Considerations for Proceeding with an IIS Platform Migration

Make an informed decision to proceed



IIS platform migrations are complex and resource-intensive projects that can take several years to accomplish. Programs looking to migrate platforms must continue to support their current system and users while also planning for and implementing significant changes in technology and workflows. For an overview of the IIS platform migration process and factors critical to the success of a migration, see the **IIS Platform Migration Primer**.

The questions presented in this document walk through considerations to be addressed by health department leadership, including the immunization program manager and IIS manager, to inform the decision of whether to proceed with a migration. Addressing these questions can shed light on program capabilities, needs and readiness to proceed with a project of this scale. For programs that decide to proceed, investing in the coordinated management of this process can help smooth the transition to an IIS platform or system that better meets the needs of staff and stakeholders.

## Instructions

1. Review each of the questions and document responses of stakeholders within your organization.
2. Determine where additional analysis is needed to address these considerations and help prioritize next steps.
3. If a decision is made to proceed, consider whether a formal business case is needed in your jurisdiction. Your responses can be leveraged to build a business case.

## Helpful hints

* It is helpful to walk through the questions as a team and/or with leadership, to hear different perspectives on each of the considerations.
* These questions can also help identify potential risks and challenges in proceeding with a migration. Identifying and addressing these early on can help you mitigate these risks.
* **Bolded text** indicates that the resource referenced is available elsewhere in the IIS Migration Toolkit.
* Boxes marked “note to author” (indicated with a lightbulb icon) are intended to serve as guidance and offer prompts as you populate the template, and should be deleted before the document is finalized.

# Considerations for proceeding worksheet

1. What is the state of the current platform/system and program?

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|  | **Note to author**: Criteria to consider in a current state analysis may include current and future projected: |
| * Ability to meet CDC functional standards * Ability to implement best practices (e.g., Modeling of Immunization Registry Operations Workgroup [MIROW] recommendations) * Ability to meet IIS community-driven assessment standards * System reliability, availability, maintainability and performance * Data quality * Financial sustainability * Responsiveness of vendor/developer * System support model * User satisfaction   Programs may refer to existing data and reports to aid in this analysis or pursue additional assessments to have a thorough picture of the state of their current IIS and program. Existing data sources and reports include the IIS Annual Report (IISAR), the CDC IIS Dashboard, results from the quarterly surveys on Meaningful Use, reports from AIRA’s Aggregate Analysis Report Tool (AART), and CDC site visit reports. Additional assessments that may be warranted include a detailed technical assessment; a strengths, weaknesses, opportunities, threats (SWOT) analysis; and/or a gap analysis. | |

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

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|  | **Note to author**: Articulating and documenting the business case for pursuing an IIS platform migration is essential. Programs should consider what needs or problems initiated consideration 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 (see #1 above) 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 to be solved by migrating to an alternate IIS platform. | |

1. 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?

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|  | **Note to author**: If the current system is maintained, what are the major technical and/or programmatic weaknesses? What are the risks in not addressing these weaknesses? Are the risks short-term or long-term and what can be done to help mitigate them? Are there third-party functional modules that could be adapted |
| to replace current system deficiencies and so “buy more time” with the current system? Can the program plan for a migration at a later date to allow more time to obtain resources and/or leadership support? | |

1. Are program and agency leadership and key stakeholders engaged and supportive of efforts to pursue an alternate IIS platform?

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|  | **Note to author**: Leadership engagement and support are the most critical factors for a successful migration. Leadership must support the decision to proceed with an IIS migration and must be engaged throughout the process. |

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

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|  | **Note to author**: 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. Examples of considerations in this phase |
| include: external hosting of the system and/or data, use of a health information exchange (HIE)/other data sharing structure, IT architecture and security standards, and internal or external IT support models. Identifying policies or standards that must be followed early in the process can help ensure that your evaluation of options remains focused on the most viable. | |

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

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|  | **Note to author**: Programs should also consider organizational and stakeholder readiness to proceed with the migration process. For example, consider the 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 coverage for migration roles and responsibilities as well as maintaining and supporting the current system? Is it possible to shift current priorities to free up individuals who are able and prepared to take on migration work? Review the **Project Governance and Roles and Responsibilities Worksheet** for a listing of sample project roles and responsibilities. | |

1. Is there available funding to bring in additional staff to support a migration project? Are there timeline/resource constraints to be aware of related to the available funding?

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|  | **Note to author**: 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 |
| hire staff or consultants, on a part-time or full-time basis, to fill these roles during the migration. Review Staffing Considerations for Planning and Executing a Migration for a discussion of these considerations.  If funding is available to support a migration, are there associated timeline constraints that must be considered? Is it feasible to assume a migration could be completed in that timeframe given the phases and milestones involved in a migration? For example, programs should consider local procurement processes in estimating potential project timelines. | |

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