



THE CENTERS FOR MEDICARE & MEDICAID SERVICES

IT Investment Review Board Charter

February 26, 2009

CMS Information Technology Investment Review Board Charter
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I. Introduction

This Charter defines the purpose, authority, membership, and processes of the CMS Information Technology Investment Review Board (ITIRB). The responsibilities of the Board members and the Chief Information Officer (CIO) as Chair of the ITIRB are also defined. Once approved, this charter supersedes the existing ITIRB charter dated February 2005.

II. Purpose

The CMS ITIRB is established as the executive review and decision-making body for CMS IT management. The goal is to provide enterprise-wide strategic decision-making, shared leadership, transparency, monitoring, and true ownership of major IT decisions, opportunities and risks. The ITIRB will review and approve IT initiatives and IT expenditures. The ITIRB will ensure that proposed investments contribute to the Secretary's strategic vision and mission requirements, meet the business needs of the agency, employ sound IT investment methodologies, comply with Departmental systems architectures, and provide the highest return on the investment or acceptable project risk. Further mature the CMS Information Technology and Investment Review Board (ITIRB).

III. Guiding Principles

The ITIRB will adhere to the following principles:

1. Business Needs ("what") drive/lead our information technology investments.
2. Information Technology capabilities drive/lead overall design ("how").
3. CMS IT investments make use of existing and shared resources to maximum extent possible.
4. ITIRB must adhere to, enforce, and hold CMS to the investment process discipline of plan before you spend.

IV. Scope and Authority

The ITIRB shall be the review, analysis and decision-making body for CMS IT initiatives and projects, with a focus on larger, cross-cutting, enterprise investments. ITIRB members shall ensure that the CMS CIO is informed of IT requirements originating in their respective Centers and Offices. The CMS CIO shall ensure that the Board is informed on overall CMS IT requirements and initiatives.

This charter applies to all CMS organizational components which encompass all centers and offices. This charter is subject to periodic revisions based upon changing priorities, project progress, or other requirements.

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The ITIRB will provide leadership and IT policy direction to ensure that the business drivers guide the agency's IT budget, operations, and development. The ITIRB will operate within the framework of the Agency's enterprise architecture, acquisition management requirements, capital planning requirements, and other administrative regulations. The ITIRB has the authority to plan, develop, and direct projects within the scope of their responsibility.

The goal of the ITIRB is to promote integrated planning and collaboration among CMS programs, information technology systems, and business processes. Integration and collaboration will be facilitated through the ITIRB Executive Steering Committees (ESCs) and interaction with the Technical Review Board (TRB). The ESCs will review all IT investments from an enterprise perspective, prioritize IT investment requests using scoring criteria approved by the ITIRB, and prepare recommendations for the ITIRB. The TRB will review all IT projects as they progress through the IT Investment Life Cycle (ILC). The TRB will serve in an advisory capacity and make recommendations to the ITIRB and/or ESC, as appropriate. All matters brought to the ITIRB will be reviewed and documented through a formal capital planning and investment review process.

The ITIRB will focus on high cost, high risk, and mission critical investments. An investment may meet any of the three criteria to be a candidate for full ITIRB review. The ESCs will review all investments and provide recommendations to the ITIRB. The ITIRB will rely on the recommendations of the ESCs for investments that don't meet these criteria. The ITIRB will reserve the right to perform a full review of any investment regardless of size, risk, and strategic value.

V. Core Responsibilities

The Chair shall:

- Convene the ITIRB on a regular basis.
- Develop meeting agendas with assistance from members and CIO staff. A preliminary agenda will be sent out in advance of meetings.
- Provide ITIRB members with necessary background information in advance of meetings.
- Record action items from each meeting and report on action item status at subsequent meetings.
- Summarize meeting outcomes and include information on decisions, comments, etc.

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- Provide ITIRB members with meeting notes within one month of the meeting date.
- Either support funding for or provide ITIRB members with information on initiatives that have a budget impact, in time for them to request needed funds.

The Members shall:

- Provide additions/changes to meeting agendas that the CIO proposes.
- Prepare themselves for decisions to be made during meetings including reading distributed material and discussing meeting topics with their respective IT Steering Committee members or staff.
- Vote to approve/disapprove new IT investments or requirements.
- Vote to approve/disapprove implementation plans for new IT investments or requirements.
- Inform the CIO when their organizational component identifies a new IT requirement.
- Observe the IT Investment Lifecycle Framework.
- Enforce IT standards approved by the Department of Health and Human Services (DHHS) or CMS ITIRBs.

The ITIRB shall:

- Review all IT funding requests from the Executive Steering Committees and make funding recommendations to the COO regarding IT investments and funding levels. The IT funding requests will be reviewed from a CMS corporate perspective by evaluating IT investments against the IT strategic planning goals and other CMS objectives and priorities.
- Provide strategic direction regarding agency business priorities as drivers of CMS IT development.
- Provide a form for managing IT project interactions and promoting a balance of business demands among multiple components.
- Provide support to the Executive Steering Committees if there are problems requiring leadership intervention or assistance.

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- Monitor the work of change control processes throughout the agency and provide strategic direction about priorities when necessary.
- Provide the forum for resolution of IT related concerns by business owners.

VI. Membership

The Chief Information Officer (CIO) will chair the ITIRB. The CIO's office will provide administrative support to the board such as scheduling, taking minutes, and coordinating the distribution of materials. The CIO will also provide for off-line technical decision making support to Board members on an as needed basis.

The ITIRB membership will consist of senior leadership from CMS Centers, Offices, and Regional Offices. ITIRB members must have the authority to speak for, vote for, and otherwise make commitments on behalf of their component. In general, participation of an organizational component's Director or Deputy Director is required. Nonvoting technical advisors to individual ITIRB members are welcome to participate in ITIRB meetings.

In the event that an ITIRB member is unable to attend a board meeting, an alternate may be designated who will be responsible for voting on behalf of that member.

The following is a complete listing of the ITIRB's voting and non-voting members:

Chair: Chief Information Officer (non-voting member)

1. Center for Drug and Health Plan Choice
2. Center for Medicare Management
3. Center for Medicaid and State Operations
4. Office of Clinical Standards and Quality
5. Office of Information Services
6. Office of Beneficiary Information Services
7. Office of e-Health Standards and Services
8. Office of the Actuary
9. Office of Policy
10. Office of Operations Management
11. Office of Equal Opportunity and Civil Rights
12. Office of Research, Development and Information
13. Office of Strategic Operations and Regulatory Affairs
14. Office of Acquisition and Grants Management
15. Office of Financial Management
16. Office of External Affairs
17. Regional Office (1 representative)

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VII. Coordination

Copies of the ITIRB meeting minutes will be routinely shared with the chairs of the MMEC, Executive Steering Committees, Change Control Boards, and the Chief Operating Office (COO).

When required, ITIRB non budget recommendations will be forwarded to the Office of the Administrator for decision. All budget recommendations will be forwarded to the COO for review and guidance.

VIII. General Rules and Procedures

1. The ITIRB will approve (or disapprove) a proposal by majority vote. Each organizational component has one vote. A quorum is achieved when two-thirds of the Board is in attendance.
2. The ITIRB will meet six (6) times a year, but may meet more frequently when circumstances require.
3. Virtual meetings will occur when ITIRB approval is required and a regular meeting cannot be scheduled. In the case of a virtual meeting, a deadline will be established for action by the ITIRB members and voting will require response by two-thirds of the ITIRB to achieve a quorum. The ITIRB will approve (or disapprove) a proposal by majority e-vote.
4. The ITIRB will review recommendations on Current Year (CY) and/or Budget Year (BY) IT investments; corrective actions for IT investments that are not meeting cost, schedule, or benefit expectations; and other IT investment management issues. The recommendations of the ITIRB will be documented and delivered to the Chief Operating Officer.

The CMS ITIRB's work product will be forwarded to DHHS, OMB, and other stakeholders as appropriate.

IX. Approval

The ITIRB is charged with supporting the CIO and the agency as the executive review and decision-making body for CMS IT management.

Julie Boughn
Chief Information Officer

Date: _____