



*Dedicated to the Health
Of the Whole Community*

Mental Health Department

Mental Health Services Act Capital Facilities and Technological Needs

Enterprise Wide Data Warehouse Project Enclosure 3

April 16, 2009

**Mental Health Services Act
Capital Facilities and Technological Needs**

Enterprise Data Warehouse - Enclosure 3

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**Enclosure 3
Exhibit 1**

**Face Sheet
For Technological Needs Project Proposal**

County Name: Santa Clara

Project Name: Enterprise Data Warehouse

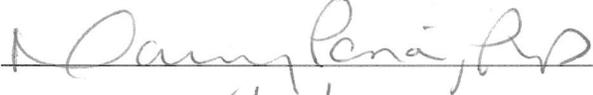
This Technological Needs Project Proposal is consistent with and supportive of the vision, values, mission, goals, objectives, and proposed actions of the Mental Health Services Act (MHSA) Capital Facilities and Technological Needs Component Proposal.

We are planning to, or have a strategy to modernize and transform clinical and administrative systems to improve quality of care, operational efficiency, and cost effectiveness. Our Roadmap for moving toward an Integrated Information Systems Infrastructure, as described in our Technological Needs Assessment, has been completed. This Project Proposal also supports the Roadmap.

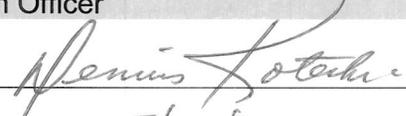
We recognize the need for increasing client and family empowerment by providing tools for secure client and family access to health information within a wide variety of public and private settings. The Proposal addresses these goals.

This proposed Project has been developed with contributions from stakeholders, the public and our contract service providers, in accordance with California Code of Regulations (CCR), Title 9, Sections 3300, 3310 and 3315(b). The draft proposal was circulated for 30 days to stakeholders for review and comment. All input has been considered, with adjustments made as appropriate. Mental Health Services Act funds proposed in this Project are compliant with CCR Section 3410, non-supplant. All documents in the attached Proposal are true and correct.

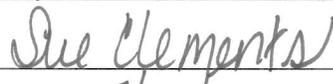
County Mental Health Director

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Enterprise Wide Data Warehouse (EDW) – Executive Summary

Project Type:	Modernize and transform clinical and administration information systems. Infrastructure Project to integrate systems to meet State IISI goals.
Purpose:	To create a single data repository for all Mental Health Department service, administrative, financial and provider information. The data warehouse will integrate information to improve the ability of SCVHHS to measure key clinical and administrative metrics through enhanced business intelligence reporting capabilities. The data warehouse will directly support treatment decisions, new program design and management decision-making activities.
Overview:	<ul style="list-style-type: none"> <input type="checkbox"/> This project will build an Enterprise Data Warehouse (EDW) that is capable of integrating data from the primary transaction system (EHR) and all other data sources that SCVHHS MHD uses, such as financial data, eligibility data from various payers and client care data from County and Contract Programs. <input type="checkbox"/> The EDW will support interoperability across systems. <input type="checkbox"/> The EDW will provide opportunities for development of data marts that can be tailored for specific management and operational reporting needs. <input type="checkbox"/> The EDW Project will include the following major components: <ul style="list-style-type: none"> • Identify all data sources to be included in the data repository • Design of data warehouse, update processes and reporting requirements. • Obtain necessary hardware and software. • Install products and train staff. • Develop data maps, implement and test update processes. • Identify pilot project and develop work plan. • Develop Data Quality program and monitor data. • Develop reporting strategy and process • Develop end-user products such as dashboards and performance indicators.
Need:	The EDW will address an on-going need to improve clinical and administrative reporting capabilities for SCVHHS. The need for improving access to data and reporting was the number one issue identified during an information system assessment conducted in the summer of 2008. A single system that contains easily accessible, clean and reliable data, combined with robust reporting and business intelligence tool sets will significantly improve report generation and support active decision-making processes focused on supportable data related analysis and eliminate redundant databases and reports that have been created as temporary solutions to fill the gap.

<p>Project Management:</p>	<p>Because an EDW is a complex project, this project will be accomplished in phases. The design and data sources that will be captured during the first phase will be determined based on identified business priorities and need.</p> <p>A business user group of staff, contracted providers and contracted staff will be formed to plan, develop requirements, and participate in testing and user acceptance testing activities.</p>
<p>Resources:</p>	<p><u>Staff:</u> SCVHHS existing resources will lead the project and form the project team. Supplemental staff consisting of contracted staff, IPO project management oversight, and additional architecture, design, development, implementation, testing, user acceptance testing, documentation, migration, report development, training and associated technical and support resources will be required and are documented in the budget.</p> <p><u>Equipment:</u> Dedicated hardware will be required which will include servers, storage devices and other associated hardware.</p> <p><u>Software:</u> Commercial-off-the-shelf (COTS) software will be utilized when ever possible for the EDW. Database and server software, reporting and Business Intelligence tool sets, integration and load software and back-up and security solutions will be required.</p>
<p>Technical Considerations:</p>	<p>Technical support will be provided by SCVHHS IS and vendor(s) resources, as appropriate. Existing SCVHHS IS security standards will be implemented for the EDW and Business Continuity Planning will be a part of the Project Planning Process.</p>
<p>Timeline:</p>	<p>January 2010 – December 2011</p>
<p>Estimated Cost:</p>	<p>\$2.6 Million</p>

Enclosure 3
Exhibit 3**Technological Needs Project Proposal Description**County **Santa** Date: **03/23/09**
Name: Clara

Project Name: Enterprise Wide Data Warehouse

Check at Least One Box from Each Group that Describes this MHSA Technological Needs Project

- New System.
- Extend the Number of Users of an Existing System.
- Extend the Functionality of an Existing System.
- Supports Goal of Modernization / Transformation.
- Support Goal of Client and Family Empowerment.

Indicate the Type of MHSA Technological Needs Project**> Electronic Health Record (EHR) System Projects (Check All that Apply)**

- Infrastructure, Security, Privacy.
- Practice Management.
- Clinical Data Management.
- Computerized Provider Order Entry.
- Full Electronic Health Record (EHR) with Interoperability Components (Example: Standard Data Exchanges with Other Counties, Contract Providers, Labs, Pharmacies).

> Client and Family Empowerment Projects

- Client/Family Access to Computing Resources Projects.
- Personal Health Record (PHR) System Projects
- Online Information Resource Projects (Expansion / Leveraging Information-Sharing Services)

> Other Technological Needs Projects that support MHSA Operations

- Telemedicine and Other Rural / Underserved Service Access Methods.
- Pilot Projects to Monitor New Programs and Service Outcome Improvement.
- Data Warehousing Projects | Decision Support.
- Imaging / Paper Conversion Projects.
- Other.

> **Indicate the Technological Needs Project Implementation Approach**

Custom Application

Name of Consultant or Vendor (if applicable):

The EDW will require some custom development of interfaces between systems and mapping of data. Also, report creation and data mart creation will require some custom development. All of these will be done by in-house staff.

Commercial Off-The -Shelf (COTS) System Name of Vendor:

To be determined. COTS products will be used for the extract, transform and load (ETL) processes for the data. It is possible that interface engine products and other middle ware will be necessary. Business Intelligence tools and end-user reporting products will also be obtained during this project. The complete list of products and how they will be obtained will be determined during the planning and design phases of the project.

Product Installation

Name of Consultant or Vendor (if applicable):

To be determined.

Software Installation

Name of Vendor:

To be determined.

Enterprise Data Warehouse Project

Introduction to Santa Clara County Organization and Its Acronyms

The Santa Clara Valley Health and Hospital System (SCVHHS) is the Santa Clara County organization that manages, operates and directs all healthcare services within the County. It is an umbrella organization comprised of the following organizations:

- The Valley Medical Center (VMC)
- Public Health Department (PH)
- Department of Alcohol and Drug Services (DADS)
- Mental Health Department (MHD)
- Children's Shelter and Custody Health Services (CSCHS)
- Valley Health Plan (VHP)
- Community Outreach Programs
 - School-Linked Services System (SLS)
 - Valley Children's Health Initiative (Valley CHI)
 - Community Health Services (CHS)

SCVHHS has a centralized Information Systems Department (SCVHHS IS) that supports its organizations. In addition, Santa Clara County has a centralized Information Systems Department (ISD) that provides network and computing services to all County agencies.

Project Management Overview

The Enterprise Data Warehouse (EDW) Project is composed of:

- Building an Enterprise Data Warehouse (EDW) that is capable of accepting data from the primary transaction system (EHR) and all other data sources that SCVHHS MHD uses, such as financial data (from Lawson, SAP, and other sources), eligibility data from various payers, including State DMH and client care data from contracted providers.
- Purchase of and/or development of a set of tools and processes for the purpose of developing reports, providing Business Intelligence (BI), and ad hoc reporting capabilities.
- Building infrastructure to support the added functionality including commercial-off – the-shelf (COTS) products to build and maintain the data warehouse, servers, storage devices and other network upgrades or tools required.

This initiative will contain phased-in development. Over time it will serve to integrate data from other initiatives that are part of the MHSA funding requests, such as the Electronic Health Record Project and the County Health Record Integration Initiative.

The project is considered a high risk project. Cost, determination of requirements, architecture and design decisions and issues, such as, data ownership, application

ownership and problem resolution processes when many other projects are underway and the environment is volatile all contribute to the challenges that will be encountered. Since these types of projects can often lose energy and focus, SCVHHS MHD will create a project structure and methodology that will mitigate the risk.

Independent Project Oversight

The SCVHHS will bring in an independent consultant (IPO) to oversee the project for its duration. The IPO will review all project documentation and meet at regularly with the Project Steering Committee. In between meetings the IPO will have weekly contact with the Project Manager to discuss issues and progress. The IPO will provide a monthly report containing their assessment of the health and progress and report any areas of concern related to the project.

The primary responsibility of the IPO will be to see the successful implementation of the Project. They will be recognized as a project team member who will identify risks and risk mitigation strategies based on their experience. They will be able to contribute to problem resolution and be recognized by all participants as an authority on the 'health' of the project. As such, they must be ready to recommend termination of a failed project and send up adequate warnings in advance of a potential disaster.

The IPO will be an experienced professional, knowledgeable about the business operations of a public sector Mental Health organization and experienced in information technology project management. They will ensure that a standard project management methodology is utilized and that all documents are completed as requested.

Project Management

The Project Manager assigned to each of these projects will be responsible for organizing, documenting, communicating and managing the project. They will use a standard project management methodology and maintain an accurate project plan in MS-Project. The Project Manager will be responsive to the IPO and work collaboratively with them. The Project Manager will assign tasks and deadlines to resources as necessary to ensure success.

The Project Manager will see that, at a minimum, the following will be created and maintained for each project:

- A Project Charter
- A Governance Body incorporating appropriate stakeholders
- A Project Organization Chart
- A Project Plan (including critical path and work breakdown schedule)
- A Project Communication Plan
- An Issue Management Plan
- A Risk Management Plan
- A Project Steering Committee

- A Project Dashboard Report to be submitted to the Steering Committee monthly
- A Monthly Project Status Report
- A Quarterly Project Status Report to the State DMH.

The Project Manager will be accountable to the Project’s Executive Sponsor, IPO and Project Director(s). The Project Manager will be responsible for delegating responsibility or directly managing the following aspects of the project:

Project Aspects	Tasks
Integration Management	<ul style="list-style-type: none"> <input type="checkbox"/> Delegated as appropriate <input type="checkbox"/> Incorporated into the test plan for each project
Scope Management	<ul style="list-style-type: none"> <input type="checkbox"/> Responsibility of the Project Manager <input type="checkbox"/> Use Project Plan and Project Charter to manage <input type="checkbox"/> Changes to scope will be addressed in the Issue Resolution Management Plan. <input type="checkbox"/> IPO will monitor changes
Time Management	<ul style="list-style-type: none"> <input type="checkbox"/> Responsibility of the Project Manager <input type="checkbox"/> Use Project Plan and Project Charter to manage <input type="checkbox"/> IPO will monitor timelines and deadlines
Cost Management	<ul style="list-style-type: none"> <input type="checkbox"/> Responsibility of the Project Manager <input type="checkbox"/> IPO will require monthly budget reports to monitor <input type="checkbox"/> Part of the project dashboard presented monthly to the Steering Committee
Quality Management	<ul style="list-style-type: none"> <input type="checkbox"/> Delegated as appropriate <input type="checkbox"/> Governance Board will review and direct <input type="checkbox"/> Indicators will developed and be incorporated into the test plan and user acceptance criteria
Human Resource Management	<ul style="list-style-type: none"> <input type="checkbox"/> Responsibility of the Project Manager <input type="checkbox"/> FTEs will be responsible to the Project Manager for this project and to their assigned supervisor. <input type="checkbox"/> Consultants will be managed by the Project Manager. <input type="checkbox"/> Project Manager will coordinate any vendor staff.

Project Aspects	Tasks
Communications Management	<ul style="list-style-type: none"> <input type="checkbox"/> Responsibility of the Project Manager <input type="checkbox"/> Delegated as appropriate <input type="checkbox"/> Managed using the Communications Plan prepared during the Planning Phase of the project
Procurement Management	<ul style="list-style-type: none"> <input type="checkbox"/> The Project Team, Governance Body and County procurement officers will work collaboratively to obtain any necessary hardware, software or other resources. <input type="checkbox"/> Delegated as appropriate

This project includes:

- Assessment of the Enterprise Data Warehouse (EDW) requirements related to the MHD, the larger SCVHHS system, and other County agencies.
 - Establishment of end-user and technical groups to participate in business and technical requirements sessions
 - Definition of business requirements
 - Identification of hardware and software purchases and upgrade needs
 - Identification of vendor, staff or other supporting resources needed to successfully implement, and:
 - Identification of on-going maintenance staff and resource needs.
- Selection and active decision-making
 - Hardware and software procurements
 - Business decisions and resolution of issues.
- Implementation planning
 - Refinement of project plan with information obtained from requirements of business and technical needs
 - Identification of any phases for the project based on intelligent implementation.
- Implementation
 - Building an Enterprise Data Warehouse (EDW) that is capable of accepting data from the primary transaction system (EHR) and all other data sources that SCVHHS MHD uses, such as financial data (from Lawson, SAP, and other sources), eligibility data from various payers, including State DMH, client care data from contracted providers, and elsewhere
 - Building infrastructure to support the added functionality including COTS products to build and maintain the data warehouse
 - Purchase of and/or development of a set of tools and processes for the purpose

of developing reports, providing Business Intelligence (BI), and ad hoc reporting capabilities

- Training for staff on the newly acquired tools, for report specialists that will create and maintain data marts, and for end-users on new reporting tools
- Hiring staffing resources to support MHD with creation of dashboards and other reports and staffing to support ongoing data quality initiatives.

Project Costs

The cost estimates for development of an EDW are documented in the *Budget Summary* included in Exhibit 4. The EDW supplemental resource needs for development and ongoing maintenance are included in the *Budget Summary*.

Nature of the Project

- The extent to which the Project is critical to the accomplishment of the County, MHSA, and DMH goals and objectives.

The Enterprise Data Warehouse (EDW) Project is a critical part of the MHD strategic plan to modernize and transform clinical and administrative systems to ensure quality of care and operational efficiency and effectiveness. This will be achieved through the development of an enterprise data warehouse combined with sophisticated reporting tools, a robust Edit Transform and Load (ETL) process, and the funding for development, maintenance and enhancement related technical support resources. The technical support resources are required to support report development and active, ongoing processes that will maintain the quality and integrity of the data.

Development of the EDW is a key component for integration of the systems within SCVHHS. The EDW addresses a need to provide a fully integrated data repository that captures information from a wide ranging set of data sources, regardless of originating system or source, loads and normalizes the data for optimal clinical and operational decision-making related reporting. The EDW will employ state-of-the-art database technology, security features, and report creation and deployment capabilities. Further, the EDW will leverage existing data exchange standards and standard transactions to ensure compatibility with DMH and other agencies as needed.

The EDW will be used to identify candidates for FSP programs and allow MHD to track outcomes, measure wrap around services and assist MHD in determining the effectiveness of all of its MHSA initiatives. Once established, MHD will be able to obtain more timely reports on service costs. The EDW will provide a more flexible integrated data environment that will enable MHD to implement and monitor new programs more easily.

The EDW will support and improve operations because it will:

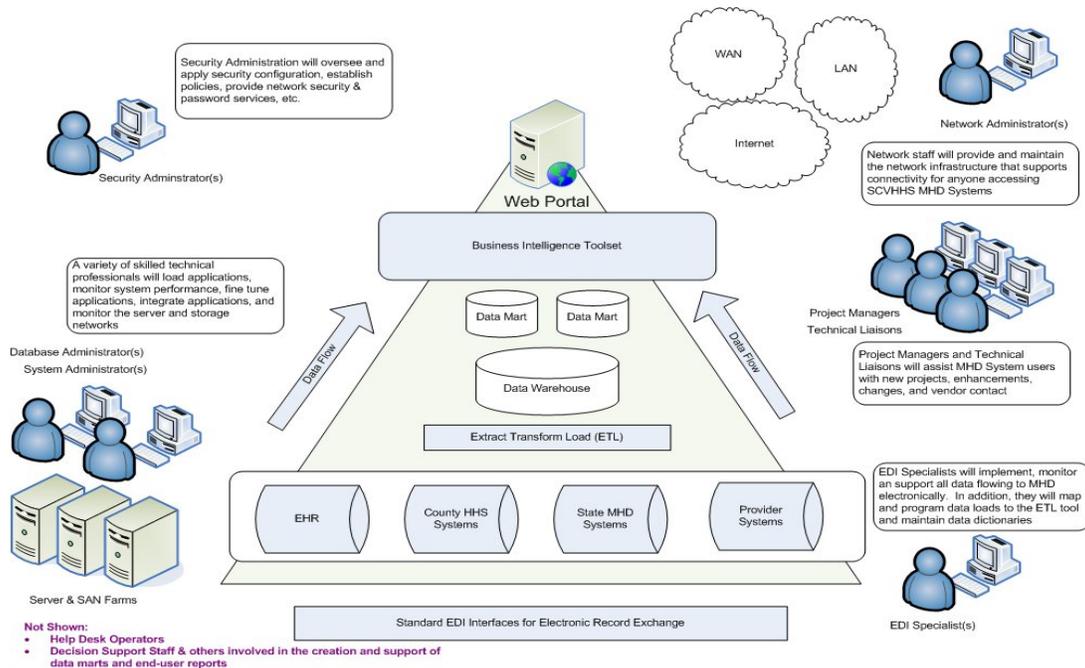
- Improve short and long term decision-making
- Serve as an enterprise wide link to distinct and diverse data sources
- Promote standardization by providing a common structure and data definitions across the organization
- Integrate the data
- Improve data consistency, integrity and quality
- Offer opportunities for faster, proactive decision making based on integrated captured data
- Support other projects and initiatives submitted for MHSA funding, including:
 - Full Electronic Health Record (EHR)
 - County Health Record Integration Initiative
 - County–Wide Resource Tracking
 - Consumer PHR

The EDW will provide opportunities for development of data marts that can be tailored for generation of reports, such as:

- ❑ Dashboards with key census, financial, service, new and terminated consumers report data generated for different management and operational needs
- ❑ Claims and revenue analysis
- ❑ Key performance measurement of contracted providers
- ❑ Staff provider performance measurement
- ❑ On-going costs and invoicing information and,
- ❑ Use of analytic tools that offer exception reporting (such as, duplicate consumers, outliers and other data points) that can be used to identify data quality problems.

The graphic provided below documents the connection between the EDW and other projects and their impact on development of an integrated system.

IS Model 2014



The descriptions represent the fully formed EDW. In fact, the EDW development will probably be structured with a phased in approach to data collection to maximize success and clear understanding of the value of the EDW for the business. Projects that will be prioritized include:

- ❑ MHSA Programs monitoring
- ❑ Cost Reporting (Medi-Cal & Medicare)
- ❑ Identification of FSP candidates
- ❑ PEI funds tracking
- ❑ Claims analysis and tracking
- ❑ Revenue tracking

- The degree of centralization or decentralization required for this activity.

The EDW will become a centralized data repository that captures and maintains all critical clinical and administrative data from State and County agencies and MHD.

While the EDW centralizes data, the uses for the data will be decentralized through various processes, such as direct access to the EDW, creation of data marts for identified purposes, report distribution and because of the use of powerful end-user reporting and analytic tools.

- The data communication requirements associated with the activity.

As part of the planning process, MHD will need to define the standard layouts and transition process with external and internal groups.

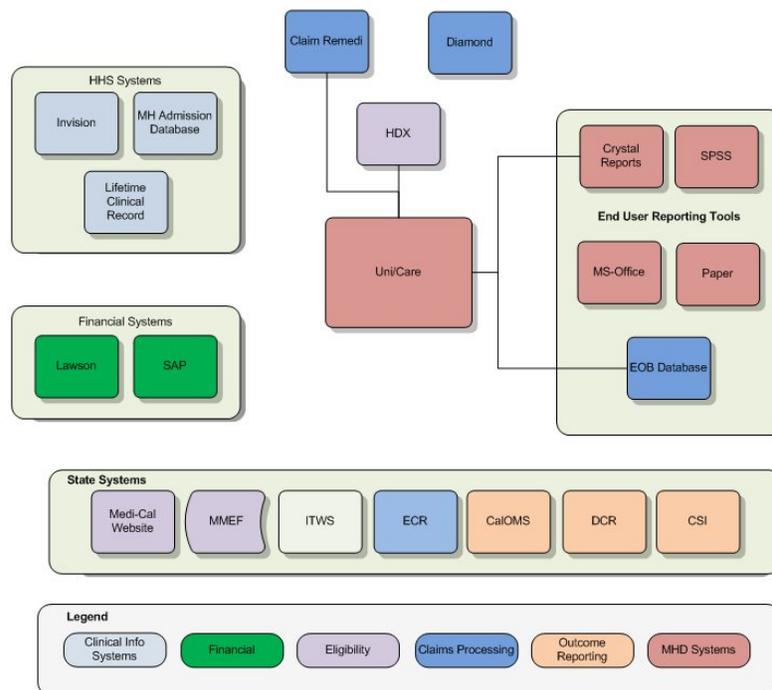
For the integrated data warehouse MHD will examine and define data requirements for all current electronic data interfaces (EDI) from the State and other County agencies, identify new interfaces that are related to other projects proposed for MHSA funding, such as County Health Record Integration Initiative, County–Wide Resource Tracking Project and define data needs from provider contractors and the EHR enhanced clinical and administrative systems.

- The characteristics of the data to be collected and processed, i.e., source, volume, volatility, distribution, and security or confidentiality.

The EDW Project will capture and integrate data from all client programs and all administrative systems.

The following graphic documents the current MHD Data Systems that will be considered for incorporation into the EDW.

SCVHHS Current State Diagram



The EDW will be designed with state-of-the-art relational database architecture that will allow for rapid addition of new data, as new requirements or sources are identified, and with established change management and testing procedures that ensure accuracy.

The EDW will perform data extraction, transformation and load (ETL) processing. Needed data will be extracted or accepted from existing and new systems or databases, and direct EDI transactions for some data sources. The EDW process will transform and clean the data ensuring the following:

- Resolution of data type conflicts
- Resolution of naming and key conflicts
- Removal, correction or flagging of bad data.

Normalized and cleaned data will be loaded into the EDW. The frequency of data loads into the EDW will be determined on a source by source basis. Expectations are that some data, such as the practice management system and enhanced data as the full EHR is implemented will be at least daily, other data will be loaded as needed to meet reporting or processing requirements.

Some of the internal data exchange Partners include:

- Hospital/Inpatient providers
- Ambulatory and Outpatient services
- Department of Alcohol and Drug Services (DADS)
- Custody Health programs
- County Mental Health Clinics
- Contract providers, including FFS providers
- Pharmacy
- Labs
- EHR transaction system data.

Some of the external data exchange partners that are currently captured and will be maintained in the EDW include:

- County administrative systems
- State and other eligibility systems
- State claims processing
- Federal block grant
- Other County agencies
- MH courts
- MHSA outcomes reporting.

During the Project Planning phase of the project, MHD will determine the volume and establish a growth factor in order to obtain the appropriate amount of hardware and infrastructure upgrades. SCVHHS IS understands that sizing and planning are critical to the success of this initiative. Our current client base is:

- Clients served: 23,000
- Claims processed: 500,000
- County end-users, including clinicians: 806
- Contract Providers: 71

The frequency of updates to the EDW will vary by data source and be determined during the design phase of the project. The consumer data from the EHR, for example, is dynamic and will require frequent updates in order to maintain currency and provide accurate statistics.

Some of the data captured in the EDW will contain Protected Health Information (PHI) and will be maintained in a manner required for HIPAA compliance and DMH, State, Federal, and other required security/confidentiality procedures.

MHD has established policies and procedures for its current systems that comply with the all standards for HIPAA on the appropriate/secure and confidential maintenance of PHI. Additional information of the security mechanisms proposed for the EDW is provided in the Security Process section of this exhibit.

The EDW will consolidate data and, as defined by MHD, be a source for distribution of data, through development of data marts or direct access to the EDW, for the following functions:

- Dashboard reporting
- Outcomes reporting
- Web portals for providers and clients
- End-user reporting.

The MHD will define the level of access to the EDW and the business tools based on need to access, purpose of access and all PHI, HIPAA and other security requirements.

- The degree to which the technology can be integrated with other parts of a system in achieving the Integrated Information Systems Infrastructure.

The EDW Project will help MHD achieve full IISI data integration. Financial data that is needed for revenue and cost reporting is contained in several different SCVHHS systems. The EDW will be where this data is integrated with the EHR data. Housing statistics and data will also be integrated with the EHR data to obtain accurate and critical outcome information on MHSA and Medi-Cal clients.

In the IS Staff Model presented in the Nature of the Project section of this exhibit provides a diagram depicting the flow of data across the entire system, internal and external electronic data exchanges and how it relates to the EDW, enhanced reporting and web site and portals.

Hardware Considerations

- Compatibility with existing hardware, including telecommunications equipment.

SCVHHS IS has a broad set of well defined technology standards in place today.

The EDW will be constructed of standard hardware and will utilize existing software and telecommunication standards to the highest extent possible.

Further, because MHD systems are hosted in the SCVHHS IS data center several system components, including networking, power, temperature control, security, and other components will leverage existing County systems and facility features wherever possible.

A copy of SCVHHS IS Technology Standards and Network Management policies are included in Appendix B of Exhibit 2.

- Physical space requirements necessary for proper operation of the equipment.

Mental Health Department (MHD) systems are currently hosted in a data center operated by the SCVHHS IS. This data center is a state of the art facility that hosts systems for several County Departments other than Mental Health. An evaluation of the data center determined that adequate space currently exists to accommodate the proposed EDW.

It is known that there will be additional electrical power capacity needs and upgraded air conditioning in the current facility. These costs have been included as part of the budget included for the EDW.

- Hardware maintenance.

The SCVHHS IS Department currently manages a wide range of systems for MHD, including an operational claims processing and practice management system platform, more than 30 web and application servers, a reporting infrastructure, and a development environment.

Mental Health Department (MHD) systems are physically housed in the SCVHHS IS data center and are maintained by SCVHHS IS staff. This includes the networking equipment, servers, storage, power and temperature controls. Currently the SCVHHS policy is to own, not lease, hardware equipment and refresh equipment on a 5 year cycle.

Part of the proposed Enterprise Data Warehouse (EDW) implementation plan includes the hiring of additional technical staff to assist existing staff with systems administration and hardware management over time as capacity grows. While we anticipate that existing staff will be able to install and maintain hardware initially, it is likely that as system utilization grows over time that additional staff will be required.

A copy of the Network Management and the Table of Contents for a confidential policy related to Business Continuity Plan are included in Appendix B of Exhibit 2.

- Backup processing capabilities.

The Enterprise Data Warehouse (EDW) will, to the extent possible, utilize existing hardware and processes so as to conform with existing backup processing practices and the County's Disaster Recovery Plan.

Because the current backup processing capability planning process is designed for existing systems, it is likely that additional capacity will be required with the development and operation of the EDW. As such, provision has been made in the planning process and budget estimates for additional backup servers, backup application licenses, tapes, and other necessary supplies. Further, part of the planning process also includes provision for staff to manage and take responsibility for the backup process in general and compliance with all regulatory requirements and existing standards.

A copy of the Data Backup policy is included in Appendix B of Exhibit 2.

- Existing capability, immediate required capacity and future capacity.

The Enterprise Data Warehouse (EDW) is a new system and not part of existing systems or applications. As such, no current existing capability exists outside of non EDW-related reports that are currently extracted from production data.

Because the EDW is a new system, the immediate required capacity will be addressed in the projected year one budget. The various categories outlined in the cost proposal will provide for the initial deployment of hardware and software as well as non-tangible capacity needs such as staffing and other items required to commence operations.

Future capacity is largely a function of scope, which will be determined as part of the planning process. Provision has been made in post year one budgets for capacity growth over time, which is a rational expectation as the EDW grows and utilization increases with use. However, we note that SCVHHS IS replaces systems on a five year rotation and we project that year 5 costs, which are not reflected in this estimate, will approximate those of year one as hardware is replaced per standard procedure.

SCVHHS IS currently purchases hardware at contracted cost from its current vendor on standing contracts. Because this project involves a capability that does not exist today, the server, networking, backup, and other associated hardware required for implementation will need to be defined in the project budget.

SCVHHS has a well defined Technology Standards policy that defines hardware and platform requirements. The Technology Standards policy is included in Appendix B of Exhibit 2.

Software Considerations

- Compatibility of computer languages with existing and planned activities.

The proposed EDW will utilize existing standards with respect to the compatibility of computer languages, software, and all other aspects. COTS products will be utilized that adhere to SCVHHS IS standards wherever possible.

The Technology Standards policy for software is included in Appendix B of Exhibit 2.

- Maintenance of the proposed software, e.g. vendor-supplied.

The EDW as proposed will require several different COTS components. These products will be identified during the project planning and design phases of the project. SCVHHS IS will build and integrate this system using as much industry-proven COTS products as possible. The types of products that will be considered for purchase are:

- Database and database tools
- Integration engines and data mapping tools
- ETL tools
- Data warehouse tools
- Business intelligence tools
- Additional end user reporting tools

Santa Clara County maintains a large list of preferred software vendors and products. Whenever possible, SCVHHS IS will utilize these contracts to obtain the tools that meet their requirements and take advantage of vendor support and maintenance agreements in order to keep the product up to date.

Software, such as networking software, currently maintained by the SCVHHS IS data center staff will continue to be maintained by SCVHHS IS data center staff. The County will stay current on releases of software. Currently appropriate contractual Service Level Agreements (SLA's) are in place for vendor supported software and they will be modified, expanded or, new ones added, as needed, for the development of the EDW.

Provision has been made in the projected budget for both vendor support and licensing agreements as well as some interaction with contracted staff who would provide SCVHHS IS with specialized skill sets at critical junctures in the development and operational phases of the project.

- Availability of complete documentation of software capabilities.

The EDW as proposed will be a custom developed system that will utilize COTS components. Provision has been made in the planning and budgeting process to develop documentation throughout the development process to support operations. Further, where possible, existing COTS system documentation will be included in this effort. Data dictionaries and guides will be developed by MHD and IS as part of this project.

- Availability of necessary security features as defined in DMH standards noted in Appendix B.

The Mental Health Department (MHD) has a wide ranging set of security measures that it currently is required to meet with existing systems. These regulations include County, State, and Federal as well as other legislated security measures and mechanisms. After reviewing the security features as defined in California DMH standards as noted in Appendix B of the MHSA CFTN Enclosure 3 guide, we believe that the security features of the EDW will exceed DMH standards and meet all applicable County, State, Federal, and other security requirements.

To ensure compliance with California DMH and other standards, we have planned for an annual security evaluation to be conducted to evaluate the extent to which the EDW meets current and future security standards. This evaluation, as planned, would be conducted by County ISD.

An abbreviated version of the IT Security policy for SCVHHS IS is included as an Appendix in Exhibit 2.

- Ability of the software to meet current technology standards or be modified to meet them in the future.

SCVHHS IS has a defined and mature set of current technology standards. These standards were designed with the goal of future growth and in anticipation of technological changes over time. Further, to support these standards, they have established relationships with a number of vendors and have negotiated pricing and upgrade terms to reflect future growth and change.

The Enterprise Data Warehouse (EDW) will be a custom developed system utilizing COTS components that comply with all existing and future standards.

Software for the EDW will meet all SCVHHS IS standards. The Technology Standards are defined in a policy included in Appendix B of Exhibit 2.

Interagency Considerations

- Describe the County's interfaces with contract service providers and state and local agencies. Consideration must be given to compatibility of communications and sharing of data. The information technology needs of contract service providers must be considered in the local planning process.

SCVHHS MHD interacts with other agencies with a mix of electronic data exchanges, direct entry into the transaction system of defined information or via Microsoft Excel files, paper or other methods of communication that may be entered into separately maintained databases. The agencies include, but are not limited to the following:

MHD exchanges consumer treatment and service information with a number of other agencies. The agencies include, but are not limited to the following:

- Contracted providers, including FFS providers
- State and other eligibility systems
- State claims processing
- Other County agencies including:
 - Drug and Alcohol (DADS)
 - Public Guardian
 - Custody Health Services
- SCVHHS
- FSP Programs
- MH courts (Future, planned)

SCVHHS MHD recognizes the complexity related to the sharing of information internally and across agencies. The development of a set of electronic data exchange transactions that utilize industry-standard (and mutually agreed-upon) formats is imperative and will be a key driver of all planning.

The SCVHHS MHD will need to develop policies and procedures that define the access to the EDW, based on need, appropriateness and with full consideration of PHI, HIPAA and security policy. As part of the development of the EDW, SCVHHS MHD will need to engage all stakeholders in development of access, establish reporting from the EDW that will offer information to such users, as the contracted providers. Interaction and participation of contracted providers will be critical to this process.

Further, interagency considerations also reflect the need to deliver reports to a variety of partners. The reporting tool selected for use in this project must have the capability to produce reports that can be delivered on demand to requesting entities.

SCVHHS MHD has actively included providers and consumers in planning about the EDW strategy and its advantages for the entire service system. MHD also currently conducts regular meetings with providers. During the development and implementation of the EDW it is expected that providers, especially, will actively participate in review of data and implementation decisions. We recognize that providers will need to be included in the EDW requirements process, will need clear support and lead time on any changes in transactions and will require training and technological support to facilitate

implementation. In addition, provider and consumers may require training materials, video tutorials, or other processes to access any reporting tools, Personal Health Records (PHR) that are available after implementation.

Training and Implementation

- Describe the current status of workflow and the proposed process for assessment, implementation and training of new technology being considered.

Training and implementation are two different activities, but both require careful development, sufficient resources and active project management in order to achieve successful results.

Implementation of the EDW will require:

- Clear understanding of the objectives of the data warehouse
 - Define the data needed
 - Tie objectives to the best data sources
 - Establish business rules, file layouts
 - Define users, applications, data load frequency and other issues
- Establish a migration path
- Choose architecture, data model, methodology and technology for EDW and Reporting tools
- Procure or build software for migration, loads of data, user testing
- Development user acceptance test scenarios and process
- Development of policies and procedures that support the EDW
- Expansion of security, confidentiality, back-up and other procedures to maintain the systems
- Procurement, installation, set-up and tuning of hardware and software.
- Data flows and data mapping

Training of business users will encompass the following:

- Identification of key users that will access data marts or the EDW
- Development of appropriate training materials, video tutorials or other methods to provide training for business users and consumers
- Scheduling of training that aligns with workload and service needs
- Identification of long term updates and maintenance of training information and on-going training processes.

See Appendix B of Exhibit 2 for SCVHHS training guidelines that will be considered during the project planning phase and incorporated into the EDW training plan.

SCVHHS MHD is fully aware that the process to ensure the successful rollout and subsequent utilization of the potential of the EDW and reporting capabilities, training and implementation are key success factors. The budget documented in the *Budget*

Summary includes line items for staff training and implementation costs are factored throughout.

Security Strategy

- [Describe the County's policies and procedures related to Privacy and Security for the Project as they may differ from general Privacy and Security processes.](#)

Because the data to be contained in and exchanged with the EDW involves PHI, it is recognized by SCVHHS that it is necessary to ensure that any proposed solution is fully compliant with all relevant regulatory and legal requirements. In addition to these regulations, compliance with all DMH standards will be part of the development and operations of the EDW.

For any selected vendor(s) for COTS software SCVHHS IS will ensure that the vendor(s) pre-certify their product as being compliant with HIPAA and all other Federal, State, and Local legal requirements.

To ensure system and data security, we have included an annual security evaluation as part of the project. The underlying assumption is that this evaluation will be conducted by County ISD who will evaluate the current state of security relative to the EDW and ETL, BI, and other toolsets and provide input on best practices, gaps, etc.

The SCVHHS IS Security policy in an abbreviated form is included as an Appendix in Exhibit 2.

- [Protecting data security and privacy.](#)

Data security and privacy will be 'built in' from day one and be enforced by the stringent and fully compliant SCVHHS policies with Federal, State and Local regulations on security and privacy.

Compliance with relevant security requirements will be evaluated on a yearly basis by County ISD.

The SCVHHS IS Security policy in an abbreviated form is included in Appendix B of Exhibit 2.

- [Operational Recovery Planning.](#)

MHD currently ensures operational recovery planning through the existing County Wide Business Continuity Planning (BCP) process. The EDW will conform to existing requirements and be part of the County-wide planning, documentation, and testing procedures. The details for the Operational Recovery for the EDW will be incorporated into the BCP during the planning process.

The Table of Contents for the confidential Business Continuity Plan has been included in Appendix B of Exhibit 2.

- [Business Continuity Planning.](#)

MHD currently ensures business continuity planning through the existing County Wide Business Continuity Planning (BCP) process. The EDW will conform to existing requirements and be part of the County-wide BCP planning, documentation, and testing procedures.

The Table of Contents for the confidential Business Continuity Plan has been included in Appendix B of Exhibit 2.

- Emergency Response Planning.

MHD currently ensures emergency response planning through the existing County Wide Business Continuity Planning (BCP) process. The EDW will conform to existing requirements and be part of the County-wide BCP planning, documentation, and testing procedures.

The Table of Contents for the confidential Business Continuity Plan has been included in Appendix B of Exhibit 2.

- HIPAA Compliance.

The inclusion of PHI and other data in the EDW will require compliance with the Health Insurance Portability and Accountability Act (HIPAA). HIPAA will be one of many sets of regulatory compliance that requires planning and operational practice over time. The EDW will leverage existing stringent security mechanisms employed by MHD and the SCVHHS systems.

Compliance with HIPAA and other relevant security requirements will be evaluated on a yearly basis by County ISD.

SCVHHS maintains HIPAA required Business Associate Agreements and ensures compliance with all employees, providers and contractors required training, legal agreements regarding confidentiality, protection and privacy requirements for HIPAA covered paper and electronic records.

A copy of the required Business Associate Agreement is included in Appendix B of Exhibit 2.

- State and Federal laws and regulations.

In addition to HIPAA and DMH security requirements there will be a number of State and Federal laws and regulations that will require additional security mechanisms to be considered, implemented, and practiced. EDW will leverage existing stringent security mechanisms employed by MHD and the SCVHHS systems.

Compliance with State, Federal, and other relevant security requirements will be evaluated on a yearly basis by County ISD.

Project Sponsor(s)

- Identify the Project Sponsor name and title. If multiple Sponsors, identify each separately.

Deane Wiley, Ph.D., SCVHHS Mental Health Department Learning Partnership Director
Cheri Silveira, SCVHHS Information Services Manager

- Describe each sponsor(s) commitment to the success of the Project, identifying resource and management commitment.

The Project Sponsor agrees to provide direction and leadership for this Project and will:

- Provide Executive leadership and bidirectional communication on the project.
- Accepts visible departmental ownership for project
- Set strategic direction and goals for projects
- Has final approval on all project deliverables
- Serves as the ultimate decision-maker on issues that cannot be resolved at a lower level.
- Is accountable for the Project's success and will hold all team members responsible for their contributions and assignments to the project.

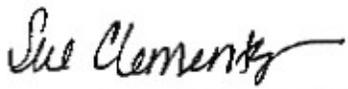
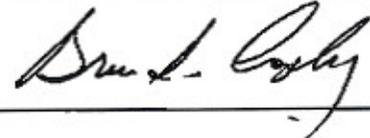
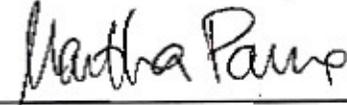
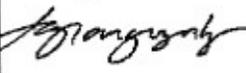
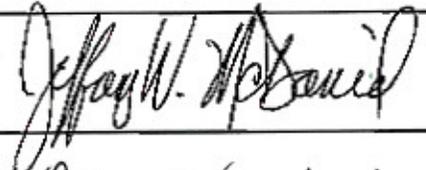
Approvals/Contacts

- Please include separate signoff sheet with the names, titles, phone, e-mail, signatures and dates for: Individual(s) responsible for preparation of this Exhibit, such as the Project Lead or Project Sponsor(s).

Approval / Contact sign-off sheet is attached.

MHSA Enclosure 3 - Project Approvals and Contacts

Signoff sheet with the names, titles, phone, e-mail, signatures and dates for individual(s) responsible for the preparation of this Exhibit

Name	Title	Email	Phone	Signature	Date
Sue Clements (Primary Contact)	SCVHHS MHSA Technological Needs Project Manager	Sue.Clements@hhs.sccgov.org	408-885-7082		5-11-09
Bruce Copley	SCVHHS MHD Deputy Director	Bruce.Copley@hhs.sccgov.org	408-885-5773		5-11-09
Deane Wiley, Ph.D.	SCVHHS MHD Learning Partnership Division Director	Deane.Wiley@hhs.sccgov.org	408-792-3901		5-11-09
Martha Paine	SCVHHS Director of General Fund Financial Services	Martha.Paine@hhs.sccgov.org	408-885-6860		5-11-09
Ky Le	SCVHHS MHD MHSA Project Manager	Ky.Le@hhs.sccgov.org	408-885-7543		5/11/09
Cheri Silveira	SCVHHS IS Manager	Cheri.Silveira@hhs.sccgov.org	408-885-6490		5/11/09
Jeff McDaniel	SCVHHS IS Project Leadership	Jeff.McDaniel@hhs.sccgov.org	408-885-4036		5/14/09
Diane Vrenios	Sr. Consultant Outlook Associates, LLC	DVrenios@outlook-associates.com	888-432-0261		5/15/09

APPENDIX A - PROJECT RISK ASSESSMENT

Enterprise Wide Data Warehouse Project

Category	Factor	Rating	Score	
Estimated Cost of Project	Over \$5 million	6	2	
	Over \$ 3 million	4		
	Over \$500,000	2		
	Under \$500,000	1		
Project Manager Experience				
Like Projects completed in a "key staff" role	None	3	2	
	One	2		
	Two or more	1		
Team Experience				
Like Projects completed by at least 75% of Key Staff	None	3	3	
	One	2		
	Two or more	1		
Elements of Project Type				
Hardware	New Install	Local Desktop /Server	1	1
		Distributed/Enterprise Server	3	
	Update/Upgrade	Local Desktop /Server	1	3
		Distributed/Enterprise Server	2	
	Infrastructure	Local Network/Cabling	1	3
		Distributed Network	2	
Data Center/Network Operations Center		3		
Software	Custom Development -		5	5
	Application Service Provider		1	
	COTS* Installation	"Off-the-Shelf"	1	
		Modified COTS	3	3
	Number of Users	Over 1,000	5	
		Over 100	3	
		Over 20	2	
		Under 20	1	
	Architecture	Browser/thin client based	1	3
		Two- Tier (client / server	2	
Multi-tier (client & web, database, application, etc. servers)		3		
*Commercial Off The Shelf Software				

Total Score	25
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Total Score	Project Risk Rating
25 - 31	High
16 - 24	Medium
8 - 15	Low

EDW Project Plan

ID	Task Name	Duration	Start	Finish	Predecessors
1	Create Enterprise Data Warehouse Project	520 days	Fri 1/1/10	Thu 12/29/11	
2	Initiation/Planning	30 days	Fri 1/1/10	Thu 2/11/10	
3	Organize Proj	10 days	Fri 1/1/10	Thu 1/14/10	
4	Create Project Charter	10 days	Fri 1/1/10	Thu 1/14/10	
5	Create Project Organization Plan	10 days	Fri 1/1/10	Thu 1/14/10	
6	Create Issue Management Plan	10 days	Fri 1/1/10	Thu 1/14/10	
7	Create Risk Management Plan	10 days	Fri 1/1/10	Thu 1/14/10	
8	Create Communication Plan	10 days	Fri 1/1/10	Thu 1/14/10	
9	Complete project plan	10 days	Fri 1/1/10	Thu 1/14/10	
10	Create external planning group (other agencies, providers, etc.) - stakeholders	20 days	Fri 1/1/10	Thu 1/28/10	
11	Create internal planning group (MHD team)	20 days	Fri 1/1/10	Thu 1/28/10	
12	Develop staffing plan, determine job descriptions, etc.	15 days	Fri 1/1/10	Thu 1/21/10	
13	Disaster Recovery / Business Continuity Planning	30 days	Fri 1/1/10	Thu 2/11/10	
14	Finalize project budget	20 days	Fri 1/1/10	Thu 1/28/10	
15	Set up governance structure - project and interagency steering groups	20 days	Fri 1/1/10	Thu 1/28/10	
16					
17	Requirements	90 days	Fri 1/29/10	Thu 6/3/10	
18	Gather Requirements and Analysis	90 days	Fri 1/29/10	Thu 6/3/10	
19	Determine available and required data elements	90 days	Fri 1/29/10	Thu 6/3/10	15
20	Gather hardware requirements	90 days	Fri 1/29/10	Thu 6/3/10	19SS
21	Gather software (applications, operating systems, etc.) requirements	90 days	Fri 1/29/10	Thu 6/3/10	20SS
22	Identify data sharing relationships with external entities	90 days	Fri 1/29/10	Thu 6/3/10	21SS
23	Identify Data Sources and requirements for Electronic Data Exchange (EDI)	90 days	Fri 1/29/10	Thu 6/3/10	22SS
24	Identify Edit Transform Load (ETL) requirements	90 days	Fri 1/29/10	Thu 6/3/10	23SS
25	Identify reporting requirements	90 days	Fri 1/29/10	Thu 6/3/10	24SS
26					
27	Design	180 days	Fri 6/4/10	Thu 2/10/11	
28	Design Phase 1	180 days	Fri 6/4/10	Thu 2/10/11	
29	Create data exchange interfaces	90 days	Fri 6/4/10	Thu 10/7/10	19
30	Create data model	90 days	Fri 6/4/10	Thu 10/7/10	29SS
31	Create user interface (web pages, portal design, etc.)	90 days	Fri 6/4/10	Thu 10/7/10	30SS
32	Design ETL functionality	90 days	Fri 10/8/10	Thu 2/10/11	30
33	Design technical architecture (hardware/software)	90 days	Fri 6/4/10	Thu 10/7/10	19
34					
35	Development and Implementation	90 days	Fri 2/11/11	Thu 6/16/11	
36	Environment (Production, Development, and Testing Environments)	90 days	Fri 2/11/11	Thu 6/16/11	28
37	Configure network	90 days	Fri 2/11/11	Thu 6/16/11	33
38	Deploy hardware	90 days	Fri 2/11/11	Thu 6/16/11	
39	Deploy software	90 days	Fri 2/11/11	Thu 6/16/11	
40	Software Development / Coding	90 days	Fri 2/11/11	Thu 6/16/11	28
41	Design application functionality and interfaces	90 days	Fri 2/11/11	Thu 6/16/11	28
42	Design Database from functional model	90 days	Fri 2/11/11	Thu 6/16/11	28
43	Develop EDI interfaces	90 days	Fri 2/11/11	Thu 6/16/11	28
44	Develop ETL functionality and interfaces	90 days	Fri 2/11/11	Thu 6/16/11	28
45					
46	Testing	60 days	Fri 6/17/11	Thu 9/8/11	

EDW Project Plan

ID		Task Name	Duration	Start	Finish	Predecessors
47		Testing Phase 1	60 days	Fri 6/17/11	Thu 9/8/11	
48		Perform system, application, interface, and other testing / Quality Assurance	60 days	Fri 6/17/11	Thu 9/8/11	38,44
49						
50		Operations and Maintenance	80 days	Fri 9/9/11	Thu 12/29/11	48
51		IT Operations	16 days	Fri 9/9/11	Fri 9/30/11	
52		Coordinate disaster recovery testing with HHS	16 days	Fri 9/9/11	Fri 9/30/11	48
53		Enhance system hardware/software based on utilization	16 days	Fri 9/9/11	Fri 9/30/11	48
54		Process and Functional Improvement	80 days	Fri 9/9/11	Thu 12/29/11	
55		Iterative process to enhance system to add value	80 days	Fri 9/9/11	Thu 12/29/11	15
56		IT meetings to coordinate with HHS and other external entities	80 days	Fri 9/9/11	Thu 12/29/11	
57		Steering / Stakeholder meetings	80 days	Fri 9/9/11	Thu 12/29/11	
58		Staffing	80 days	Fri 9/9/11	Thu 12/29/11	
59		Hire Contract and/or other staff	60 days	Fri 9/9/11	Thu 12/1/11	15
60		Train MHD staff	20 days	Fri 12/2/11	Thu 12/29/11	59
61						
62		Go Live	80 days	Fri 9/9/11	Thu 12/29/11	
63		Phase 1	80 days	Fri 9/9/11	Thu 12/29/11	48

Enclosure 3
Exhibit 4

Budget Summary

For Technological Needs Project Proposal

County Name: Santa Clara

Project Name:

Enterprise Data Warehouse (EDW)

(List Dollars in Thousands)

Category	(1) 08/09	(2) 09/10	(3) 10/11	(4) Future Years	(5) Total One-time Costs (1+2+3+4)	(6) Estimated Annual Ongoing Costs*
Personnel		692	692		1,384	692
Total Staff (Salaries and Benefits)		692	692		1,384	692
Hardware		100	60		160	50
From Exhibit 2						
Total Hardware		100	60		160	50
Software		500	100		600	65
From Exhibit 2						
Total Software		500	100		600	65
Contract Services (list services to be provided)		200	200		400	200
NOTE: See below for description						
Total Contract Services		200	200		400	200
Administrative Overhead		15	15		30	5
Other Expenses (Describe)		50	20		70	20
NOTE: See below for description						
Total Costs (A)		1,557	1,087		2,644	1,032
Total Offsetting Revenues (B) **						
MHSA Funding Requirements (A-B)		1,557	1,087		2,644	1,032

* Annual Costs are the ongoing costs required to maintain the technology infrastructure after the one-time implementation.

** For Projects providing services to Multiple-Program Clients (e.g., Mental Health and Alcohol and Drug Program clients), Attach a Description of Estimated Benefits and Project Costs allocated to Each Program.

Notes:

Personnel costs include:

Technical Resources: Programmer / Analyst and Data Modeler

MH Program Resources: Analysts to perform complex data mining tasks, monitor the data quality, design and create reports to meet the Department's needs.

Hardware costs include servers, networking equipment, storage and end-user devices.

Software costs include purchase of COTS products to map the data, integrate the data, clean the data, manage the repository, search tools, data mining tools and end-user reporting and formatting tools.

Contract Services will be obtained to design and create the Data Warehouse as well as develop data marts for end-users. Once completed, contract resources will continue to assist existing technical staff with maintenance and enhancement requests.

Other expenses, as defined in this document, include an allowance for training, documentation, and expenses otherwise not categorized elsewhere.

**Enclosure 3
Exhibit 5**

**Stakeholder Participation
For Technological Needs Project Proposal**

County Name: Santa Clara

Project Name: Enterprise Data Warehouse

Counties are to provide a short summary of their Community Planning Process (for Projects), to include identifying stakeholder entities involved and the nature of the planning process; for example, description of the use of focus groups, planning meetings, teleconferences, electronic communication, and/or use of regional partnerships.

Stakeholder Type (e.g. Contract Provider, Client, Family Member, Clinician)	Meeting Type (e.g. Public Teleconferences)	Meeting Date
MHSA IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	4/08/2008
MHSA IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	6/10/2008
MH Staff / Mangers	Comprehensive, structured interviews with IT staff to discuss structure, vision, priorities and needs.	6/17/2008
All County and Contractor CFTN Stakeholders	Kick-Off meeting and Presentation of IT Assessment Plan by Outlook Associates	6/18/2008
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSA governing body (SLC)	6/20/2008
MH Staff/Managers/Clinicians	Comprehensive, structured interviews with staff/managers and clinicians from various service areas. Interviews included: Adult Services, Clerical, Older Adult Services, Eligibility and Benefits, Unicare Coordination.	7/08/2008
MHSA IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	7/8/2008
MH Staff/Managers/Clinicians	Comprehensive, structured interviews with Learning Partnership/Decision Support, Contracted providers, General Planning regarding MHSA and Housing needs and a Mental Health Clinic.	7/09/2008

Stakeholder Type (e.g. Contract Provider, Client, Family Member, Clinician)	Meeting Type (e.g. Public Teleconferences)	Meeting Date
Staff/Managers/Clinicians/Other Agencies	Comprehensive, structured interviews with a Mental Health Clinic and another supporting agency - SSA.	7/15/2008
Staff/Managers/Clinicians/Other Agencies	Comprehensive, structured interviews with Finance, Billing and Claims, MHSA Programs, Quality Improvement and Drug and Alcohol Services (DADS).	7/16/2008
Staff/Managers/Clinicians/Contracted Provider Billing Service and Consumers and Families	Comprehensive, structured interviews with contracted provider business solution (ABS), Managed Care Program and Consumer and Family interview at a County sponsored Peer Support Program.	7/17/2008
Staff/Managers/Contracted Providers Group/Clinicians	Comprehensive, structured interviews with Contracted Providers, Contract Services, Clinical, Physician and Pharmacy Services.	7/18/2008
MH Executives/Clinicians	Discussion on vision and contractor strategy.	07/21/2008
Staff/Managers/Contracted Provider	Comprehensive, structured conference call interview regarding the Call Center, Claims and Authorization services and Contracted provider (e.g.Symed).	7/24/2008
Consumer Advocate	Telephone conference call with NAMI representative.	7/28/2008
MHSA IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	8/12/2008
Staff/Managers/Consumer Affairs/Clinicians	Comprehensive, structure interviews with Consumer Affairs, Custody and Court Services and Family and Children Services.	8/13/2008
Staff/Managers/Other Agencies	Comprehensive, structured interviews with the Public Guardian agency, Decision Support and MH IT.	8/14/2008
Country Interdepartmental Stakeholders	Capital Facilities and Technology Needs Steering Committee (Became CFTN Leadership Committee)	8/15/2008
MH and IT Management and Core Team	Presentation Mental Health Services Act CFTN Component IT Visions and Project List	9/9/2008
MH and IT Management and Core	Presentation of assessment of "Current State of	9/18/2008

Stakeholder Type (e.g. Contract Provider, Client, Family Member, Clinician)	Meeting Type (e.g. Public Teleconferences)	Meeting Date
Team	SCC County Mental IT" by Outlook Associates	
MHSa IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	9/23/2008
Consumers & Family	Consumer Focus Groups	9/26/2008
Contract Service Providers	Technology Needs Town Hall Meeting	9/26/2008
MHSa Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSa governing body (SLC)	9/26/2008
MHSa IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	10/14/2008
MHSa Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSa governing body (SLC)	10/17/2008
Ethnic Communities (ECCAC) Task Force	MHSa CFTN presentation and receiving input from ethnic group representatives on MHSa CFTN	10/22/2008
Older Adults Services Focus Group	Presentation and receiving input from Older Adults Committee representative on MHSa CFTN	10/28/2008
CFTN Leadership Committee	Mental Health Managers and Contractor Leadership group to review combined Capital, Facilities and Technology Needs plans prior to submitting to SLC	11/13/2008
MHSa IT Fund Planning Meeting	Multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do initial CFTN Needs Assessment Planning	11/14/2008
MHSa IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	11/14/2008
MHSa Stakeholder and Leadership Committee Meeting (SLC)	CFTN Component Proposal Approval by overall MHSa governing body (SLC)	11/17/2008
Special session for Mental Health, IS and Contractor key stakeholders.	Californian Behavioral Health IT System Market Analysis by Outlook Associates	11/24/2008
Health And Hospital Committee (HHC) of Board of Supervisors	Status Report on Mental Health Services Act (Proposition 63) Component Proposals	12/10/2008

Stakeholder Type (e.g. Contract Provider, Client, Family Member, Clinician)	Meeting Type (e.g. Public Teleconferences)	Meeting Date
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSA governing body (SLC)	12/19/2008
Public Hearing on CFTN Component Proposal	Mental Health Board (Reports to Board of Supervisors)	1/6/2009
MH and IT Management and Core Team	Presentation by Outlook Associates of "Gap Analysis and Future State of IT for SCC Mental Health"	1/7/2009
MHSA IT Fund Planning Meeting for Administrative, Technology and Clinical Stakeholders	Original multidisciplinary Committee of MH Staff, IT staff and contractor IT staff to do CFTN Needs Assessment Planning	1/13/2009
Mental Health Internal Clinical Stakeholder event	View the Clinical Features and Functions of Pro-Fler EHR product from Unicare	1/14/2009
Mental Health and IT staff Site Visit to Kern County	Visited Kern County Mental Health System of Care to learn about their EHR implementation experience.	1/21/2009
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSA governing body	1/23/2009
Mental Health Dept. Ops Meeting	MHSA Technical Needs Strategy and Decision Making	2/4/2009
Town Hall Meeting for north Santa Clara County residents	Open Session for all stakeholders during Public Comment Period on CFTN Project Proposal	2/11/2009
Mental Health and IS Internal Stakeholder Review	Presentation of Proposal for Enterprise Data Warehouse Project (Enclosure 3)	2/12/2009
Town Hall Meeting – for central Santa Clara County residents	Open Session for all stakeholders during Public Comment Period on CFTN Project Proposal	2/12/2009
MH Executives / Clinicians / IS staff	Presentation, discussion & review of project.	2/13/2009
Mental Health and IS Internal Stakeholder Review	Presentation of Proposal for Electronic Health Record System Project (Enclosure 3)	2/13/2009
Town Hall Meeting – for south Santa Clara County residents	Open Session for all stakeholders during Public Comment Period on CFTN Project Proposal	2/14/2009
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSA governing body (SLC)	2/20/2009

Stakeholder Type (e.g. Contract Provider, Client, Family Member, Clinician)	Meeting Type (e.g. Public Teleconferences)	Meeting Date
Users Group Meeting attended by MH and IT staff	Guests at California AVATAR Spring 2009 User Group Meeting to learn about EHR product functions and features	3/3/2009
MHSA Comparison Study of EHR products	Special session of MHSA Coordination Meeting	3/9/2009
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Official update on CFTN activities to overall MHSA governing body (SLC)	3/20/2009
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Technology Needs Project Proposal Approval by overall MHSA governing body (SLC)	4/17/2009
Contract Service Providers Stakeholders	Special Session to discuss Contractor Strategy for use of EHR system use by Contract Agencies	5/14/2009
Public Hearing on CFTN Enclosure 3 Project Proposals	Mental Health Board (Reports to Board of Supervisors)	5/18/2009
MHSA Stakeholder and Leadership Committee Meeting (SLC)	Technology Needs Project Proposal Budget Approval by overall MHSA governing body (SLC)	5/21/2009