



Considerations for a Procurement Business Case

Determining whether to proceed with a procurement



Planning

The questions below walk you through considerations to address when pondering whether to proceed with a procurement. Thoughtfully addressing the questions will help you determine your level of readiness, and current capabilities and needs, as part of deciding whether to proceed.

- 1. What is driving the desire or need to investigate alternatives to the current system?*

Articulating and documenting the business case for pursuing a potential IIS platform migration is essential. You should consider what needs or problems initiated the potential pursuit of an alternate system/platform, how long or how often these issues have been occurring, and who the issues are impacting. Additionally, findings from the current state analysis can also shed light on the business need to proceed. Program staff, key stakeholders and agency leadership should all have a shared understanding of the driving factors or issue(s) to be solved by pursuing an alternate IIS platform.
- 2. Are program and agency leadership and key stakeholders engaged and supportive of efforts to pursue an alternate IIS platform?*

Leadership engagement and support are perhaps the most critical factors for a successful migration. Leadership must support the business case for pursuing IIS migration and must be engaged throughout the process. This support and engagement may need to be cultivated by the immunization program manager or other agency leadership. Who among the leadership would be considered the primary project champion, the project sponsor, who could ensure the necessary resources are in place and that any internal organizational barriers are addressed? Does leadership understand the impact on staff during the project and the any budgetary needs? See **Assembling the Team**.
- 3. What is the state of our current platform/system and program?*

Criteria to consider in a current state analysis may include current and future projected:

 - Ability to meet [IIS Functional Standards](#)
 - Ability to implement best practices; e.g., [Modeling of Immunization Registry Operations Workgroup \[MIROW\] recommendations](#) or CDC's Resources
 - Ability to meet [AIRA's Measurement and Improvement](#) standards
 - System reliability, availability, maintainability and performance
 - Data quality
 - System support model and responsiveness of vendor or in-house development staff
 - User satisfaction

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You can refer to existing data and reports for this analysis or pursue additional assessments to have a thorough picture of the state of your current IIS system and program. Existing data and reports include results from the IIS Annual Report (IISAR), reports from AIRA's Aggregate Analysis Report Tool (AART), CDC cooperative agreement applications and response from CDC about the applications, CDC site visit reports, and your ongoing IIS operational plans. Additional assessments that may be warranted include a detailed technical assessment, a strengths-weaknesses-opportunities-threats (SWOT) analysis, and/or a gap analysis. See the [IIS Migration Toolkit](#) for related tools and materials.

4. *What if there is a decision to not to proceed with a migration? What are the risks? Are there other options for mitigating these risks?*

If the current system must be maintained, what are the major technical and/or programmatic weaknesses? What are the risks of not addressing these weaknesses? Are the risks short-term or long-term and what can be done to help mitigate? Are there third-party functional modules that could be adapted to replace current system deficiencies and “buy more time” with the current system? Can you plan for a needed migration at a later date to allow more time to consolidate resources and/or leadership support?

5. *What options are we willing to investigate? Are there certain options that are “off the table” due to jurisdictional or agency policies and/or standards?*

Another key question is what IIS system/platform options should be considered. An environmental scan can help begin the process of identifying viable options. Non-viable options may be eliminated due to jurisdictional or agency policies and/or standards—for instance, whether only SQL or Oracle-based applications are supported by your jurisdiction's central IT. Other considerations include buy vs. build, internal or external hosting of the system and/or data, use of a health information exchange/other data sharing structure, IT architecture and security standards, internal or external IT support models, and/or IIS consent provisions. Identifying policies or standards that must be followed early in the process can help ensure that migration efforts remain focused on the most viable options.

6. *Is there adequate operational and technical readiness to take on a project of this scale?*

Consider your organizational and stakeholder readiness to proceed with the migration process. Are there other competing priorities that would make it difficult to devote the necessary time and attention to a migration project? What groups (e.g., program staff, IT, procurement, vendor[s], etc.) would be involved in the migration project and what would be their major roles and responsibilities? Is there adequate staff coverage for migration roles and responsibilities as well as maintaining and supporting the current system? Are these individuals able and prepared to take on this work? What are the options for enlisting support from other organizations that use the IIS to help with current operations or testing the new system?



7. *Is there available funding to bring in project management or other staff to support/help manage a migration project? Are there timeline/resource constraints to be aware of related to the available funding?*

Coordinating a migration effort is a complex undertaking, one that is best managed by a skilled project manager and may involve other specialists at various points in the process, e.g., a business analyst, communications staff and/or training staff. Additional funding may be needed to support staff in these roles through a migration project. More resources on staffing needs for migration can be found in [the IIS Migration Toolkit](#).

If funding is available to support a migration effort, whether to support additional staff or to make system enhancements, are there timeline constraints associated with the funding that must be considered? Is it feasible to assume a migration project could be completed by the deadline required for using those funds?

8. *Have you reached out to CDC and/or AIRA?*

If considering a platform migration or module adoption, you are encouraged to reach out to the CDC IIS Support Branch (iisinfo@cdc.gov) and/or to the American Immunization Registry Association (info@immregistries.org). Neither organization within this collaborative will recommend a specific product but they will help you ask the right questions so you can make your own best decision. The final decision-making authority rests solely with you.

Addressing these questions can help you assess whether the long-term benefits of an alternate IIS system or platform outweigh the costs associated with pursuing a migration and readiness to proceed with the project. Whether you are deciding to procure a new IIS, enhancing the current IIS, or renewing an existing contract, having the right people involved is a critical next step; see **Picking the Team**.

See the **Procurement Readiness Assessment** for a useful tool for this phase of planning.