records (EHR) system of Behavioral Health Division (BHD) and the ongoing development and expansion of the Cityworks, ProPhoenix, Netsmart, Juvenile Case Management (JPM) software applications for Milwaukee County.

Background

1.0 FTE position of VoIP Administrator:

Milwaukee County (Milwaukee County or County) is implementing a new County-wide VoIP phone system. This phone system is critical to County's everyday operations. To support it, DAS-IMSD is requesting 1.0 FTE position of VoIP Administrator to be created.

In evaluating this additional resource need, DAS-IMSD consulted several external industry resources including Integration Partners Corporation, Inc. (the VoIP implementation vendor for the County) and Gartner, Inc. (a global research and advisory firm providing insights, advice, and tools for IT and other business leaders). Through those interactions, DAS-IMSD has determined an initial support plan need for this new FTE position to support VoIP phone system configuration, its monitoring, maintenance, report writing, data monitoring, integrations, and architectural overview.

Currently, DAS-IMSD uses two contracted personnel and one FTE to support County's outdated Private Branch Exchange (PBX) switch-based phone system. DAS-IMSD has also hired a contractor to support the VoIP system until it can hire a FTE for this purpose. It is our intent to use a FTE to support the new system to keep the intellectual property for managing and supporting the VoIP system in-house. This is a deviation from the contracted support model due to planned long term usage of this VoIP system at the County and this thus being a more cost-effective resource hiring model.

As the VoIP system grows, County must be technically enabled to ensure that the VoIP system stays successful. DAS-IMSD wishes to staff itself to support the VoIP system into the future. This will ensure that we have a sustainable tool into the out years.

1.0 FTE position of Application Technical Architect:

Milwaukee County uses Citiworks application to manage all facilities-based work orders for Milwaukee County Zoo, House of Correction (HOC), Milwaukee County Parks, Milwaukee County Transit System, Milwaukee County Department of Transportation, DAS-Facilities Management and DAS-Economic Development. Soon, DAS-Risk Management and DAS-Architecture, Engineering & Environmental Services also plan to implement this application to support their operations.

The charter for the Citiworks implementation project lists a position of Cityworks Administrator for all the individual departments that utilize this application. This Citiworks Administrator is responsible for:

- First line of support for end users.
- Understanding the workflow process of the facilities-based work orders processes of all the departments/ divisions using this application.
- Participate in the Cityworks Governance Committee to drive an enterprise vision for this application in Milwaukee County.
- Develop crystal reports and saved searches.
- Quality assurance (QA)/ quality control (QC) of the entered data.
- Provide training for end users.
- Train new staff.
- Enter new employees.
- Departmental configuration (including templates, materials, crews).
- Assist current deployments in expanding use of Cityworks functionality.
- Developing new workflows.
- Extraction for Cityworks and Geographic Information System (GIS) data reporting.
- Support the development of the GIS data including maintenance of ArcGIS (i.e. GIS for working with maps and geographic information) documents.

Since the implementation of this application in all the above-mentioned departments and divisions, it become apparent to DAS-IMSD that due to growing demand and enterprise nature and implementation of this application at the County, a skilled Application Architect is needed to

ensure long-term success of this work order system at the County. By creating this position, DAS-IMSD will be able to leverage synergies across various departments and divisions of the County and ensure that One-County enterprise approach is leveraged and enforced.

In addition to the above-mentioned responsibilities of a Citiworks Administrator, this Application Architect will also be responsible to perform additional technical tasks and responsibilities that have been identified by DAS-IMSD to ensure Cityworks success. This Application Technical Architect will oversee the entire Enterprise Cityworks application and workflow process to meet DAS-IMSD's responsibilities as well as the project charter responsibilities of the individual departments using this application.

1.0 FTE position Application Business Intelligence Analyst III:

An Electronic Health Record (EHR) is a digital version of a patient's paper chart that makes information instantly and securely available to authorized users such as laboratories, specialists, medical imaging facilities, pharmacies and emergency facilities. EHRs can:

- Contain a patient's medical history, diagnoses, medications, treatment plans, immunization dates, allergies, radiology images, and laboratory and test results.
- Allow access to evidence-based tools that providers can use to make decisions about a patient's care.
- Automate and streamline provider workflow.

Since implementation of the EHR at BHD, a skilled Business Intelligence Analyst has been integral to the on-going success of the EHR implementation. This position is currently filled by one contracted personnel who is responsible for all clinical and fiscal phases of EHR data reporting, decision support, and data analysis activities. In addition to the aforesaid, the Business Intelligence Analyst is also responsible for:

- Exercising independent judgment and discretionary decision making related to managing multiple and more complex reporting projects and is proficient with analytical and reporting tools, database development, Extract Transform Toad (ETL) processes, query languages, and database and spreadsheet tools.
- Completing all clinical and fiscal work specific related to complex data report requests, interviewing report requestor, understanding the needs/goals of the report, completing data queries, analyzing and summarizing data and presenting the final report in a small or large group setting to discuss and clarify data.
- Utilizing programming tools to assist in data extraction from multiple data sources and transformation to support and create usable and reportable formats for final presentation and to make reporting more efficient and timely.
- Creating queries, data forms and reports for the reporting applications.
- Utilizing query languages that support the reporting tools and enhancing the capability of current reporting tools by developing programs using Structured Query Language (SQL).
- Proactively taking the lead in developing data QA processes, identifying and resolving data issues and problems.
- Mentoring and training Data Specialists and Data Analysts in data processes, structures, tools,

tuning report run performance, and steps for validation.

- Developing reports that define project progress, problems, and solutions; implements and manages project changes and interventions to achieve project outputs; performs project evaluations and assessment of results documenting defined metrics.

1.0 FTE position of IT Project Manager

This position is currently filled by 1.0 contracted personnel who works closely with the BHD Director of Clinical Informatics and DAS-IMSD Manager - Healthcare Applications for coordinated functioning of DAS-IMSD and the BHD Informatics Team. This role continues to be critical as BHD begins to transition from providing both inpatient and community-centered care to a greatly expanded community-based model of care. The IT Project Manager is responsible for:

- Managing, coordinating, and establishing priorities for complete life-cycle of IT projects for BHD including the planning, design, programming, testing and implementation of solutions designed to meet the requirements of BHD; and ensuring quality assurance in all aspects of work.
- Coordinating the development of new IT systems and/or applications projects for BHD, the modification of existing systems or applications, or changes in current methods or techniques.
- Developing reports for BHD that define project progress, problems and solutions; implementing and managing project changes and interventions to achieve project outputs; performing project evaluations and assessment of results documenting defined metrics.
- The budget and monitoring of spend for assigned BHD projects; tracks team hours and ensuring accurate accounting of resources and project spend.

3.0 FTE positions for IT Application Systems Analyst III:

1st Position - In December of 2017, DAS-IMSD in partnership with the HOC and the Milwaukee County Sheriff's Office (MCSO) implemented a new Criminal Management System (CMS) within the ProPhoenix suite of applications. This CMS replaced the legacy Criminal Justice Information System (CJIS) application to manage arrest bookings and inmate management. The CMS solution interfaces with over a dozen systems including video visitation, inmate phones, commissary, inmate trust, as well as supply booking, inmate and housing information updates.

The legacy CJIS system was relatively static unchanging system, with little change to process or system updates. The new CMS system is ever changing both to improve processes, for the HOC and MCSO, as well as to prevent security breaches. DAS-IMSD has identified the need for 1.0 FTE IT Application Systems Analyst III to support the increased workload. By hiring this IT Application Systems Analyst III as a FTE rather than as contracted personnel, DAS-IMSD will save approximately \$89,000 per year for the County.

2nd Position - In December of 2016, DAS-IMSD in partnership with the Department of Health and Human Services (DHHS) implemented a new Juvenile Case Management system (JPM) and in 2018, DAS-IMSD partnered with DHHS to implement a replacement for the mainframe legacy Scripts Case Management system. The new systems are ever changing to improve processes as well as to prevent security breaches. DAS-IMSD has identified the need for 1.0 FTE IT

Application Systems Analyst III to support the increased workload. By hiring this IT Application Systems Analyst III as a FTE rather than as contracted personnel, DAS-IMSD will save approximately \$89,000 per year for the County.

3rd Position - The EHR application (Avatar by Netsmart) is a hosted enterprise application and is used by hundreds of healthcare providers and staff (both inpatient and in the community) in the administration of care to thousands of Milwaukee County citizens. This application is also used for managing approximately \$1.5 million revenue in weekly billing and reimbursement of community agency providers.

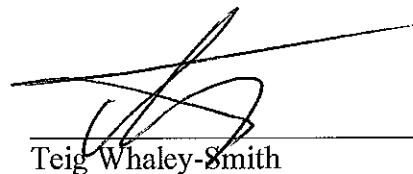
Currently, one contracted IT Application Systems Analyst maintains and administers the Avatar applications suite, as well as other healthcare and business-related applications. In addition, this contracted personnel is also responsible for:

- Configuring and maintaining Avatar system settings in collaboration with the software vendor (Netsmart) and the BHD Informatics team.
- Managing all technical aspects of the Avatar system to ensure smooth operation and full functionality of the hardware and software environment.
- Administering user roles and EHR accounts while adhering to cyber security and privacy best practices, as well as complying with BHD policy.
- Maintaining accurate and complete documentation of all system settings, user accounts, and other technical aspects of the EHR.
- Planning, scheduling, testing, and communicating product updates to ensure that all EHR environments are consistent and up-to-date using Change Management best practices.
- Troubleshooting and triaging system issues appropriately
- Auditing EHR use for compliance with Protected Healthcare Information (PHI) access standards.
- Running Crystal reports to meet BHD clinical and fiscal needs.
- Managing processes for onboarding new users as it relates to the BHD healthcare systems.
- Coordinating communication of system issues and resolutions with all stakeholders.

Recommendation

Department of Administrative Services recommends the Milwaukee County Board of Supervisors authorize the Chief Information Officer, DAS-IMSD, or her designee, to create the following positions:

Position Description	FTE
VoIP Administrator	1.0
Application Technical Architect	1.0
Application Business Intelligence Analyst III	1.0
IT Project Manager	1.0
IT Application Systems Analyst III	3.0



Teig Whaley-Smith

Director, Department of Administrative Services

Cc: County Executive Chris Abele
Raisa Koltun, Chief of Staff, County Executive
Scott B. Manske, Comptroller
Supv. Eddie Cullen, Chair, Personnel Committee
Supv. Marina Dimitrijevic, Vice-Chair, Personnel Committee
Supv. James "Luigi" Schmitt, Chair, Finance and Audit Committee
Supv. Willie Johnson, Jr., Vice-Chair, Finance and Audit Committee
Members, Finance and Audit Committee
Kelly Bablitch, Chief of Staff, County Board of Supervisors
Joseph Lamers, Director of Performance, Strategy & Budget
Dean Legler, Director of Compensation/Human Resources Information System,
Department of Human Resources
Steve Cady, Research and Policy Director, Comptroller's Office
Cynthia (CJ) Pahl, Financial Services Manager, Office of the Comptroller
Shanin Brown, Personnel Committee Coordinator
Shanin Brown, Finance and Audit Committee Coordinator
Mary Polaris, Human Resources Business Partner
Daniel Laurila, Budget and Management Analyst
LaCricia McSwain, Financial Manager, Central Business Office
Janelle Jensen, Legislative Services Division Manager, Office of the County Clerk