The last 18 months have been a whirlwind and I am excited for the opportunity to showcase the great work completed by the Indiana Management Performance Hub (MPH) during that time. Because of the innovative vision and strong support from Governor Eric Holcomb and his staff, the Indiana General Assembly and our 70 partner state agencies, MPH nationally stands alone as an independent state agency dedicated to creating a data-driven culture across all other partner agencies. To our knowledge, no other state has a data-dedicated agency.

Based on our outstanding work with our partners in 2018, MPH received the top National Association of State Chief Information Officers (NASCIO) award in data management, analytics and visualization.

MPH became an agency July 1, 2017, when the Indiana Open Data Act codified interagency data sharing, formally incorporating data-driven decision making into state government culture.

Most MPH projects align with Governor Holcomb’s five pillars, supporting partner agencies’ initiatives around modernizing economic development tools, preparing our future workforce through education and career training, improving health/attacking the drug epidemic and providing great government service. Specific projects are outlined in the chart on page 3.

Other organizations are benefitting as well. The public now has access to open datasets through the Indiana Data Hub, which is powering solution identification around Medicaid, education and workforce development, government financial transparency, as well as public safety. These efforts allow state initiatives to move beyond the confines of state agencies and empower external entities to generate positive returns for Hoosiers.

Whether at the forefront of confronting the opioid epidemic, aligning education programs with future workforce needs or helping to reduce recidivism, MPH stands with our partners in the fight to improve outcomes for Hoosiers. We rely on our partners to identify critical needs while we provide support with our innovative legal and technical framework.

MPH has taken great care to outline the success of our team and our partners. Throughout this document, you will notice the value provided to the state and our partners, in their words, not ours. Being an OMB agency, we have heightened focus on fiscal responsibility and providing value beyond MPH funding levels. Because of that we have also attempted to quantify a reasonable value and ROI for the state. This estimation is definitely an art, not a science.

Our estimated ROI to the state is $40 million, not adding in projected potential impact. Dollars invested in Indiana reflect grants that would not have come into Indiana without these projects. Outside vendor estimates are the likely project costs if performed by an external vendor, using other state or external consultant estimates as a guideline. Direct value to the state is the near-term value these projects deliver, quantified by project owners. Additional details can be found in the ledger on pages 14-15.

The goal of this document is to plant seeds for innovation.

MPH is still a brand new organization, having only been an agency for 1.5 years. This impact will accelerate substantially as we continue to build out the technology platform on which all of our projects are dependent.

Please read ahead as our partners detail how we have made strides toward that goal. I invite your comments, critiques, success stories and needs in response to the story we are telling.

Darshan Shah
Chief Data Officer
State of Indiana
MPH Year in Review

MPH is actively involved in achieving Governor Eric Holcomb’s five pillars.

Pillar 1: Economy
- IEDC Tableau development
- Enhanced Reporting

Pillar 2: Infrastructure
- Preparation for Water Hub work in 2019

Pillar 3: Skilled and Ready Workforce
- Linked data that is powering multiple state and private partner initiatives
- Student outcome dashboards
- Career and Technical Education Dashboards

Pillar 4: Drug Epidemic
- Naloxone Heat Map
- Opioid Treatment Program Analysis
- Next Level Recovery Dashboards
- IU SPEA Research Arifacts
- Arrest Dashboard
- INSPECT Dashboard

Pillar 5: Great Government Service
- Modernized Indiana Transparency Portal
- Streamlined technical and legal framework for data utilization
- Recidivism tool
- KPI Dashboards
- 50+ agency-specific dashboards

Inside the Numbers

ROI > $4.50 for each $1 invested taxpayer dollar

$20,617,250
Estimates for similar projects based on other states’ project costs and lowest estimates from external consultants

$18,000,000
Direct value to the State because of MPH projects

$1,984,400
Dollars invested in Indiana because of MPH projects

Inside the Numbers

Pillar 1: Economy
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- Enhanced Reporting

Pillar 2: Infrastructure
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- 50+ agency-specific dashboards

WHAT THEY’RE SAYING

“The governor has made this (the opioid epidemic) a priority and recognizes quality data is a priority for the state.”
- Tim George, Policy Director, Office of Indiana Governor Eric Holcomb

“Externally, data that was once difficult and time consuming to access is now readily available to hundreds of researchers, providers, non-profits, and government organizations to apply to some of our state’s most challenging health issues.”
- Jared Linder, Chief Information Officer, Indiana Family & Social Services Administration

“I would encourage all agencies and partners to consider using the standardized DSA so that they can see the immediate benefits of working with MPH like we have seen at IDHS.”
- Jonathan Whitham, General Counsel, Indiana Department of Homeland Security

“As a result (of using the Indiana Medicaid Data) we’re able to better focus programs that promote health to the people who need them the most, ultimately leading to less acute care utilization – a win for patients, caregivers and providers.”
- Dr. Charlie Miramonti, Chief of Care Integration, Eskenazi Health

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1 Featured Stories
2 Miscellaneous Projects
3 Preview of 2019
4 Value Proposition

Recognition

MPH was a National Award Winner at NASCIO 2018 for Data Management, Analytics and Visualization
Featured Stories

Combatting the Opioid Epidemic with data

Since January 2017, when Governor Eric Holcomb made fighting the opioid epidemic a statewide priority, state agencies have actively collaborated to share resources and take action in the areas of substance abuse prevention, early intervention, treatment, recovery and enforcement. MPH is empowering decision making through data record linkage and the implementation of key dashboards and tools to allow agencies to evaluate strategy effectiveness and identify early trends.

Dashboards focused on emergency department visits, prescription information, opioid deaths, arrests and treatment facility needs have all been implemented in the last year. While the dashboards are insightful, the true value comes from the background work done around record linkage.

“The work that sets Indiana apart from other states isn’t dashboards, but work in linking all the datasets together,” said Tim George, Policy Director at the Office of Indiana Governor Eric Holcomb. “This allows us to evaluate the risk profiles for various individuals.”

More than 10 partner agencies have worked alongside MPH to change data sharing policies, share data, identify gaps and improve data quality. This effort has led to improved data collection and analysis. Most importantly, it has enabled agencies to ask more detailed questions and allowed for confident, data-driven decision making.

“All of this work wouldn’t be possible without MPH being the main connection point for all agencies,” George said. “We need to establish a culture for data sharing and make it a priority.”

In August 2018, in partnership with the Indiana Department of Homeland Security and the Drug Data Working Group, MPH rolled out the Naloxone Heat Map, an interactive tool that identifies EMS administrations of Naloxone within a 500 meter radius. Naloxone, the drug used to combat opioid overdose, is increasingly used by first responders, emergency rooms and even private citizens.

“From a policy and first responder perspective, our Naloxone Heat Map has been helpful for first responders and other agencies that distribute Naloxone to understand where problems are in their communities,” said Doug Huntsinger, Special Assistant for Drug Prevention, Treatment, & Enforcement at the Office of Indiana Governor Eric Holcomb.

“The heat map is also helping identify hot spots and the need for treatment facilities.”

The Naloxone Heat Map initiative began because of a request from a not-for-profit partner who saw a need in the community. Agencies and legislators often approach MPH asking for assistance in identifying multi-faceted solutions with statewide impact. MPH is uniquely positioned to bring the appropriate partners together with the agility and efficiency to also bring the partners’ data together. The reach and impact of the agency grows each month.

“There is an emphasis on needing to enhance the level of sharing with the general public. We have a lot of great data flowing between state agencies,” said George. “We need to find a way to share it with the public to be used in a way that is impactful.”

“Confidence in what we are looking at is true and accurate is the greatest improvement in the last year.”

- Doug Huntsinger, Special Assistant for Drug Prevention, Treatment, & Enforcement, Office of Indiana Governor Eric Holcomb

“The governor has made this a priority and recognizes quality data is a priority for the state.”

- Tim George, Policy Director, Office of Indiana Governor Eric Holcomb
With more than 20 deliverables, these 9 projects highlight state agencies that have worked alongside MPH using data to combat the opioid epidemic in Indiana. Comparable vendor work for the Commonwealth of Massachusetts cost $5,755,000.

**Opioid Treatment Program Analysis**
By providing data across state agency lines, FSSA is better able to choose locations for opioid treatment programs.

**Dollars Invested in Indiana:** $5,950,000 grants secured with support from MPH. This grant is not reflected in the ledger, as the level of attribution is subjective.

**Potential Value to the State:** The Indiana Business Research Center estimates that the opioid epidemic costs Indiana an estimated $4 billion a year. If MPH efforts helped curb the epidemic by a mere 1 percent, it would be a $40 million impact to the State.

**IUPUI SPEA Researcher**
By using IUPUI researchers to lend subject matter expertise, MPH provides value to both the academic institution and the State.

**Dollars Invested in Indiana:** $112,000 (CDC Grant to fund researcher and KSM Consulting work)

**INSPECT Dashboard**
Provides the Drug Data Working Group real-time insight into Indiana Opioid dispensation trends.

**Naloxone Dashboard**
**Dollars Invested in Indiana:** $100,000 (ICJI Grant from USDOT)

**Direct Value to State:** $500,000 in reduced/saved staffing costs plus increased awareness of Naloxone administrations in state, data accuracy for reporting, potential datasets for external researchers.

**Arrest Dashboard**
The arrest dashboard tracks opioid-related arrests throughout the state.

**Direct Value to State:** $250,000 in reduced/saved staffing costs plus the potential decrease in crime, number of victims, local jail utilization, etc.

**ISDH Initiatives**
MPH has a strong partnership with the Indiana State Department of Health for multiple data initiatives that provide the epidemiology division with key information.

**Direct Value to State:** $20 million (accounts for a 10 percent reduction in state EMS Naloxone runs and a 5 percent reduction in opioid-related emergency department visits). By providing this to first responders statewide, it saves on initiatives for which local entities were planning (10 initiatives at $250,000 each).

To be conservative, MPH is claiming $4 million in direct value to the state.

**Next Level Recovery Dashboards**
Dashboards allow the public to see the reality of the opioid epidemic in their own communities.
Featured Stories

Medicaid Optimization aims to improve health of all Hoosiers

Driven by Family and Social Services Administration (FSSA), MPH launched 25 de-identified Medicaid datasets to the public in October 2017 via the new Indiana Data Hub. Covering a wide spectrum of topics, from mental health to diabetes, these datasets opened for the first time valuable public health information to a vast pool of stakeholders across the state. De-identified/aggregate Medicaid member, provider and claims data was now freely available for hospitals, researchers and non-profits in support of efforts to improve the health of all Hoosiers.

Prior to the Indiana Data Hub, a limited number of external entities were approved to receive some type of data extract from Medicaid. There was a handful of users who received one-time reports or extracts on a recurring basis, but due to security issues, complex terminology, and agency bandwidth, access and overall usability was generally prohibitive. The vast majority of entities who needed the data—to inform programming, support training, or help make business decisions—were unsuccessful in obtaining relevant and actionable datasets in a timely manner.

In the year since their publication, the Indiana Medicaid datasets have drawn significant and sustained amounts of interest from a wide variety of sectors: academic researchers, private sector businesses, federal, state, and municipal government agencies, policy makers and healthcare providers.

"Publishing high-value Indiana Medicaid data publicly, without cost, and in a format that is easy to search and understand generates tremendous value for a variety of stakeholders. Within FSSA, making this data available reduces the need for a significant number of requests for data and saves us countless staff hours researching and fulfilling those requests. Externally, data that was once difficult and time consuming to access is now readily available to hundreds of researchers, providers, non-profits and government organizations to apply to some of our state’s most challenging health issues."

– Jared Linder
Chief Information Officer
Indiana Family & Social Services Administration

Dollars Invested in Indiana: $497,000 (Medicaid match grant)
Outside Vendor Estimate: $616,250
This number reflects an outside consulting estimate for project stages including defining requirements, enhancing technology, supporting launch and project management.

Direct Value to State: $2.025 million
For FSSA, the 25 datasets resulted in approximately 7,500 downloads or around 300 per dataset in 2018. If each of those downloads represent an individual APRA request, the value to FSSA is approximately 60,000 staff resource hours saved. 60,000 staff hours is equivalent to 30 full-time staff and an annual cost savings of more than $2 million.

MPH Cost: $400,000
The Central Indiana Regional Transportation Authority (CIRTA) operates the County Connect program to help Central Indiana residents—including seniors and people with disabilities—travel across county lines. Medicaid data is helping CIRTA better understand how to bridge gaps in transportation offerings as well as optimize reimbursement rates.

The City of Fishers is working with several regional municipalities and state agencies to effect changes in mental health policy. Using the Indiana Medicaid data, Fishers was better able to analyze and communicate to stakeholders the size and geographic concentrations of the area’s mental health population, the costs associated with their care, and the providers serving them. Accordingly, the city aims to inform the design of a high impact study and suicide prevention plan.

“Making de-identified Medicaid information more readily available to community coalitions will help them utilize resources effectively as well as create impactful prevention and treatment programs. It also helps to set a foundation that will eventually enable us to better align our policies and strategic plans to provide resources before a crisis occurs.”
- Fishers Mayor Scott Fadness

Eskenazi Health in Indianapolis combined the newly available Medicaid datasets with existing patient records and identified respiratory health and mental health as two key drivers of emergency room use. They plan to use the data to better target resources to patients most in need and to monitor the success of programs intended to better serve those who make frequent emergency room visits.

“The data paints a much clearer picture of the link between the availability of reliable, low-cost transportation options and its impact on healthcare delivery. By pulling in new providers, adding lines, and expanding service areas, we are ultimately reducing some of those hidden costs and poor outcomes for our healthcare system.”
- Philip Roth, Mobility Manager at CIRTA

Eskenazi Health

“The Indiana Medicaid Data gives us a much clearer picture of what’s driving utilization in our community. As a result, we’re able to better focus programs that promote health to the people who need them the most, ultimately leading to less acute care utilization – a win for patients, caregivers and providers.”
- Dr. Charlie Miramonti, Chief of Care Integration, Eskenazi Health

INSIDE THE NUMBERS

Over the past twelve months the Indiana Medicaid datasets have drawn:

- **7,500** dataset views and downloads
- **94** visitors affiliated with academic institutions including researchers from Ball State University, Indiana University, IUPUI, Ivy Tech Community College, Marian University, Purdue University, University of Indianapolis, University of Notre Dame, University of Southern Indiana, Valparaiso University and Wabash College.
- **105** visitors affiliated with federal, state or municipal government agencies
- **30** visitors affiliated with hospitals and other healthcare providers
- **43** visitors affiliated with private sector businesses
- **23** visitors affiliated with non-profit organizations
In June 2018, after months of planning and development, the new Indiana Transparency Portal (ITP) debuted, providing improved access and a user-friendly interface for visitors to easily find information about the state’s finances. The ITP is an online solution designed to bring better visibility, openness and accountability to Indiana State Government.

Originally developed in 2010, planning for portal upgrades began in late 2017 with key stakeholder focus groups to determine user needs and preferences. Multiple agencies have contributed to the success of the transformation.

“I know how frustrating it can be when you can't find the information you are looking for,” said State Auditor Tera Klutz. “We have created a site that is interactive and offers more detailed information at a glance about our state finances without having to sort through thousands of lines of data on a spreadsheet. If you still can't find what you are looking for, I have a designated team who can help you find it.”

By utilizing MPH for expertise, development and implementation, the state is able to complete all three phases of the project for $600,000. The State of Ohio recently used vendors to complete a similar project, with the cost being $1.35 million plus $500,000 annually in maintenance costs.

Phase two of the project, which focuses on distributions to local government, fund balances and better defined expense categories, is underway now. Upgrades to how employee compensation, grants and contracts are displayed are the focus of phase three.

**Information available on the Indiana Transparency Portal**

- Non-General Fund Revenue with various views including by Funding Source and by Function of Government
- Monthly General Fund Revenue which data previously had been aggregated annually
- Trending views available across the site by year, quarter, and month
- New and expanded data within Total Expenditures — Personal services
- Top paid vendors statewide and by agency
- Agency to agency transfers
- Purchase card and travel card expenses summarized by agency and by expense category

**Outside Vendor Estimate:**

$3.35m (5 year)

**MPH Cost:** $200,000 for development plus $23,000 annually in ongoing maintenance.

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**Featured Stories**

**Indiana Transparency Portal**

MPH partnered in 2018 with the State Auditor on enhancements to the Indiana Transparency Portal.

“I can always talk about the importance of financial transparency, and I am excited to provide the data in a meaningful and relevant way.”

- Tera Klutz, Auditor of State
Infrastructure Improvement

MPH Legal and Technical Framework makes data delivery more efficient.

Outside Vendor Estimate: $1.8 million
This reflects outside consulting estimate for project stages including defining requirements, enhancing technology, supporting launch and project management.

MPH Cost: $1.05 million

What sets MPH apart from other government data initiatives is its laser-focus on creating a scalable, sustainable framework that allows for data’s value to be realized and utilized quickly and accurately. Legal and technical efficiencies are key to accelerating delivery of data-driven insights.

Data delivery must occur in a secure and uniform manner, but the technical details consume resources and delay the business benefits associated with an instance of sharing. To address this, MPH is focusing on foundational work that allows for a consistent, efficient process to share data and glean insight in an easy-to-understand format. This is the foundation for all other projects. Lilly Endowment provides a $1.025 million grant to support and allow for higher quality and more efficient external data sharing. This work includes data re-architecture including:

• **Metadata:** This is the data that summarizes basic information about data, making finding and working with particular instances of data easier. MPH is creating a comprehensive repository for metadata to allow for a consistent presentation of institutional memory for any data point. This maintains a clean data environment, provides contextual information and saves discovery time for data users.

• **Data Quality:** Through profiling, validation and quality rules, MPH ensures that data issues are recognized and addressed as they arise. Profiling assesses data quality as it is ingested into the system. Validation provides a quality check after the transfer. Quality rules ensure that logical issues (duplications, missing data, etc.) are identified. By doing this, it increases the credibility and usability of datasets while providing checkpoints along the way to make sure data integrity is maintained.

• **Record Linkage:** MPH’s new record linkage tool consolidates matching in a single code base and location to link datasets across state business divisions. This provides a holistic view of an issue by aligning different fields for common entities. For example, educational information from one state agency can be linked to opioid datasets from another agency to provide social context around different challenges. By creating one pathway, various agencies and organizations can quickly gather on the path to see exponentially greater value from the shared data.

• **Anonymization:** Establishing a consistent process for how data is anonymized, or eliminating paths for individual re-identification, allows for automation and uniformity. It also better protects the privacy of Hoosiers while still allowing subject matter experts to identify solutions through data usage.

Enterprise Business Intelligence Platform

Tableau Support

MPH is securing cutting edge tools like Tableau to drive innovation and to share with partner agencies to reduce overall costs to the state. Currently more than 27 agencies use MPH’s Tableau access and benefit from training and development opportunities provided by MPH. In October, a business intelligence group was formed for Tableau users within the State of Indiana to share best practices, collaborate and discuss trending topics.

The Indiana State Personnel Department has utilized Tableau to change the way it reports on hiring and retention trends. The Indiana Economic Development Corporation has utilized basic training to change the way it presents reports and to restructure how data is used overall within the agency. The sharing of this one resource allows for an $8.3 million savings for the initial purchase and $1.4 million annually in maintenance costs.

“MPH has been an invaluable data partner to INSPD. Our agency regularly utilizes MPH’s online Tableau services to improve reporting and drive informed decision making. Because we support the hiring and HR needs of the majority of state agencies, any improvement in efficiency or knowledge has the potential to make a large impact to State of Indiana operations.”

– Britni Saunders, Director
Indiana State Personnel Department
Data Sharing Agreements
In the last year, MPH has standardized data sharing agreements (DSA) among state agencies and external partners to increase the ease and efficiency of collaborative data sharing efforts. This replaces the need for negotiated agreements, which consume valuable resources and delay the business benefits of collaboration.

15 State of Indiana agencies have entered into DSAs including:
• Opioid work with IDHS, FSSA, ISDH, IDOC, ISP and PLA
• Education and Workforce Development with DOE, CHE and DWD
• Operational dashboards with IEDC and INSPD

24 external organizations have entered into DSAs including:
• PPI, Polis and IBRC as part of Indiana Data Partnership
• Central Indiana Corporate Partnership
• Brookings Institute

“Over the past several years, IDHS has seen an increased interest in many of the data points we collect as an agency. Prior to our partnership with MPH, we didn’t have a great way to track and monitor this data so that we could create new efficiencies and deliver better service to our customers. Through the use of a standardized data sharing agreement, IDHS has been able to quickly share our data with MPH to the absolute benefit of both agencies. The streamlined agreement process allows us to provide real-time statistics and dashboard data to our firefighters, EMS personnel, emergency managers, members of the construction and building industry, and medical community through the partnership with MPH. I would encourage all agencies and partners to consider using the standardized DSA so that they can see the immediate benefits of working with MPH like we’ve seen at IDHS.”

- Jonathan Whitham,
  General Counsel, Indiana Department of Homeland Security

Indiana Data Hub
Maintained by MPH, the Indiana Data Hub is the home for actionable data covering a variety of subject matter areas within Indiana State Government. This data is housed securely, de-identified, and published in a manner that promotes analysis, collaboration, and innovation. Information groups include Healthcare, Public Safety, Education/Workforce, Demographics and Government Transparency.

Direct Value to State: The Hub was funded through the Medicaid project and provided the framework to include additional datasets for public viewing.

“Direct Impact to State: Using the Indiana Medicaid data and an algorithm developed at New York University, one team at MPH’s Medicaid Data Challenge Hackathon identified more than $150 million worth of potential savings from non-emergent and potentially primary care treatable visits.

“This newly available Medicaid data gives us a powerful tool to address runaway healthcare costs. We’re just scratching the surface when it comes to understanding the impact of the overutilization of the ER on our overall system. If you think about the typical ER experience, a person checks in and can wait hours to be seen, or spend hours going through the process. This wait time leads to a ton of lost productivity, a frustrating experience on behalf of the patient, and a much higher cost of care. We now have an opportunity to change that.”

- Brian Norris,
  Vice President of Data and Analytics, OurHealth

INSIDE THE NUMBERS
During the Hub’s first year there were...
8,465 Visits to the site  58,971 Page views  5,961 Unique visitors
21,455 Dataset page views  3,913 Datasets downloaded
Recidivism

MPH, with the help of KSM Consulting, has created a tool for the Indiana Department of Correction (IDOC) to project the future risk of recidivism, enable the creation of optimized programming for offenders and better inform policymakers’ decisions on relevant issues like sentencing reform.

By identifying program participation by offenders, data can be used to identify the most effective programming for each inmate to combat recidivism. This allows the state to more effectively align programs and offenders, determine program eligibility requirements and allocate funds to maximize outcomes.

Dollars Invested in Indiana:
$250,000 DOJ grant for IDOC

“A 1% reduction in recidivism would equate to approximately 200 less offenders being returned to DOC. If this outcome is accomplished, the resultant averted costs would be reinvested into the most meaningful programs that were directly correlated to the reduction in recidivism. Further, the state as a whole could experience savings as a result of a decrease in crime and an increase in law-abiding, tax paying citizens.”

– Aaron Garner
Executive Director, Research & Technology
Indiana Department of Correction

Performance/Metrics

Outside Vendor Estimate:
$1,800,000 - reflects outside consultant estimates for 50+ dashboards

Direct Value to State:
While there is no monetary value assigned to these initiatives, they improve efficiency of operations at the state and agency level.

MPH Cost: $750,000

Examples of these efforts include:
• Performance Management Portal: As agencies track their performance, the portal allows for centralized and timely collection of key metrics.
• KPI Dashboards: Having centralized, near real-time dashboards is critical for understanding agency operations, including headcount, budget and outreach, at a glance. These dashboards are fed directly by the performance management portal.
• Agency Specific Operations Dashboards: Specialized dashboards have been created for six agencies to allow for easy, electronic viewing of the reports regardless of format.

“MPH has helped improve the IOT customer experience by creating the very first billing dashboard. Traditionally, customers had only a paper bill option with a few reports providing additional detail. By creating this dashboard, MPH has created a more automated process and empowered IOT customers to better track trends and drill down into anomalies, which helps them to perform better billing audits.

Internal dashboards for IOT have also significantly improved our internal billing review process by including expanded historical data, providing a more granular breakdown at our fingertips, and eliminating complex and slow queries. It has also helped us to forecast more accurately.”

– Dewand Neely
Chief Information Officer
State of Indiana

Professional Licensing Agency Grant Reporting

The Professional Licensing Agency (PLA) had one employee who focused on manually extracting, transforming, loading and creating visualizations for large series of indicators as required by several grant processes. Upon the transition of this employee, PLA approached MPH to request assistance with reporting until the position was filled. By implementing new technology and streamlining the process, MPH completely automated the reporting task, thereby positioning the agency to restructure the position and enhance value to the agency by identifying Tableau Development as a key skill. What had originally taken one employee hours now is an automated process that fulfills several grant reporting requirements within minutes.

Outside Vendor Estimate:
$100,000 (outside consulting estimate)

Direct Value to the State:
$400,000 (over 5 years)

MPH Cost: $50,000
The Governor’s Workforce Cabinet leads the Next Level Jobs initiative. Made up of representatives from key state agencies, education institutions and business leaders, the Cabinet quickly identified data needs around information on outcomes of Indiana students to better inform decision making to improve outcomes in the state.

To assist in these efforts, the Governor's Workforce Cabinet has leveraged the Education and Workforce Development (EWD) data system to better understand education and workforce outcomes. Specifically, MPH has created dashboards to examine student outcomes, specifically those of Career and Technical Education (CTE) students, including postsecondary and workforce outcomes. This included integrating course level information for CTE students into the EWD to create a more holistic picture of factors impacting CTE student outcomes. This enhanced understanding enables decision makers to make better informed decisions to positively impact students, teachers, workers and employers.

Data Request Partners

- Commission for Higher Education
- Department of Workforce Development
- Department of Education
- Goodwill Industries
- Central Indiana Corporate Partnership
- Research Education Laboratories Midwest
- Brookings Institute
- Notre Dame Lab for Economic Opportunities
- Plus many other valued partners

“Engagement and outreach with the broader data community is an essential part of our mission. MPH regularly supports events like the Indy Civic Hack, the Fishers AT&T Internet of Things Hackathon, Medicaid Data Challenge, Indy Big Data Visualization Challenge, and MPH Data Day. By engaging data professionals throughout the region to create “sparks,” we help solve challenging problems, highlight key successes where data-driven decision making is being utilized, and create a passion and excitement for data-driven decision making across the state. The financial value is difficult to measure, but we believe the engagement work we do is foundational to creating a data-driven culture throughout the state!”

– Darshan Shah
Chief Data Officer
State of Indiana

“MPH has been instrumental to PLA over the last year. Their assistance in automating a set of manual procedures to extract and report data saves us a great deal of manpower every month. We are now able to instantly reproduce and deliver periodic reporting to our grant partners through the automation of procedures and visualizations. PLA also utilizes MPH's online Tableau services, allowing us to create, manage, and distribute our own business intelligence reporting, which has an immense impact on decision making throughout the organization.”

– P.J. McGrew
Policy Director
Office of Indiana Governor Eric Holcomb

“MPH Cost: $7,000 per dashboard
Outside Vendor Estimate: $50,000 per dashboard (three)
Indiana Historical Bureau
IHB has asked that MPH assist with the mapping and tracking of existing historical markers, as well as requests for new markers.

Indiana Data Partnership/Cluster Mapping
The Indiana Data Partnership (IDP) was formed in partnership with Indiana University (IU) as an enhancement to MPH’s mission by creating a replicable, sustainable framework that helps additional local and non-governmental organizations successfully partner to maximize holistic solutions and minimize duplication of efforts through sharing and viewing common data.

Funded through the Lilly Endowment, initial partners include the IU Public Policy Institute (PPI), Indiana Business Research Center (IBRC) and the Polis Center. This pilot project is initially focused on creating customized cluster mapping around education and workforce initiatives and combatting the opioid epidemic. Additional partners and focus areas will be added as the initiative progresses.

Access Indiana
Access Indiana (access.IN.gov) improves the user experience when accessing government services by providing Hoosiers with an efficient, secure single sign-on process to access, link and manage multiple online state services.

Authenticated Access Portal
The Authenticated Access Portal provides a secure sharing mechanism for sensitive datasets that allows the state to leverage external researchers and entities while maintaining security and privacy at the highest level.

“MPH’s mapping and data work saved us countless hours in analyzing, designating and visualizing Indiana’s Opportunity Zones.”
– Tim George
Policy Director
Office of Indiana Governor Eric Holcomb

Opportunity Zones
Opportunity Zones provide federal capital gains tax advantages for investments made in low-income census tract areas. This designation is intended to attract capital investment into areas that are economically distressed.

School Financial Indicators
HEA 1315 requires the state to develop a school financial condition indicators dashboard to track school corporation financial conditions and proactively provide support to struggling schools. MPH is providing guidance on data collection and building dashboards to analyze the data.

Authenticated Access Portal

“I keep seeing that we need to hear more from the public and people doing work on the ground. It is important for partners to tell us what is valuable, interesting and helpful for them.”
– Josie Fasoldt,
Director of Engagement and Analytics for Health and Human Services, MPH

Along with continued work around Medicaid, combatting the opioid epidemic, government transparency and other projects, new initiatives for 2019 include:

**Dollars to Classroom Report**
This creates a dashboard that rolls up PDF reports by school to analyze how much money stays in the classroom vs. what is used for overhead. Saves 80 hours annually over five years.

<table>
<thead>
<tr>
<th>Direct Value to State</th>
<th>MPH Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

**Indiana Digital Transformation Council**
Provides guidance on the development of Digital Solutions in support of state agencies and IoT strategic objectives.

<table>
<thead>
<tr>
<th>Direct Value to the State</th>
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**Indian Executive Council on Cybersecurity**
Encourages public-private collaboration to protect Indiana’s critical infrastructure and key resources.

<table>
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**BMV Training Maps**
The BMV requested data analysis around training center placement.

<table>
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<tr>
<th>Outside Vendor Estimate</th>
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<tbody>
<tr>
<td>$10,000</td>
<td>$2,000</td>
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**Indiana Historical Bureau**
IHB has asked that MPH assist with the mapping and tracking of existing historical markers, as well as requests for new markers.

**Indiana Data Partnership/Cluster Mapping**
The Indiana Data Partnership (IDP) was formed in partnership with Indiana University (IU) as an enhancement to MPH’s mission by creating a replicable, sustainable framework that helps additional local and non-governmental organizations successfully partner to maximize holistic solutions and minimize duplication of efforts through sharing and viewing common data.

Funded through the Lilly Endowment, initial partners include the IU Public Policy Institute (PPI), Indiana Business Research Center (IBRC) and the Polis Center. This pilot project is initially focused on creating customized cluster mapping around education and workforce initiatives and combatting the opioid epidemic. Additional partners and focus areas will be added as the initiative progresses.

**School Financial Indicators**
HEA 1315 requires the state to develop a school financial condition indicators dashboard to track school corporation financial conditions and proactively provide support to struggling schools. MPH is providing guidance on data collection and building dashboards to analyze the data.

<table>
<thead>
<tr>
<th>Outside Vendor Estimate</th>
<th>MPH Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.5m (half of Colorado vendor cost, as referenced by LSA report)</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

While it is difficult to compare other states’ tools specifically, the application is similar.

**Information Sharing Guide - CISC**
This app allows for child-serving agencies and employees to access key records in a centralized location.

<table>
<thead>
<tr>
<th>Direct Value to the State</th>
<th>Time savings for key employees and improved information sharing between agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>Negligible</td>
</tr>
</tbody>
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</tr>
</thead>
</table>

**Authenticated Access Portal**
“The ROI is what we learned, the understanding of IEDC data and the quick development has been hugely important.”
– Chris Cotterill
Executive Vice President & Chief Operating Officer, IEDC

“data.IN.gov”

**Preview of 2019**

Along with continued work around Medicaid, combatting the opioid epidemic, government transparency and other projects, new initiatives for 2019 include:

**Access Indiana**
Access Indiana (access.IN.gov) improves the user experience when accessing government services by providing Hoosiers with an efficient, secure single sign-on process to access, link and manage multiple online state services.

**Authenticated Access Portal**
The Authenticated Access Portal provides a secure sharing mechanism for sensitive datasets that allows the state to leverage external researchers and entities while maintaining security and privacy at the highest level.

“I keep seeing that we need to hear more from the public and people doing work on the ground. It is important for partners to tell us what is valuable, interesting and helpful for them.”
– Josie Fasoldt,
Director of Engagement and Analytics for Health and Human Services, MPH
### Value Proposition

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug Epidemic</td>
<td>20+ initiatives are combatting the opioid epidemic. Fairbanks and CDC grant dollars are furthering research and analysis. Vendor cost reflects similar work done for Massachusetts. Direct impact reflects the reduction in EMS/ER services and centralization of tracking tools. Potential value reflects a one percent reduction in opioid epidemic impact.</td>
</tr>
<tr>
<td>Medicaid Optimization</td>
<td>Providing public access to 25 de-identified Medicaid datasets allows organizations to address public health concerns in new ways. Funded through a Medicaid match grant, direct value is reflected in the number of downloaded datasets while an example of potential value is a one percent reduction in diabetes.</td>
</tr>
<tr>
<td>Indiana Transparency Portal (ITP)</td>
<td>The ITP upgrade provides improved access and a user-friendly interface to explore state financial information. Vendor cost reflects the cost of Ohio's comparable project at a 5 year value. MPH's cost was $200,000 out of the $600,000 project cost shared by the Indiana Office of Technology (IOT) and State Auditor.</td>
</tr>
<tr>
<td>Infrastructure Improvement</td>
<td>With a focus on architecture, record linkage, anonymization and legal processes, foundational efforts improve the feasibility and efficiency for all other MPH projects. A Lilly Endowment grant for the external data sharing portion of MPH's work enables community utilization of state data. Outside vendor estimate reflects all project stages.</td>
</tr>
<tr>
<td>Enterprise Business Intelligence Platform</td>
<td>Centralizing the state’s Tableau services under one agreement enables MPH to provide savings and training for 27 agencies. Direct impact reflects the cost of each agency purchasing Tableau directly. Value/improvement made from leveraging data as an asset, improving operations, etc. are not included.</td>
</tr>
<tr>
<td>Recidivism</td>
<td>Tracking the success of inmate programming and placement enables IDOC to confidently allocate resources to enable better outcomes. The U.S. Department of Justice provided an additional $250,000 in grant funding. MPH is conservatively reflecting only a one percent reduction in recidivism through this tool.</td>
</tr>
<tr>
<td>Key Performance Indicators/Operational Dashboards</td>
<td>Tracking performance through enterprise-wide KPI dashboards and more than 50 customized dashboards for six agencies empowers business operations analysis with streamlined data collection and visualizations. This allows for earlier identification of trends, successes and challenges. Outside vendor estimate is based on current dashboards.</td>
</tr>
<tr>
<td>Professional Licensing Agency (PLA) Reporting Automation</td>
<td>By modernizing and automating one grant reporting process, one position was able to be repurposed. Direct impact reflects the five year value of repurposing a resource. Outside vendor estimate reflects external consulting estimate.</td>
</tr>
<tr>
<td>Workforce Cabinet</td>
<td>Multiple agencies are involved in addressing education and workforce needs. Three key dashboards were created internally to house this information in a meaningful format, eliminating the need for three $50,000 consultant-provided products.</td>
</tr>
<tr>
<td>Education &amp; Workforce Development</td>
<td>The EWD, a clearinghouse where data elements are linked across four agencies to enhance understanding of the education and workforce challenges, has fulfilled 32 data requests averaging 150,000 records each. Similar requests to the National Student Clearinghouse are charged $0.216 per record. Estimate is based on similar projects in Maryland and Utah.</td>
</tr>
<tr>
<td>Miscellaneous Projects</td>
<td>Outside Vendor Estimate reflects various outside consultant estimates and alternate state figures. Direct Value reflects Dollars to Classroom Report only, as value of more than 20 additional smaller projects is difficult to quantify at this time.</td>
</tr>
<tr>
<td>Technology, HR and Back Office Expenses</td>
<td>This reflects operating costs for MPH outside of project work including $1.3 million for SAP back-end technology, $600,000 to IOT technology and government shared services and $400,000 to back office and outreach/engagement efforts.</td>
</tr>
<tr>
<td>Outreach and Engagement</td>
<td>Whether speaking at conferences or hosting hackathons and events, the goal is to foster collaboration and engagement to enable better outcomes for Hoosiers. MPH continues to present the State of Indiana as cutting-edge, data-driven and an employer of choice.</td>
</tr>
<tr>
<td>In-flight/Potential Projects</td>
<td>These are projects where research and implementation has started, but full rollout is planned for 2019.</td>
</tr>
</tbody>
</table>

This document highlights key MPH-supported projects and attempts to quantify a reasonable value and ROI for the state. Being an OMB agency, we have heightened focus on fiscal responsibility and providing value beyond MPH funding levels. Dollars invested in Indiana reflect grants that would not have come into Indiana without these projects. Outside vendor estimates are the likely project costs if performed by an external vendor, using other state or external consultant estimates as a guideline. Direct value to the state is the near-term value these projects deliver, quantified by project owners.

The total estimated value returned by MPH is about $40 million based on these three categories. This is just the beginning. We expect continued growth as the foundational technology is now in place to foster even greater returns!

– Darshan Shah, Chief Data Officer
State of Indiana

*data.IN.gov Management Performance Hub Annual Report Page 14*
<table>
<thead>
<tr>
<th>Dollars Invested in Indiana</th>
<th>Outside Vendor Estimate</th>
<th>Direct Value to the State</th>
<th>Potential Value to the State</th>
<th>MPH Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$212,000</td>
<td>$5,755,000</td>
<td>$4,750,000</td>
<td>$40,000,000</td>
<td>$1,750,000</td>
</tr>
<tr>
<td>$497,000</td>
<td>$616,250</td>
<td>$2,025,000</td>
<td>$15,000,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>—</td>
<td>$3,350,000</td>
<td>Not yet quantifiable</td>
<td>Not yet quantifiable</td>
<td>$200,000</td>
</tr>
<tr>
<td>$1,025,000</td>
<td>$1,800,000</td>
<td>Supports all other projects and improves/accelerates external data sharing</td>
<td>Supports all other projects and improves/accelerates external data sharing</td>
<td>$1,050,000</td>
</tr>
<tr>
<td>—</td>
<td>—</td>
<td>$9,700,000</td>
<td>Unquantifiable, as it is unknown all ways data is being used to drive better decisions</td>
<td>$500,000</td>
</tr>
<tr>
<td>$250,000</td>
<td>$800,000</td>
<td>A one percent recidivism reduction equals 200 fewer offenders</td>
<td>A decrease in crime and increase in tax-paying citizens</td>
<td>$300,000</td>
</tr>
<tr>
<td>—</td>
<td>$1,500,000</td>
<td>This is unquantifiable, but is expected to greatly improve service, delivery and efficiency</td>
<td>This is unquantifiable, but is expected to greatly improve service, delivery and efficiency</td>
<td>$750,000</td>
</tr>
<tr>
<td>—</td>
<td>$100,000</td>
<td>$400,000</td>
<td>Value beyond 5-year mark</td>
<td>$50,000</td>
</tr>
<tr>
<td>—</td>
<td>$150,000</td>
<td>—</td>
<td>—</td>
<td>$20,000</td>
</tr>
<tr>
<td>—</td>
<td>$5,000,000</td>
<td>$1,050,000</td>
<td>—</td>
<td>$300,000</td>
</tr>
<tr>
<td>—</td>
<td>$1,546,000</td>
<td>$75,000</td>
<td>—</td>
<td>$200,000</td>
</tr>
<tr>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$2,200,000</td>
</tr>
<tr>
<td>—</td>
<td>Likely not provided by vendor if MPH doesn't do it</td>
<td>Fundamental to building a statewide data culture</td>
<td>Fundamental to building a statewide data culture</td>
<td>$300,000</td>
</tr>
<tr>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$710,000</td>
</tr>
</tbody>
</table>

**Grand Totals**

- **Dollars Invested in Indiana**: $1,984,000
- **Outside Vendor Estimate**: $20,617,250
- **Direct Value to the State**: $18,000,000
- **Potential Value to the State**: —
- **MPH Cost**: $8,730,000
Contact

Indiana Management Performance Hub
Statehouse, Room 105
200 West Washington Street
Indianapolis, Indiana 46204

Main Office Phone: 317-232-2698

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Website: data.IN.gov
Indiana Data Hub: hub.mph.IN.gov
Twitter: @IndianaMPH