

 VDH VIRGINIA DEPARTMENT OF HEALTH <i>Protecting You and Your Environment</i>	Document name:	Project Charter
	Date:	February 6, 2006
	Version:	V 0.01
	Author:	Diana Malik, PMP

Project Charter

A. General Information

Provide basic information about the project including: *Project Title* – The proper name used to identify this project; *Project Working Title* – The working name or acronym that will be used for the project; *Proponent Secretary* – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; *Proponent Agency* – The agency that will be responsible for the management of the project; *Prepared by* – The person(s) preparing this document.

Project Title: Virginia Infant Screening and Infant Tracking System

Project Working Title: VISITS II

Proponent Secretary: Health and Human Resources

Proponent Agency: Virginia Department of Health

Prepared by: Diana Malik, PMP

Points of Contact

List the principal individuals who may be contacted for information regarding the project.

<i>Position</i>	<i>Title/Name/Organization</i>	<i>Phone</i>	<i>E-mail</i>
Project Sponsor	Joanne Boise, Director of Child and Adolescence Health	(804) 864-7688	joanne.boise@vdh.virginia.gov
Project Director	Nancy Ford, Director of Pediatric Screening and Genetics Services	(804) 864-7691	nancy.ford@vdh.virginia.gov
Project Manager	Diana Malik, Project Manager, PMP	(804) 864-7130	diana.malik@vdh.virginia.gov
Proponent Cabinet Secretary	Marilyn Tavenner, Secretary of Health and Human Resources	(804) 786-7765	mtavenner@governor.virginia.gov
Proponent Agency Head	Robert Stroube M.D., M.P.H., State Health Commissioner	(804) 864-7001	robert.stroube@vdh.virginia.gov
Customer (User) Representative(s)	Nancy Ford, Director of Pediatric Screening and Genetics Services	(804) 864-7691	nancy.ford@vdh.virginia.gov
Other	Jim Burns M.D., M.B.A CIO	(804) 864-7002	jim.burns@vdh.virginia.gov

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B. Executive Summary

An Executive Summary is required when Sections C thru G of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this document.

The VISITS II product enables the Division of Child and Adolescent Health to maintain a State population-based surveillance and data tracking system for the following programs and services: (1) Virginia Early Hearing Detection and Intervention Program (VEHDIP), (2) Virginia Congenital Anomalies Reporting and Education System (VaCARES), and (3) Part C of IDEA (at risk for developmental delays). This product is essential for identifying, matching, collecting, and reporting individual identifiable data and for linking/integrating with other State screening, tracking, and surveillance programs.

Project Purpose. The purposes of the project are: (1) to enhance the Virginia Early Hearing Detection and Intervention (EHDI) Program's capability for accurately ascertaining the disposition of every occurring birth for each step throughout the EHDI process and (2) to expand the integration of the Program's tracking and surveillance system with other child health programs that identify children with special health care needs.

C. Project Purpose

Explain the business reason(s) for doing this project. The Project Purpose (the Business Problem and Project Business Objectives) is in the Project Proposal, Section B.

1. Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or IT Strategic Plan.

Business Need. The current system (VISITS I) needs to be redesigned to minimize the number of infants lost to follow up, better identify infants and children with late onset or progressive hearing loss, expand referrals and follow up, improve birth certificate matching and de-duplication processes, and improve integration/linkage capacity.

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2. Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one project business objective.

<i>Commonwealth or Agency Strategic Plan – Initiative or Critical Issue</i>	<i>Project Business Objectives</i>
<i>Virginia Infant Screening and Infant Tracking</i>	Project business objective: The project business objectives are (1) to produce and implement a redesigned Virginia Infant Screening and Infant Tracking System (VISITS II), (2) use VISITS II data to guide and support child and adolescent health clinical and programmatic decisions, and (3) to integrate/link VISITS II with other child health information systems.

D. Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

Project Environment:

The business need is clear and supports the goals of the Virginia Department of Health in relation to other health district needs. Some key assumptions have been made such as:

- ❖ VDH infrastructure to support the project is in place or will be put in place.
- ❖ A project management methodology is in place.
- ❖ All management will act positively toward the project.
- ❖ Any industrial action will not affect the project.
- ❖ Key Success Indicators have been established.
- ❖ The Division will submit a request to upper-level management to modify the Code of Virginia to make the sharing of basic demographic data possible between the hospitals and Vital Records. The expected outcome is that this modification to the Code of Virginia will be accepted.

For managing the project environment:

- ❖ The customer or client is capable of describing the requirements, or is available and willing to enter into a dialogue.

Scope Planning:

- ❖ Integration will not be a problem, or it has been specifically addressed.
- ❖ A work breakdown structure (WBS) will be developed, or will be a scope of work based on the WBS.
- ❖ The WBS can be developed so that it is suitable for preparing time and cost estimates.

Product grade and process quality (quality):

- ❖ The degree or level of project management will establish the product quality grade. Steps are in place to ensure a quality process is successful.

Scheduling of resources and activities (time):

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- ❖ Staff will be available when the customer, client, or users require their services.
- ❖ Materials and equipment can be delivered on schedule.
- ❖ Deliverables will be reviewed and approved within specified time frame.

E. Project Description, Scope and Management Milestones

1. Project Description

Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal, Section C.

The purpose of this project charter is to deploy a secure WEB-based Virginia Infant Screening and Infant Tracking System (VISITS II),

The Global function description:

The Virginia Infant Screening and Infant Tracking System needs to be redesigned to minimize the number of infants lost to follow up, better identify infants and children with late onset or progressive hearing loss, expand referrals and follow up, improve birth certificate matching and de-duplication processes, and improve integration/linkage capacity. This project will be developed in house by the Office of Information Management (OIM). OIM will provide a visual implementation by building a series of prototypes for the user so that the user can provide feedback, resulting in an application that meets the users needs.

Funding was provided to VDH by Center for Disease Control (CDC) to deploy VISITS II. The funding provided for this project is \$150,000 the first year. OIM plans to hire a dedicated developer for this project within the first year of project. This project will be a three-year project pending continued funding. Funding permitting, this project will end June 30, 2008.

Scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

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Project Scope and Deliverables

The VISITS II project scope includes the implementation of all necessary hardware, software, and services to develop, implement, and provide training for a Web-based VISITS II application to control the flow of sensitive information through the proper channels to VDH staff from the hospitals.

Given a time line not to exceed June 2008, the project team, under the direction of and in partnership with the sponsor(s) plan to achieve the following objectives:

- Business rules design
- Purchase of software and maintenance agreements
- Installation
- Technical configuration
- Acceptance
- Training for administrators and trainers

Project Scope Exclusions

The VDH project will not be used for daily decision making regarding individuals until such time as its use is feasible, responsible, and subject to applicable legal restrictions.

The VDH project will include a feasibility study on the integration with or linkage to other child health care systems but will not include the actual coding of interfaces or downloads of data files other than Vital Records.

Authorized users will maintain their information in the database.

Summary of Major Management Milestones and Deliverables

Provide a list of Project Management Milestones and Deliverables (see Section E of the Project Proposal Document). This list of deliverables is not the same as the products and services provided, but is specific to management of the project. An example of a Project Management Milestone is the Project Plan Completed.

<i>Event</i>	<i>Estimated Date</i>	<i>Estimated Duration</i>
<i>Project Charter Approved</i>	November 2005	
<i>Project Plan Completed</i>	March 2006	
<i>Project Plan Approved</i>	April 2006	
<i>Project Execution – Started</i>	April 2006	
<i>Project Execution Completed</i>	June 2008	
<i>Project Closed Out</i>	July 2008	

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F. Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

1. Authorization

Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.

Agency Head : Robert Stroube, M.D., M.P.M, State Health Commissioner
 Project sponsor: Joanne Boise, Director of Child and Adolescence Health
 CIO: Jim Burns M.D., M.B.A

2. Project Manager

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.

Project Manager: Diana Malik, PMP

3. Oversight

Describe the Commonwealth or Agency Oversight controls over the project.

VDH was appropriated the funding to undertake this project by the Center for Disease Control (CDC). VDH will oversee the project development, implementation, and maintenance of the database(s). The Office of Family Health Services, Division of Child and Adolescent Health, will also oversee the fiscal responsibilities of the program and determine modification, if any, to initiate in the future. Future grant renewal applications will be initiated by the Division in response to available funding.

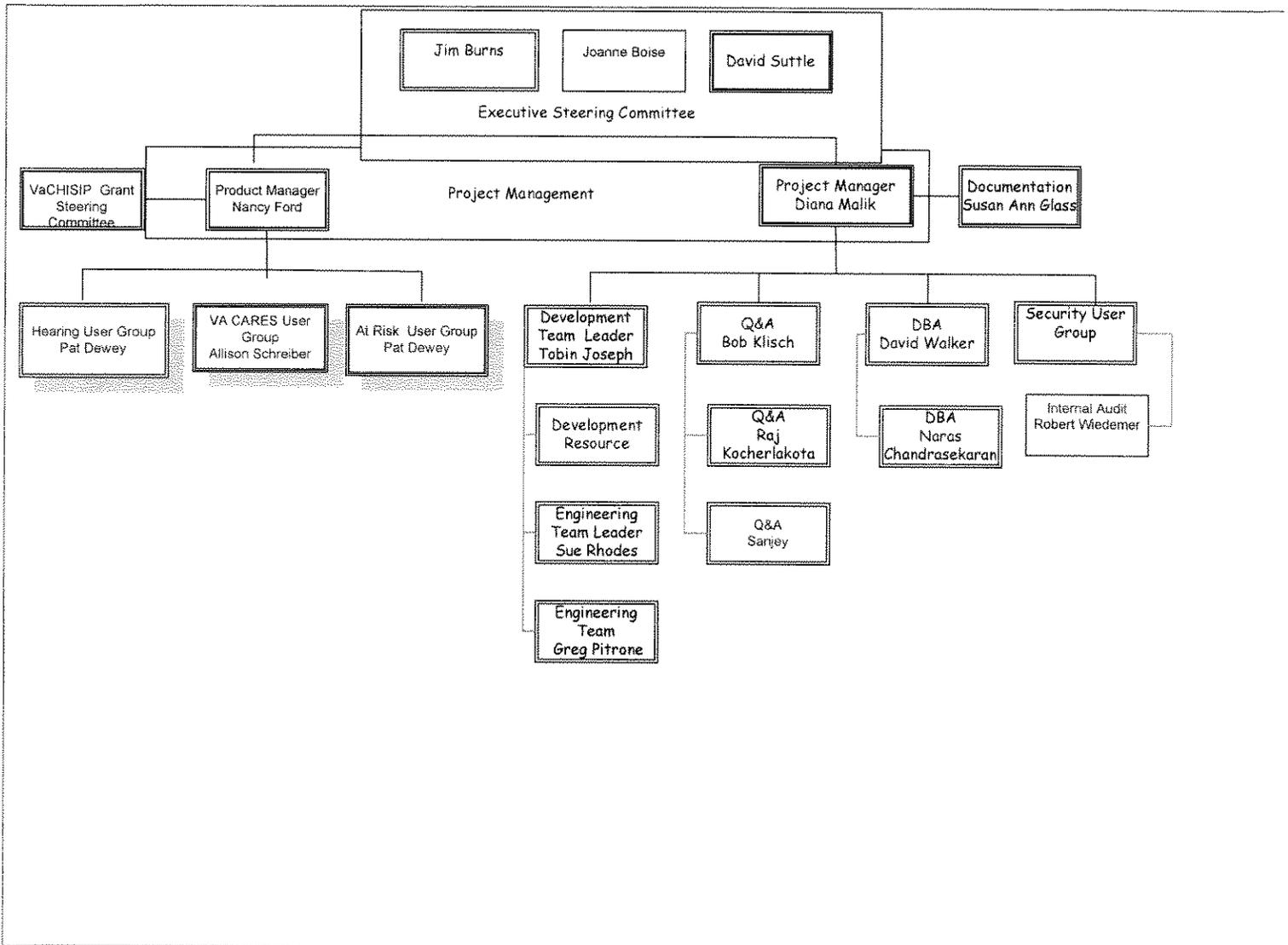


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G. Project Organization

1. Project Organization Chart

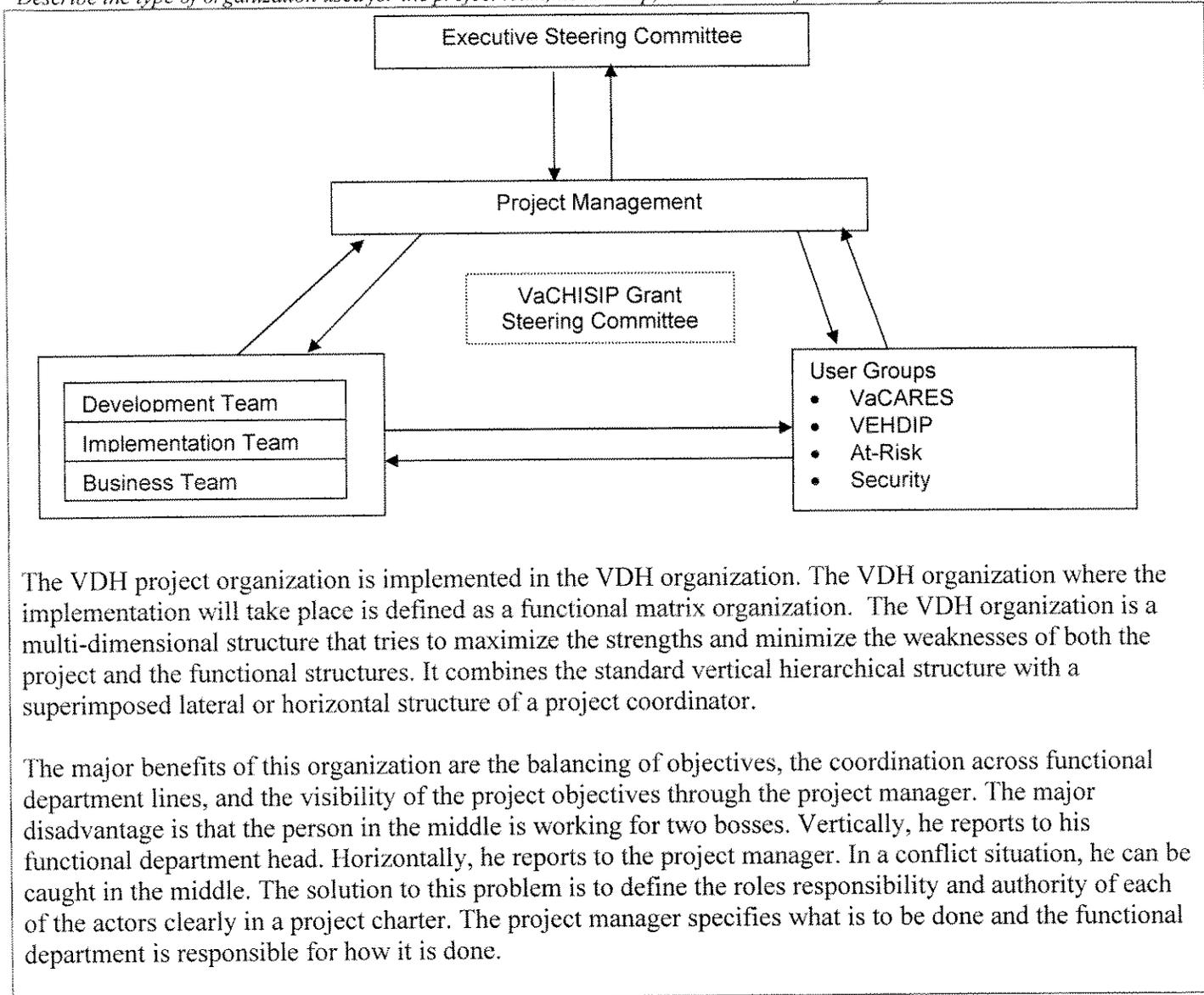
Provide a graphic depiction of the project team. The graphical representation is a hierarchal diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.



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2. Organization Description

Describe the type of organization used for the project team, its makeup, and the lines of authority.



The VDH project organization is implemented in the VDH organization. The VDH organization where the implementation will take place is defined as a functional matrix organization. The VDH organization is a multi-dimensional structure that tries to maximize the strengths and minimize the weaknesses of both the project and the functional structures. It combines the standard vertical hierarchical structure with a superimposed lateral or horizontal structure of a project coordinator.

The major benefits of this organization are the balancing of objectives, the coordination across functional department lines, and the visibility of the project objectives through the project manager. The major disadvantage is that the person in the middle is working for two bosses. Vertically, he reports to his functional department head. Horizontally, he reports to the project manager. In a conflict situation, he can be caught in the middle. The solution to this problem is to define the roles responsibility and authority of each of the actors clearly in a project charter. The project manager specifies what is to be done and the functional department is responsible for how it is done.

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3. Roles and Responsibilities

Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist whom are not part of the formal project team but have roles and responsibilities related to the project. Include these stakeholders' roles and responsibilities also.

Executive Steering Committee

The Executive Steering Committee consists of representatives from VDH Management and project sponsors. This team consists of: J. Burns, CIO of VDH; Joanne Boise of the Division of Child and Adolescence Health; Dr. David Suttle Director of Family Health Services and Diana Malik, Project Manager. The following items are examples of Executive Steering Committee responsibilities:

- Review project status.
- Approve initial project scope and charter.
- Authorize changes to scope.
- Help eliminate project roadblocks.
- Provide project governance and guidance.
- Make critical decisions.

VaCHISIP Grant Steering Committee

The purpose of the committee is to monitor the progress of the Virginia Child Health Information System Improvement Project (VaCHISIP) and ensure the success of the project. The VaCHISIP Grant Steering Committee will be chaired by the VaCHISIP Project Director (PD). Other members will include DCAH Director, DCAH Data Manager (DM), VEHDI Program Manager (VEHDIPM), Virginia Genetics Program Manager (VGPM), CSHCN Program Director (CSHCNPD), LSV Director (LSVD), Maternal and Child Health Epidemiologist (EPI), OIM Project Manager, and VDH-contracted Physician Geneticist (PG) and Genetic Counselor (GC). Responsibilities include ensuring adherence to the project scope, finalizing the Project Charter, meeting with the Project Development Team as needed, reporting to the Executive Steering Committee as needed, approving final products, and ultimately, resolving any issue/conflict that could put the project at additional risk. The following items are examples of VaCHISIP Grant Steering Committee responsibilities:

- Review project status.
- Develop proposed charter.
- Prioritize tasks.
- Authorize in scope changes.
- Help eliminate project roadblocks.
- Provide project governance and guidance.
- Make critical decisions.

Project Director

The VaCHISIP project director, Nancy Ford, is responsible to the following:

- Managing DCAH-OIM memorandum of agreement number 657P51970, including modifications and renewals.
- Ensuring VaCHISIP grant deliverables as described in the grant application and DCAH-OIM MOA are completed by deadlines.



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- *Ensuring VaCHISIP reporting requirements are completed per CDC instructions.*
- *Ensuring VaCHISIP continuation applications are submitted to CDC by deadlines.*
- *Ensuring VaCHISIP Grant Steering Committee is convened monthly.*
- *Ensuring VISITS II module-specific user groups (VaCARES, VEHDIP, At Risk) are appropriately staffed*
- *Ensuring all user information that is requested by OIM is provided to OIM in a timely manner (No more than two business days whenever possible).*
- *Interface with department auditors for the security audit as needed*

Project Management

The OIM project manager, Diana Malik, will need approx 15 hrs per week management time for this project. The project manager is responsible for the following:

- Providing the leadership and vision to guide the project's overall direction
- Providing assistance and support to the developers working on the project by removing obstacles, solving problems, and resolving conflicts
- Ensuring that subproject plans are produced, and presenting these plans to the Steering Committee
- Communicate project status
- Establishing the development processes and infrastructure needed for the development team to be effective
- Establishing the initial set of subproject partners, and establishing the procedures for voting in new partners
- Helping to ensure that subprojects have enough contributors, and helping to fill vacancies in roles
- Define and manage VDH expectations
- Coordinate development of the project
- Coordinating relationships with other projects
- Facilitating code development or other contributions by individuals
- Representing the project
- Interface with the department auditors for the security audit
- Ensuring that all OIM related project information that is requested by DCAH is provided to DCAH in a timely manner
- Ensuring that deliverables are met in the redesign process within established time frames.

Engineering Project Team

The VDH Engineering Project Team is responsible for the installation of the system hard- and software. This team needs to be available according the specification defined in the project planning. The Engineering Project Team is responsible for the following:

- Designing network and server hardware environment
- Installation of hardware components
- Installation of software components
- Connecting hardware components to the network VDH environment
- Providing support for hard- and software

Development Project Team



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The Development Project Team is responsible development, design, implementation support, and training. This team needs to be available according the specifications defined in the project planning. The Development Project Team is responsible for the following:

- Design
- Development
- Implementation
- Making software available for VDH
- Support
- Installation support
- Documentation
- Helpdesk

Database Administrators Project Team

The Database Administrators Project Team is responsible for assisting with the design of the database(s) and implements an environment to support the database(s), including during disaster recovery efforts. This team needs to be available according the specifications defined in the project planning. The team is responsible for the following:

- Assist with design
- Assist with development
- Implementation
- Support

Quality and Assurance (Q&A) Project Team

The Quality and Assurance (Q&A) Project team is responsible for developing the requirements of the project, testing, and quality checks. This team works closely with the Development Team. This team needs to be available according the specifications defined in the project planning. The team is responsible for the following:

- Requirement study
- Interface with the department auditors
- Testing of software
- Development of training
- Organize training
- Track quality and assurance issues

Business Project Team

The Business Project Team is responsible for contract and financial management. This team needs to be available according the specifications defined in the project planning. The Development Project Team is responsible for the following:

- Financial tracking
- Contract management
- Financial reporting



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H. Resources

Identify the initial funding, personnel, and other resources, committed to this project by the project sponsor. Additional resources may be committed upon completion of the detailed project plan.

<i>Resources</i>	<i>Allocation and Source</i>												
Funding	Funding source is Federal – U.S. Public Health Service, Health Resources Services Administration and Center for Disease Control												
Project Team (Full and Part Time Staff)	Executive Steering Committee												
	<table border="1"> <thead> <tr> <th>Name</th> <th>Function</th> </tr> </thead> <tbody> <tr> <td>Jim Burns M.D., M.B.A</td> <td>Deputy Commissioner, CIO</td> </tr> <tr> <td>David Suttle M.D.</td> <td>Project Sponsor</td> </tr> <tr> <td>Joanne Boise</td> <td>Project Sponsor</td> </tr> </tbody> </table>	Name	Function	Jim Burns M.D., M.B.A	Deputy Commissioner, CIO	David Suttle M.D.	Project Sponsor	Joanne Boise	Project Sponsor				
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¹ Note: The original CDC grant application, which funds this project, refers to the "Project Manager" (Diana Malik) as the "Applications Development Manager" (ADM).

² Note: The original CDC grant application, which funds this project, refers to the "Product Manager" (Nancy Ford) as the "Project Director" (PD).



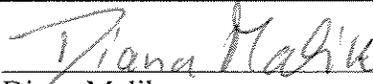
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	<p>DBA support Team</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Function</th> </tr> </thead> <tbody> <tr> <td>David Walker</td> <td>DBA</td> </tr> <tr> <td>Naras Chandrasekaran</td> <td>DBA</td> </tr> <tr> <td>Sheldon Wang</td> <td>DBA</td> </tr> </tbody> </table> <p>User Group Team</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Function</th> </tr> </thead> <tbody> <tr> <td>Nancy Ford</td> <td>Product Manager</td> </tr> <tr> <td>Resources(10)</td> <td>Subject Matter Specialists</td> </tr> </tbody> </table>	Name	Function	David Walker	DBA	Naras Chandrasekaran	DBA	Sheldon Wang	DBA	Name	Function	Nancy Ford	Product Manager	Resources(10)	Subject Matter Specialists
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Naras Chandrasekaran	DBA														
Sheldon Wang	DBA														
Name	Function														
Nancy Ford	Product Manager														
Resources(10)	Subject Matter Specialists														
<i>Customer Support</i>	VDH Development Helpdesk during the development phase - after implementation, the OIM helpdesk for first-line support for second-line support of the Development Helpdesk														
<i>Facilities</i>	VDH OIM Central Office is Located on the 4 th and Upper Basement Floors of the James Madison Building, 109 Governor Street, Richmond, VA 23219														
<i>Equipment</i>	<p>Development Phase</p> <ul style="list-style-type: none"> ➤ Existing Equipment 														
<i>Software Tools</i>	<p>The following software tool will be used in this project:</p> <ul style="list-style-type: none"> ➤ MS Office Suite ➤ Oracle 10G ➤ Oracle Web Technology 														
<i>Other</i>															

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I. Signatures

The Signatures of the people below document approval of the formal Project Charter. The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.

<i>Position/Title</i>	<i>Signature/Printed Name/Title</i>	<i>Date</i>
Proponent Cabinet Secretary (as required)	<p>NOT REQUIRED</p> <hr/> <p>Marilyn Tavenner Secretary of Health and Human Resources</p>	
Proponent Agency Head	 <hr/> <p>Robert Stroube, M.D., M.P.M State Health Commissioner</p>	
Project Sponsor (required)	 <hr/> <p>Joanne Boise Director Division of Child and Adolescence Health</p>	
Product Manager (VaCHISIP Project Director)	 <hr/> <p>Nancy Ford Director of Pediatric Screening and Genetics Services</p>	
Project Manager (required)	 <hr/> <p>Diana Malik Project Manager, PMP</p>	
Other Stakeholders as needed		
Other Stakeholders as needed		