

# **Data, Technology, and Innovation in Government**

Seminar 9: Healthcare.gov: A Case Study  
April 8, 2015

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# Seminar Background

## Personal Background

- Government: White House, Federal Communications Commission,
- Technology VC: Insight Venture Partners, Lehman Brothers, Polaris

## Goals

- Expose you to real projects, policy, and people
- Raise your Tech IQ
- Get credits toward your GSD degree

**Logistics:** Students get priority, seminar is not for credit

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# Seminar Series

- Introduction to Open Data
- Government Digital Services
- Privacy and Personal Data Portability
- Marketing U.S. Data: Data Jams, Datapaloozas, Hackathons, Prizes, & CDOs
- Government Spending Transparency
- Smart Cities/Internet of Things
- Data Journalism
- Freedom of Information Act
- Healthcare.gov: A Case Study
- Regulatory Modernization

# Today's guest:



## Ryan Panchadsaram

- Deputy CTO of United States since May 2014
  - Smarter IT Delivery
  - Creation of US Digital Services
  - US Digital Services Playbook
  - Next.Data.gov
  - Redesign of Data.gov
  - Blue Button
- One of first members of Healthcare.gov “tech surge” team

### Past:

- Pipette → Ginger.io
- Microsoft and Salesforce

1 Managing the crisis

2 Unblocking consumers

3 Building technology

4 Scaling to the demand

**building the war room**

## rule #1

*The war room and meetings are for solving problems. There are plenty of other venues where people devote their creative energies to shifting blame.*

## rule #2

*The ones who should be doing the talking are the people that know the most about an issue, not the one with the highest rank.*

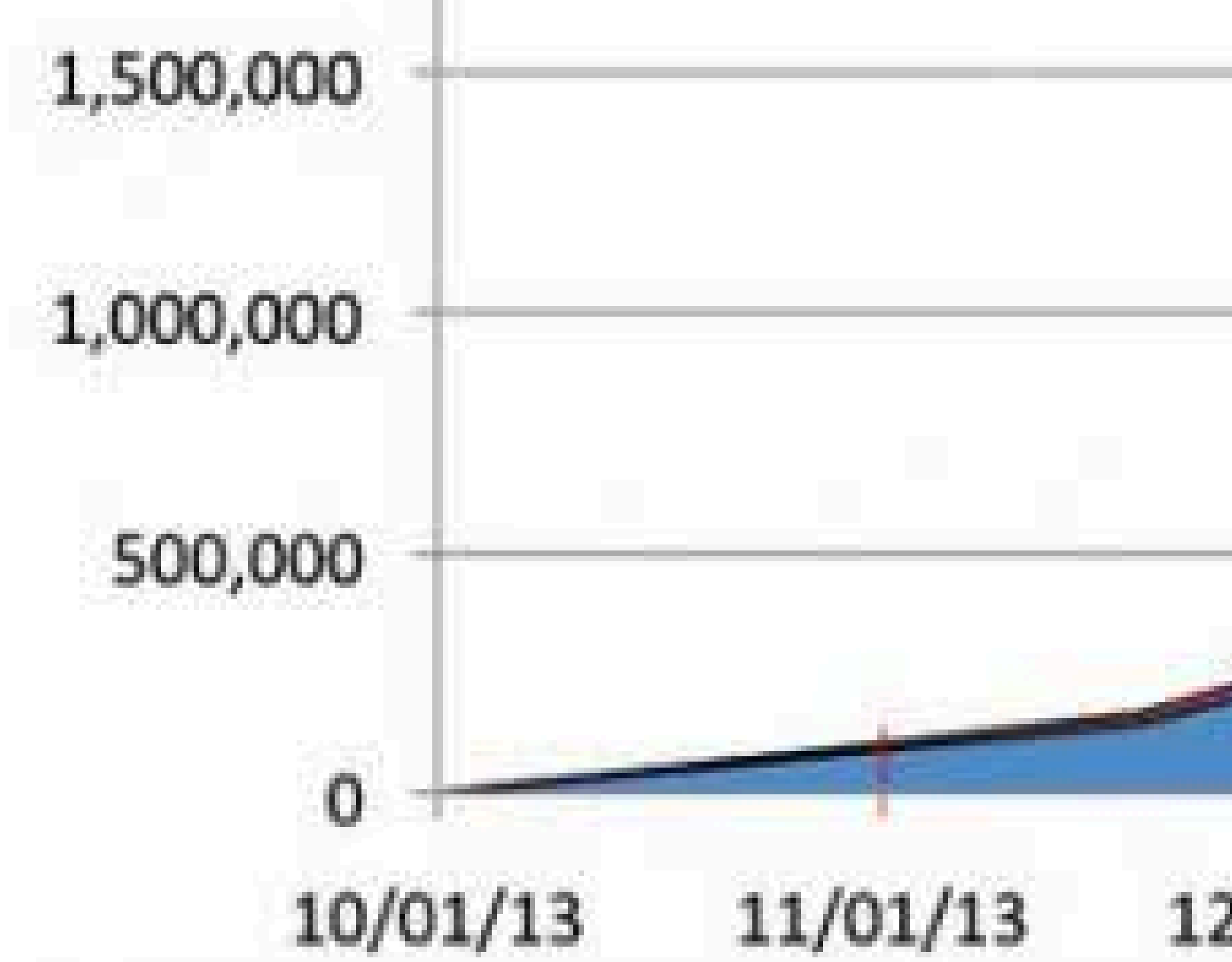


**rule #3**

*We need to stay focused on the most urgent issues, like things that will hurt us in the next 24-48 hours.*

**unblocking consumers and building technology**

**scaling to meet the demand**



2,000,000

1,500,000

1,000,000

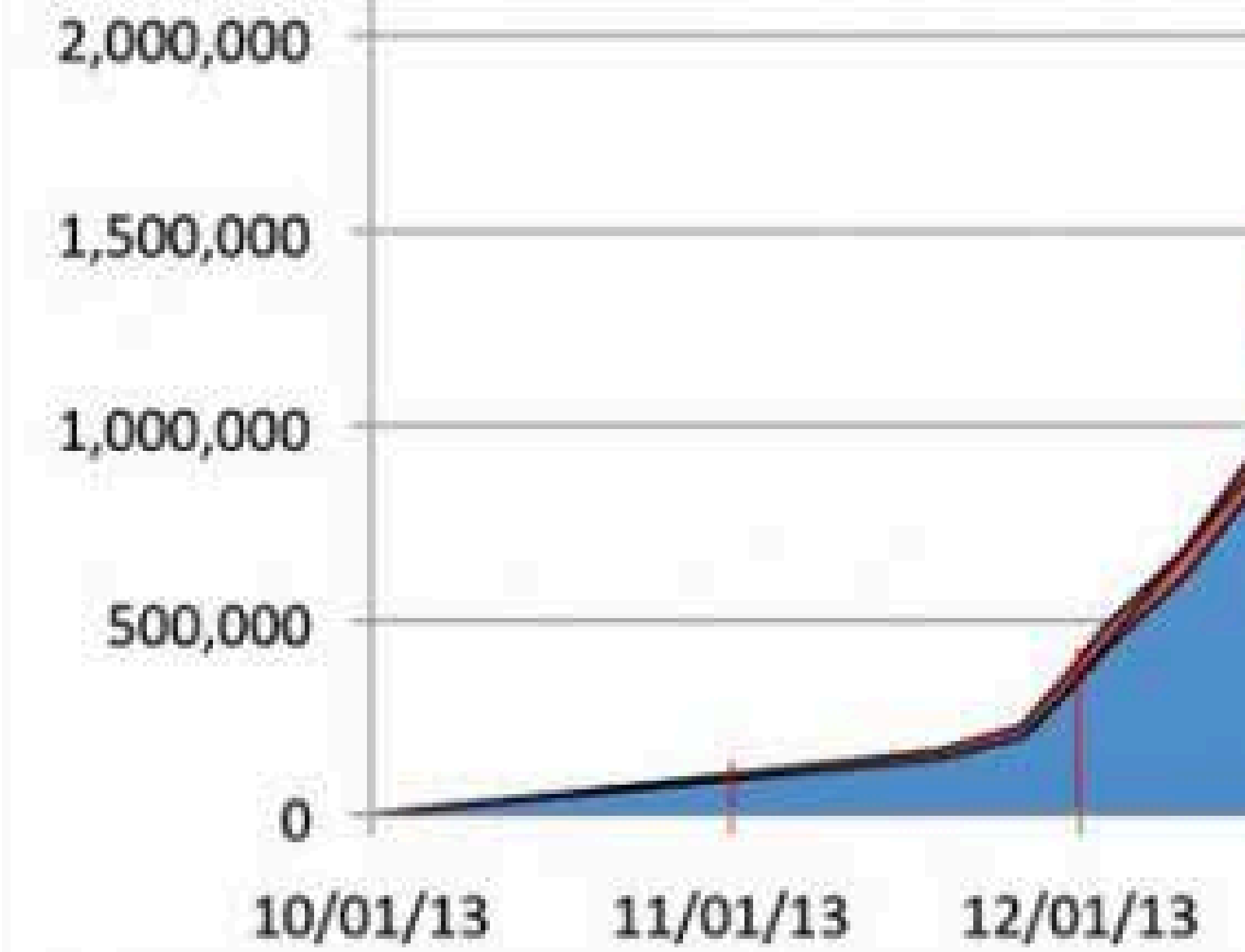
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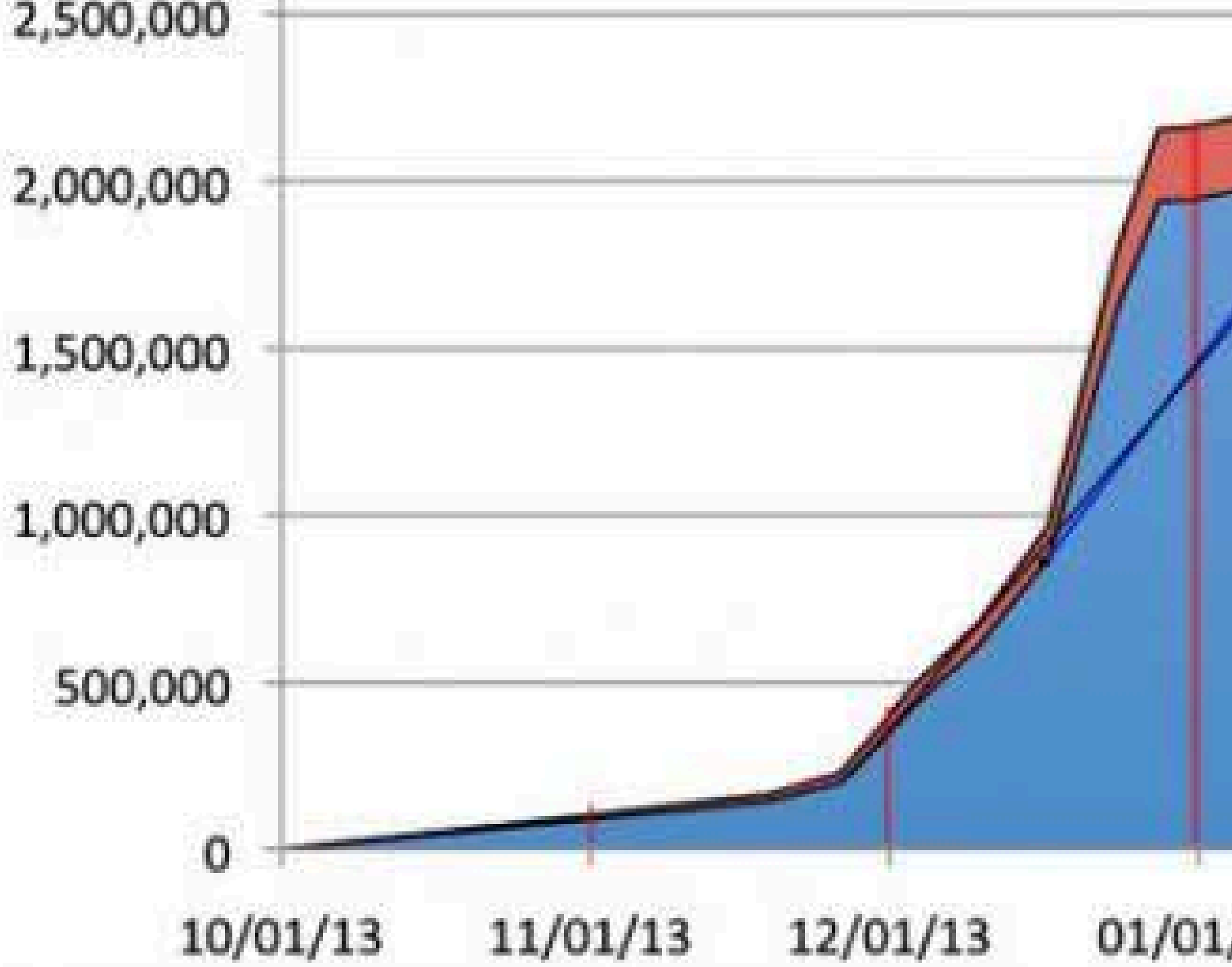
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# Medicaid, ESIs, etc.

3,000,000

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2,000,000

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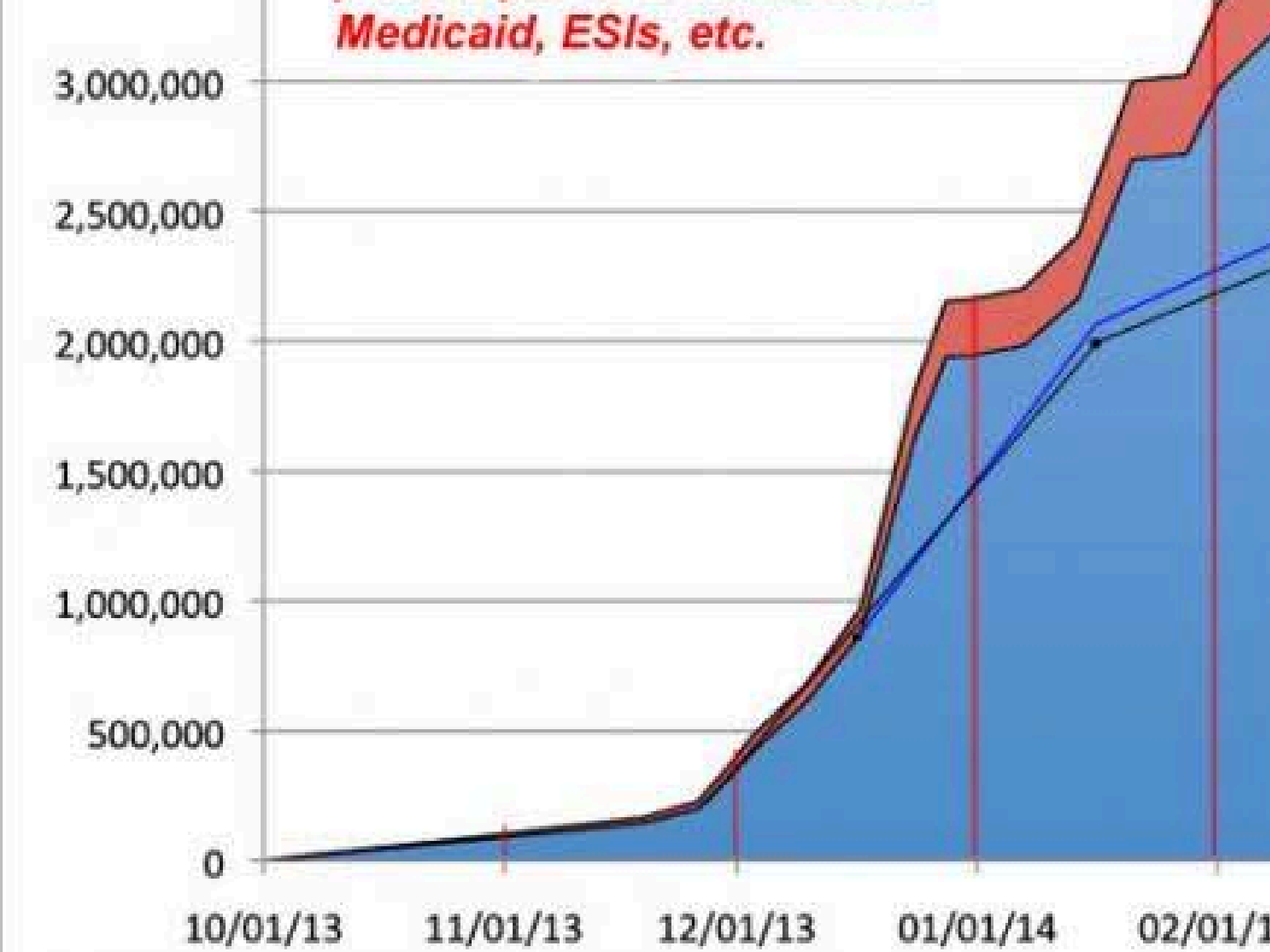
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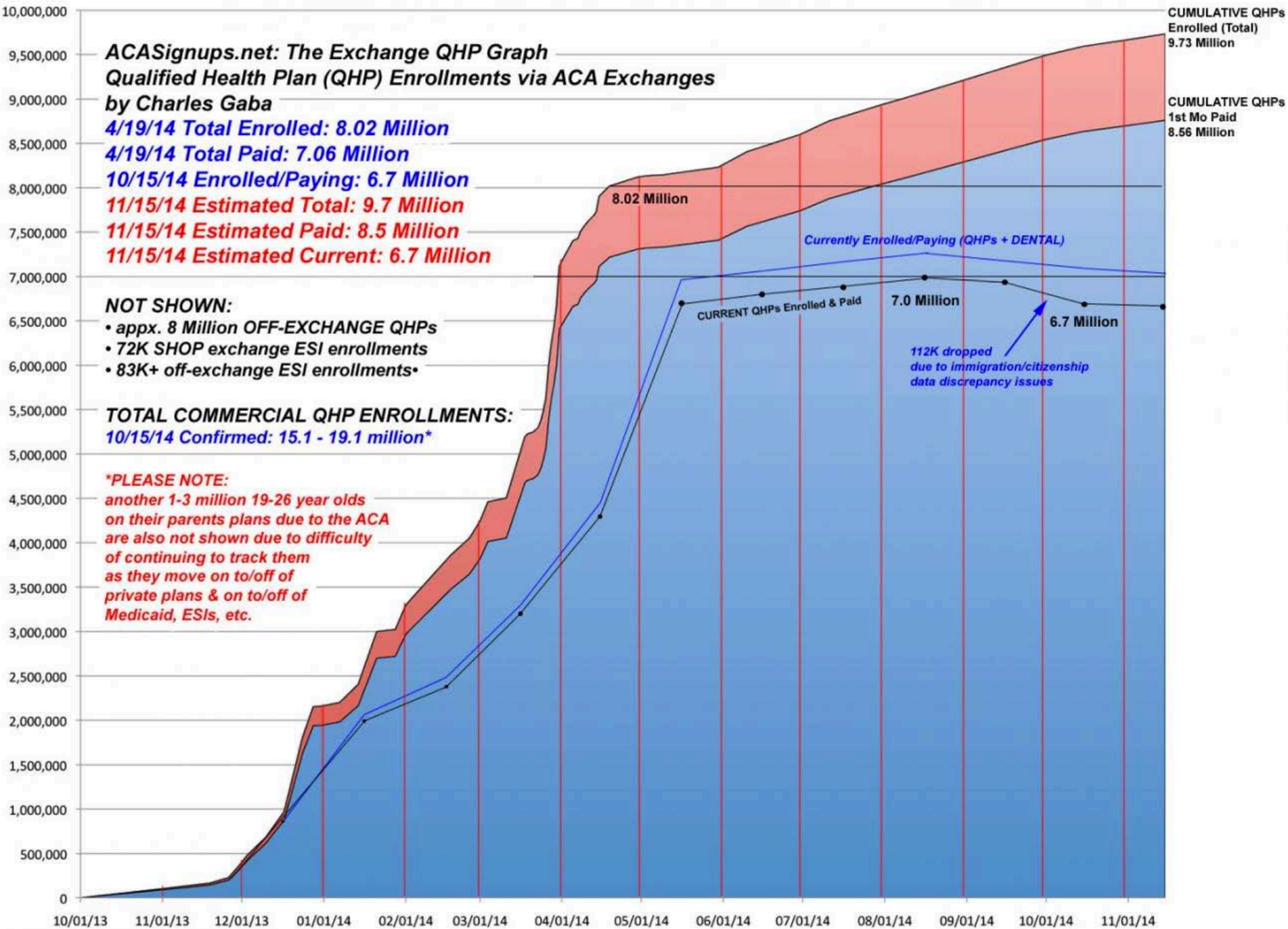


Number of Uninsured People (in millions)

**\*PLEASE NOTE:**  
another 1-3 million 19-26 year olds  
on their parents plans due to the ACA  
are also not shown due to difficulty  
of continuing to track them  
as they move on to/off of  
private plans & on to/off of  
Medicaid, ESIs, etc.









Ukraine's Future / Minimum-Wage Wars / Wes Anderson

# TIME

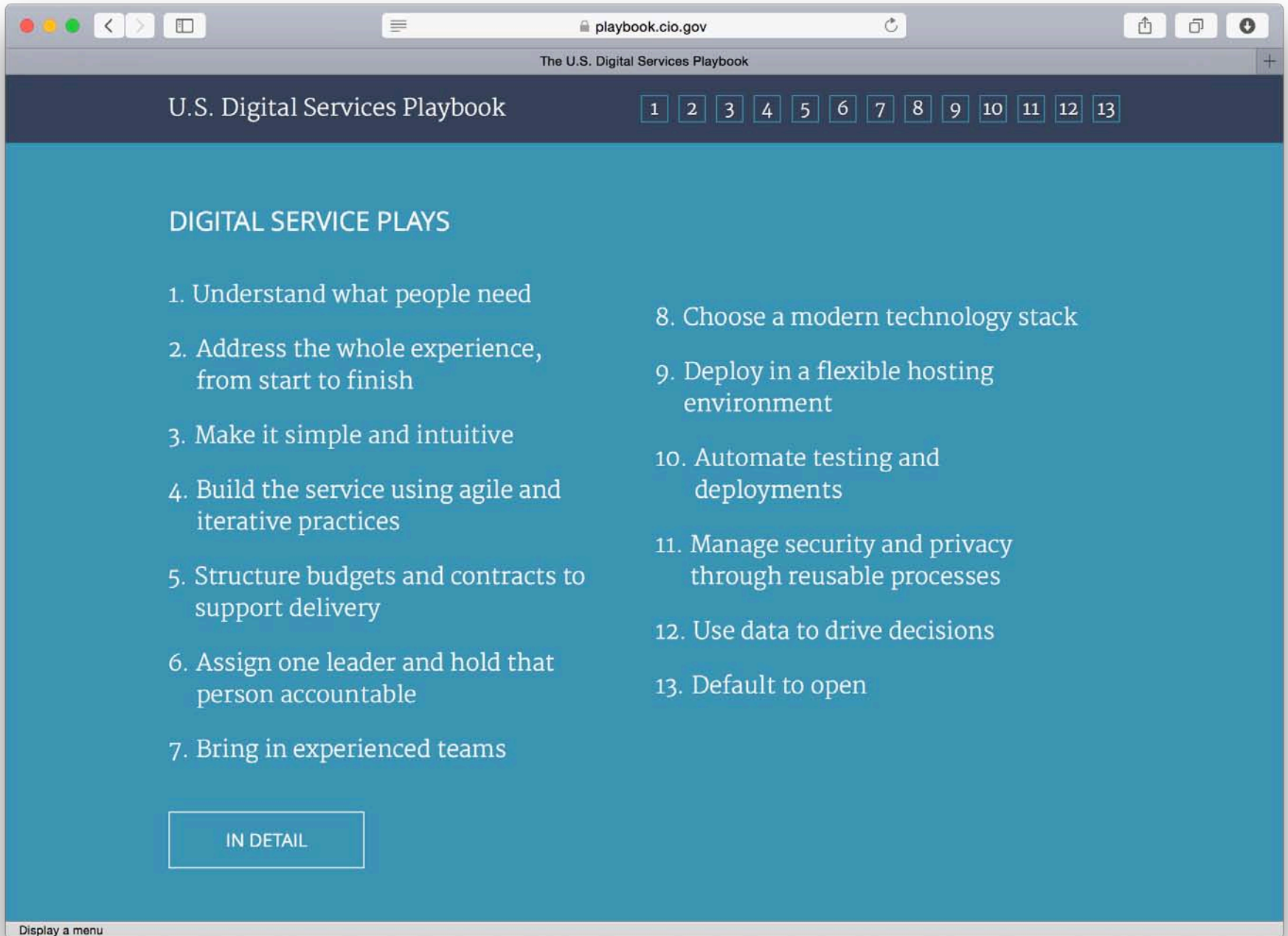
## CODE RED\_

Inside the nightmare launch of HealthCare.gov  
and the team that figured out how to fix it

BY STEVEN BRILL



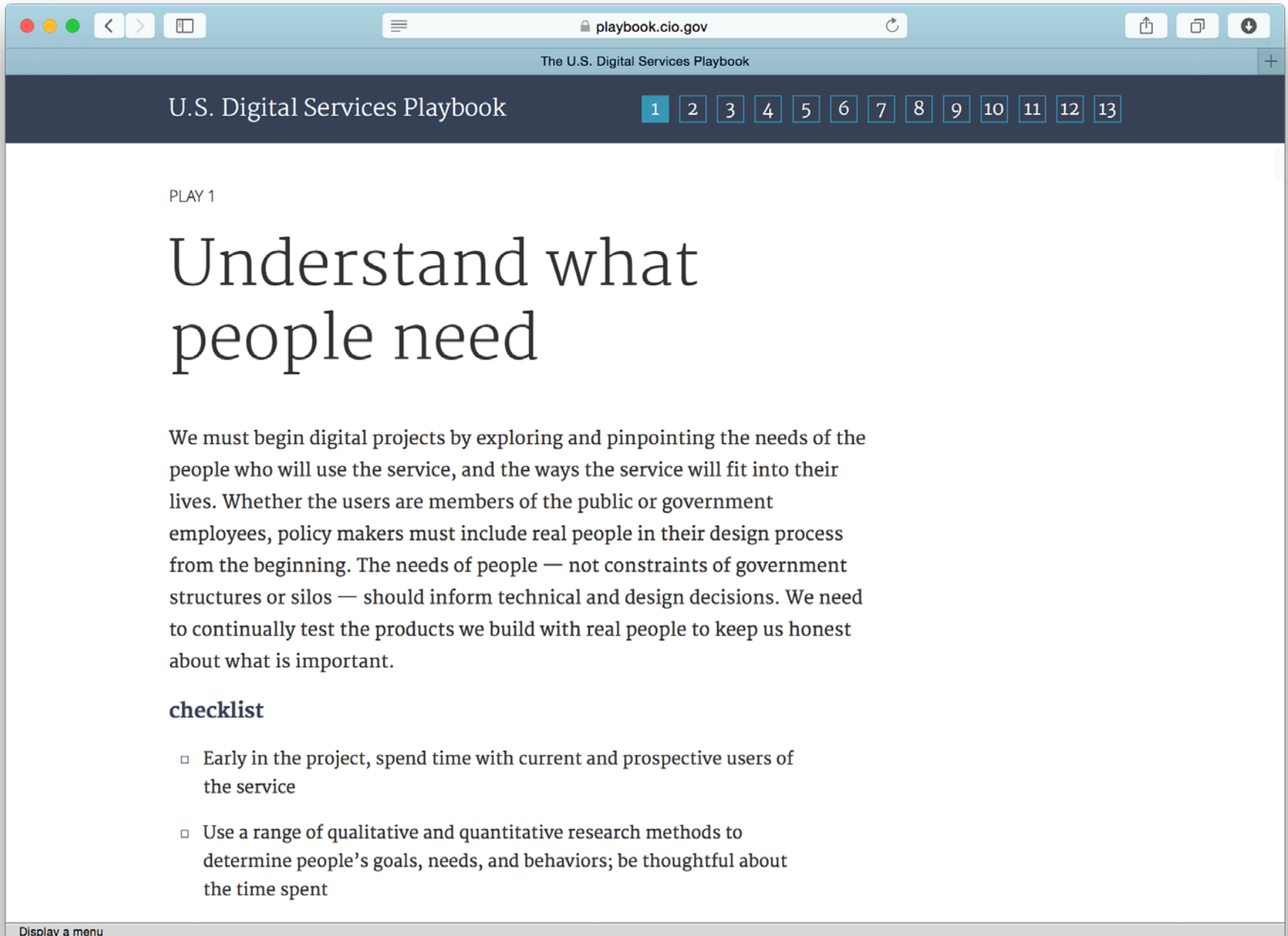




## DIGITAL SERVICE PLAYS

1. Understand what people need
2. Address the whole experience, from start to finish
3. Make it simple and intuitive
4. Build the service using agile and iterative practices
5. Structure budgets and contracts to support delivery
6. Assign one leader and hold that person accountable
7. Bring in experienced teams
8. Choose a modern technology stack
9. Deploy in a flexible hosting environment
10. Automate testing and deployments
11. Manage security and privacy through reusable processes
12. Use data to drive decisions
13. Default to open

IN DETAIL



PLAY 1

# Understand what people need

We must begin digital projects by exploring and pinpointing the needs of the people who will use the service, and the ways the service will fit into their lives. Whether the users are members of the public or government employees, policy makers must include real people in their design process from the beginning. The needs of people — not constraints of government structures or silos — should inform technical and design decisions. We need to continually test the products we build with real people to keep us honest about what is important.

## checklist

- Early in the project, spend time with current and prospective users of the service
- Use a range of qualitative and quantitative research methods to determine people's goals, needs, and behaviors; be thoughtful about the time spent

playbook.cio.gov

The U.S. Digital Services Playbook

U.S. Digital Services Playbook

1 2 3 4 5 6 7 8 9 10 11 12 13

PLAY 4

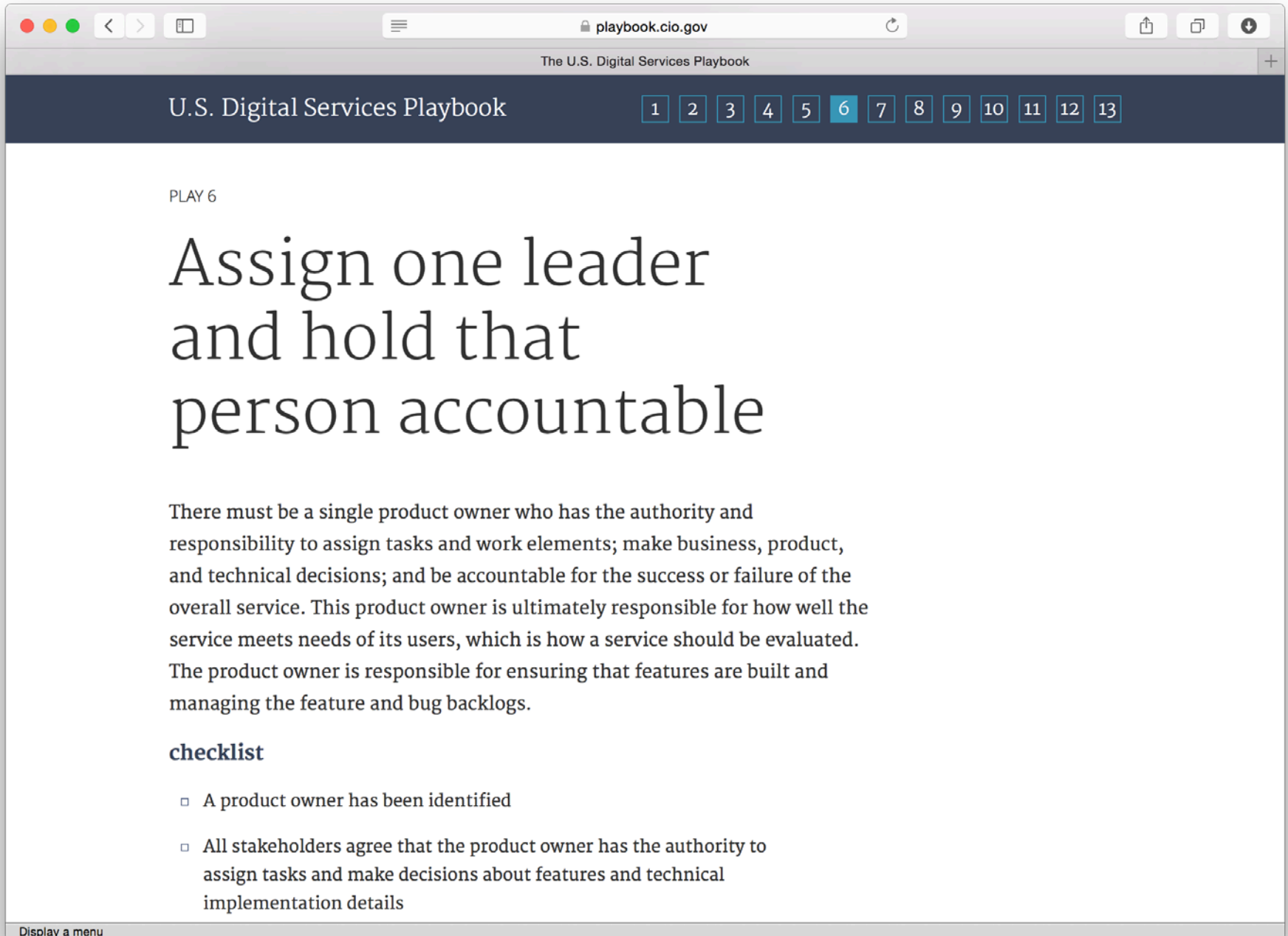
# Build the service using agile and iterative practices

We should use an incremental, fast-paced style of software development to reduce the risk of failure. We want to get working software into users' hands as early as possible to give the design and development team opportunities to adjust based on user feedback about the service. A critical capability is being able to automatically test and deploy the service so that new features can be added often and be put into production easily.

## checklist

- ❑ Ship a functioning “minimum viable product” (MVP) that solves a core user need as soon as possible, no longer than three months from the beginning of the project, using a “beta” or “test” period if needed
- ❑ Run usability tests frequently to see how well the service works and identify improvements that should be made

Display a menu



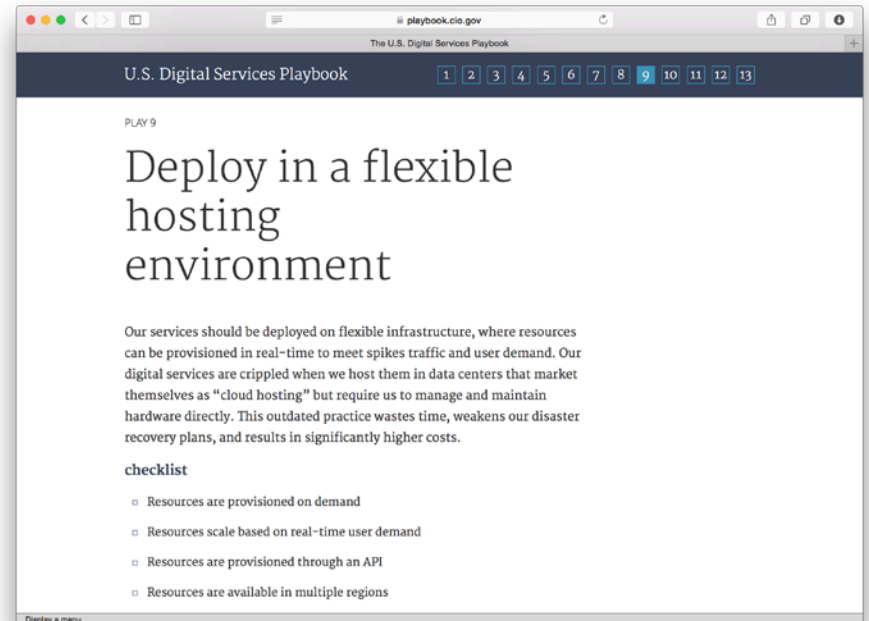
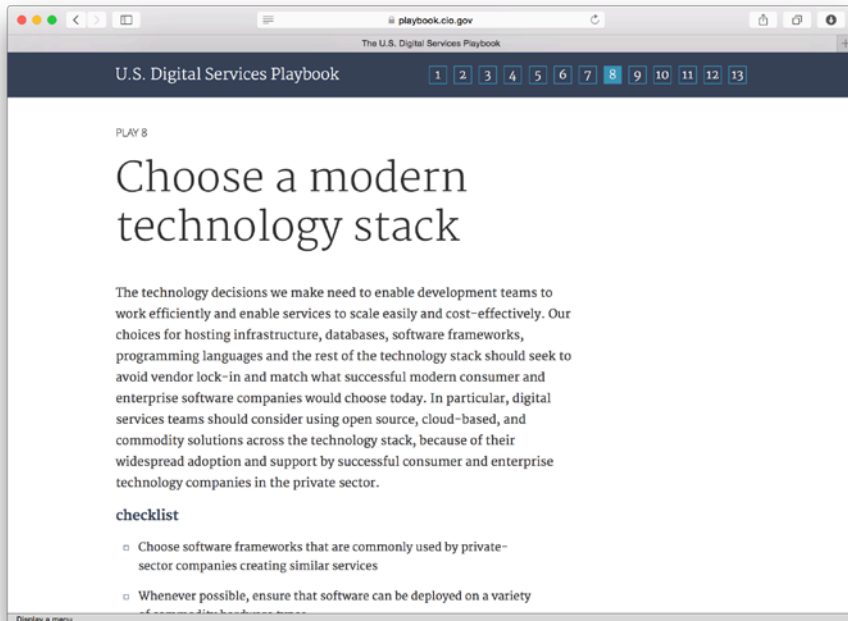
PLAY 6

# Assign one leader and hold that person accountable

There must be a single product owner who has the authority and responsibility to assign tasks and work elements; make business, product, and technical decisions; and be accountable for the success or failure of the overall service. This product owner is ultimately responsible for how well the service meets needs of its users, which is how a service should be evaluated. The product owner is responsible for ensuring that features are built and managing the feature and bug backlogs.

## checklist

- A product owner has been identified
- All stakeholders agree that the product owner has the authority to assign tasks and make decisions about features and technical implementation details





playbook.cio.gov

The U.S. Digital Services Playbook

U.S. Digital Services Playbook

1 2 3 4 5 6 7 8 9 10 11 12 13

PLAY 7

# Bring in experienced teams

We need talented people working in government who have experience creating modern digital services. This includes bringing in seasoned product managers, engineers, and designers. When outside help is needed, our teams should work with contracting officers who understand how to evaluate third-party technical competency so our teams can be paired with contractors who are good at both building and delivering effective digital services. The makeup and experience requirements of the team will vary depending on the scope of the project.

## checklist

- Member(s) of the team have experience building popular, high-traffic digital services
- Member(s) of the team have experience designing mobile and web applications
- Member(s) of the team have experience using automated testing

Display a menu



BRIEFING ROOM

ISSUES

THE ADMINISTRATION

PARTICIPATE

1600 PENN

Search

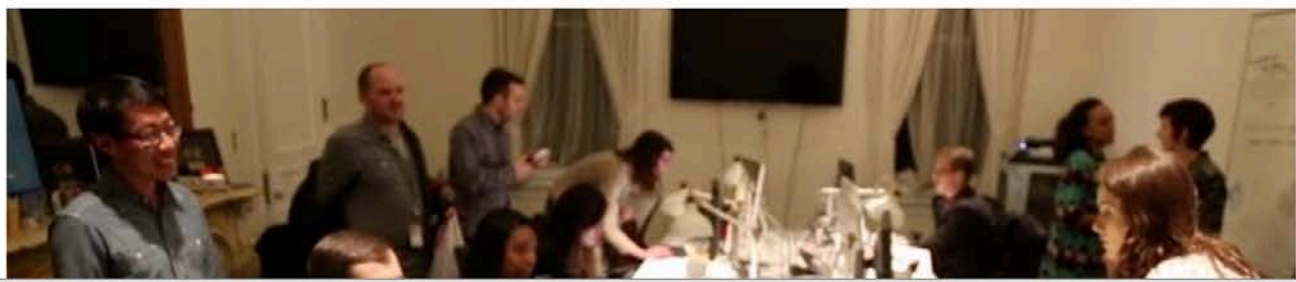


THE U.S. DIGITAL SERVICE

# Join The U.S. Digital Service

The United States Digital Service is transforming how the federal government works for the American people. And we need you.

JOIN US





# Homework

## **“Why can’t X be more like Y”**

1. Try out a government digital service (federal, state, local)
2. Identify what could be improved by comparing it to a consumer service
3. Blog about the comparison – e..g. “Why can’t paying my student loan be as easy as Paypal”