
Office of Information Services

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Carolyn Lawson, Chief Information Officer



OIS Supports DHS and OHA Missions

- DHS and OHA have more than 600 applications/databases, written in 22 different software development languages.
 - *300 are mission-critical applications.*
 - *Applications provide support for program benefits, licensing, protective services, public health, state hospital management, and vocational and rehabilitative services.*
- OIS has more than 17,000 “Points of Support”
 - *Approximately 11,400 internal staff users.*
 - *More than 6,000 partners – Local Area Agencies on Aging (AAAs), all 36 Oregon counties and other state agency staff.*
 - *Approximately 350 agency and partner/stakeholder locations throughout Oregon.*
 - *Public Health Laboratory interaction with military bases, tribal health facilities and other health agencies in six (6) states.*
 - *Nearly 60 data sharing agreements with state and federal agencies, stakeholder groups and other entities.*
 - *Natural disaster and emergency response connections to federal, state, local and tribal governments, the private sector and other non-governmental organizations.*

OIS Has Lower IT Staff Percentage

- OIS supports DHS and OHA technology needs with fewer than 400 staff.
- How does that compare to other state agencies?

IT staff as a % of point of support*

- 4.2% - Oregon State agencies average
- 2.28% - DHS / OHA OIS average

**Source: 2009-2011 DAS IT report*

OIS Spends Less per User

- OIS spends less per end user than other IT organizations
 - *62% less than industry average*
 - *30% less than state and local government average*
- Annual IT spend per user per year*
 - *\$13,200 - Industry average*
 - *\$ 7,100 - State and local government average*
 - *\$ 5,000 - DHS / OHA OIS average*

**User = Agency Staff + Partners / Source: The Gartner Group*

OIS Spends Less on Enabling Technology

- Enabling technology allows the user to perform tasks and improve overall performance.
- On average, OIS spends less on enabling technology than other IT organizations

Cost for enabling technology per user*

- *\$2,756 - Best-in-class IT organizations average*
- *\$2,202 - State of Oregon agencies average*
- *\$2,191 - DHS / OHA OIS average*

**Source: Hackett Group Draft Report, 2013*

Old Systems Drive Old Processes

- Hundreds of custom interfaces have evolved over the past 30 years, making changes complex and expensive.
- Clients must often negotiate multiple systems which contain duplicate information.
- Staff have to enter identical data into multiple systems and determine client eligibility manually.

Modernizing DHS and OHA systems

- It's much more than modernizing eligibility determination
 - *OIS is currently managing multiple reportable projects (in excess of \$1M).*
 - *Automation will increase the ways our customers interact with us, improving services and the service experience.*
 - *Innovative, more efficient technology systems will improve DHS/OHA health and human service programs delivered to Oregon citizens in need.*
 - *Automating streamlined business processes will improve field office operations and reduce paperwork, giving staff more time with clients and community partners.*
- Data interoperability and improved access channels to benefits and information will
 - *Improve program integrity and service coordination across programs and systems.*
 - *Support the Oregon Health Insurance Exchange (Cover Oregon).*
 - *Provide improved access to programs.*

Medicaid Management Information System (MMIS) Remediation

- OIS realigned MMIS and the system now provides stable support for the new Coordinated Care Organizations (CCOs).
 - *Realigned MMIS launched in June 2012 without impacting support to the CCOs.*
- In addition to realigning MMIS to meet CCO needs, OIS remediated systems issues which had lingered for years.
- Oregon's MMIS was the first system in the nation to meet federal standards and requirements for the initial replacement grant from the Centers for Medicare and Medicaid Services (CMS).

Bandwidth Upgrades Improve Service

- OIS launched 2012-13 field office bandwidth improvement project.
- Initial pilot project upgraded bandwidth at the 15 offices with the most issues.
 - *Locations included offices in Klamath Falls, Ontario, La Grande, Grants Pass, North Bend, and the metropolitan Eugene, Salem, Portland and Beaverton areas.*
- Results: Increased performance and efficiency, reduced log in times significantly and addressed reboot issues making office staff more productive and effective.
- OIS is on schedule to upgrade another 80 sites in 2013.

Updated Technology Access, Collaboration

- Updated Core IT Services
 - *OIS updated agency email, system folders and printer files – the basic technology tools used by staff – to the Microsoft platform.*
 - *Supports more collaboration between DHS/OHA staff, local providers and stakeholders.*
 - *Provides easy remote access to mobile workers and partners anywhere, anytime.*
 - *Compatible with industry standards; complies with state, federal and partner IT, security requirements.*

Data Challenges

- Many DHS and OHA systems were developed independently to address specific requirements of particular programs.
- Systems were not developed to exchange data across other systems.
- Information must be accurate, timely and available across multiple systems to enable real-time decision making and services.

Enterprise Business Intelligence, Reporting

- OIS deployed Business Objects, a new enterprise business intelligence and reporting tool that will help DHS and OHA program area staff collaborate more and engage with data.
- Staff can design and generate customized reports, interactive dashboards, charts and graphs, helping to visualize data and achieve business goals.
- OIS used Business Objects in 2012 to help Human Resources
 - *Customize their own reports which reduced 103 custom reports to 37.*
 - *Replace 25 custom Learning Center reports.*
- Now HR staff can use Business Objects to create and access data faster, without OIS assistance.
- Business Objects also provides capabilities tracking key performance indicators, creating dashboards and ad hoc reporting without IT intervention.

Looking Ahead – Increasing Workloads

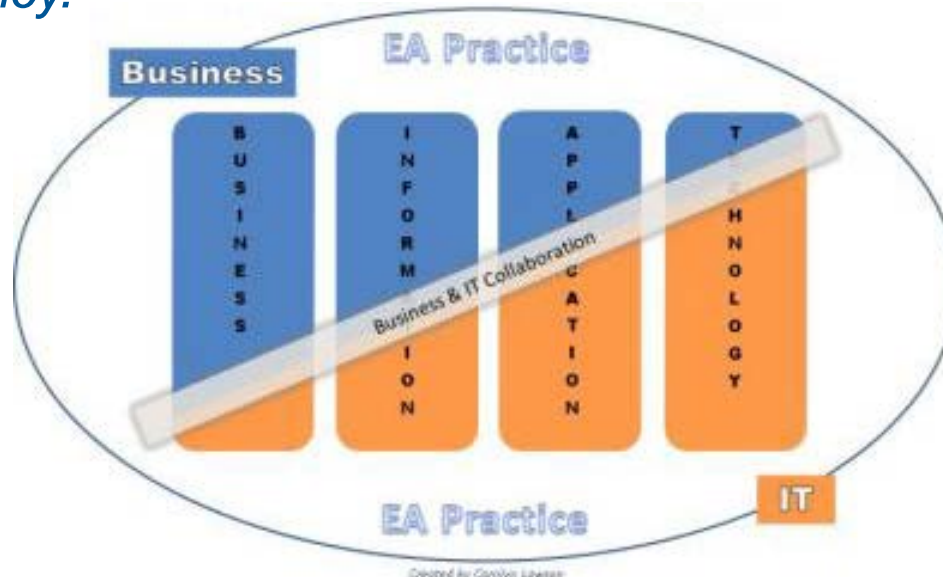
- OIS workload increased significantly in 2012 from implementation of the Coordinated Care Organizations (CCOs).
- Workloads will continue to grow greatly from ongoing CCO and other requirements:
 - Connections needed for Oregon Health Systems Transformation (HST).
 - Providing services to the CCOs for HST.
 - Expanding data needs – data, information drive everything we do.
 - Moving from flat-files to “big data.”
 - Federal initiatives around meaningful use.
 - Development of mobile services for DHS/OHA employees.
 - Continued modernization efforts beyond DHS systems/processes.
 - Continued effort providing DHS with more efficient ways to work.
 - Redesigning and then automating business processes.
 - Support for mobile devices, finding new, different ways to deliver information.
 - Rethinking legacy approaches, including single client master.

Rethinking Everything

- OIS completed an operational transformation in 2012
 - *Before transformation, OIS resembled a reactive, fire-fighting and work-driven organization with self-contained silos.*
 - *OIS is now operating as an interconnected organization; we evaluate everything we do.*
- Remapped OIS functions based on operational and support processes
 - *Aligns with new DHS and OHA management systems.*
 - *Provides DHS and OHA with greater operational transparency.*
- Established Enterprise Architecture (EA) practice.

OIS Enterprise Architecture

- Enterprise Architecture is a shared responsibility between the business and OIS.
 - Majority of responsibility for business, information domains belongs to the business – as such, business needs to be leading the decisions.
 - Majority of responsibility for application, technology domains belongs to OIS.
- Shared responsibility enhances collaboration, alignment and transparency.



Partnering with the Business

Strategic Technology Plan "Connects the Dots"

We have so many large projects underway, are the solutions architected to work together?

How do all the IT projects relate to business drivers and to each other?



How do we get a complete view of our clients?

How do we extend our systems to meet our future needs?

What is the plan to replace legacy systems?

Technology Priorities from the *Business Perspective*

- Comprehensive high quality **data capture, aggregation and access** for clients, providers, partners, public, and staff (such as data sharing for the CCOs).
- **Payment** accuracy, flexibility, and systems integration.
- **Analytics** such as linked data sets supported by data use agreements and state-of-the-art modeling and reporting tools.
- **Alignment, coordination and standardization** of agency programs and data.
- **Self-directed services** for clients, providers, partners and the public.
- **Staff and partners able to work remotely** using modern computing devices.

Enabling Strategies for the Business

Technology strategies in response to priorities defined by the business areas

- **Business Automation**
 - *Automate workflows and business rules, reducing manual, paper-based processes while increasing efficiency and effectiveness.*
- **Dynamic Needs Supported by Seamless Technology Services**
 - *Provide modular, common services and capabilities which promote agility, re-use, and capitalize on best practices and processes helping to leverage enterprise capabilities.*
- **Enable Connectivity Anytime, Anywhere, in Multiple Ways**
 - *Provide self-service capabilities, roles-based and remote access to information helping to meet the diverse needs of clients, staff and partners.*

- **Trusted Source for Health and Human Service Data**

- *Effectively collect, maintain and organize information to enable informed decision-making and support internal and external data uses.*

- **Comprehensive View of Clients**

- *Provide a 360° view of clients over time to reduce redundancy, increase accuracy and quality, and alleviate the need to construct client histories in an ad-hoc manner.*

- **Improved Service Delivery**

- *Engage the business early and often to understand their needs.*
- *Create local and programmatic relationships, especially for new system roll-outs.*

Meeting OIS Capacity Shortages

- Like many state agencies, OIS is facing ever-increasing workload obligations without having sufficient staff to meet them.
- OIS is using a Temporary Assignment Program (OTAP), a flexible, budget-neutral management tool that:
 - *Helps OIS meet short-term operational needs*
 - *Is open to all classifications of employees.*
 - *Provides staff with varied opportunities to advance career skills.*
- Examples
 - *OIS Enterprise Solution Quality Assurance and Testing practice using OTAP to help meet immediate needs of Modernization and Health Insurance Exchange IT projects.*
 - *OTAP will also be used for the Oracle Infrastructure support and Release Management Team.*

OIS Transformation Results

- Transforming OIS to a more functionally interconnected structure has already yielded positive results.
 - *Nationally, government organizations use vendor staff augmentation support at a rate of about 15% of IT staff to augment work outside projects. (Hackett Group draft report, 2013)*
 - *Staff augmentation in OIS is less than 1%, indicating OHA Shared Services has one of the most efficient and effective IT organizations in the nation.*
- Reducing and consolidating redundant legacy systems. Between 2010 and March 2013:
 - *Reduced 24 legacy applications to 12.*
 - *36 legacy applications replaced, rewritten or removed.*
 - *Cut OIS staff time spent on reporting functions by nearly 50%.*
- Reflect back on 600 databases and 17,000 points of support all maintained by fewer than 400 OIS staff.

OIS is Running Beyond Capacity

Even with all of the efficiencies provided by our transformation efforts, staff are working overtime and additional resources are required to get work done.

- The Web Team has 28 months of backlog work.
- There is single-threaded coverage in mainframe and WebSphere support areas (more than 60 Java and ColdFusion applications). This is a high-risk position.
- Information Security and Privacy Office is unable to support Roles Compliance Management.
- OIS has more than 40 known Tier 1-3 projects and approximately 12 project managers (PMs); there's a substantial gap between number of projects and number of PMs available to support them.
 - *OHA Addictions and Mental Health Division needs 1.5-2 PMs, but OIS only has one currently assigned.*
 - *Not enough PMs/project managers to support all Tier 3 projects.*
 - *Not enough Business Systems Analysts to support project activities.*

Governor's Balanced Budget Reductions

PACKAGE 91 GBB Placeholder Reductions

General and Total Fund by functional area

GENERAL FUND						
13-15 Package 91	Finance	IT	HR	Accounting	Procurement	Total
OHA central	88,366		110,106			198,472
OHA shared funding	62,933	2,095,799	119,623	268,972	65,606	2,612,933
DHS central	94,743		130,149			224,892
DHS shared funding	76,628	2,551,870	145,655	327,503	79,883	3,181,539
Total	322,670	4,647,669	505,533	596,475	145,489	6,217,836
Total Fund						
13-15 Package 91	Finance	IT	HR	Accounting	Procurement	Total
OHA central	177,336		182,580			359,916
OHA shared funding	127,307	4,239,564	241,984	544,100	132,713	5,285,668
DHS central	188,145	-	256,398	-	-	444,543
DHS shared funding	153,256	5,103,740	291,310	655,006	159,766	6,363,078
Total	646,044	9,343,304	972,272	1,199,106	292,479	12,453,205

OIS 13 -15 Strategic Investment Opportunities

DHS/OHA Computer and Network Infrastructure POP

Increasing program performance and delivery, caseworker effectiveness and efficiency, and client support enabling DHS and OHA to better meet agency and client needs, deliver increased performance through transformation and modernization.

- **PC refresh – meeting client and caseworker needs**
Regular replacement of agency computers, IT assets as required by DAS.
- **Network infrastructure – supporting Modernization, improving efficiency**
Ensure DHS and OHA facility infrastructures support new network solutions.
- **Mobile computing – increasing responsiveness and productivity**
Replace mobile devices with modern hardware, providing clients and caseworkers with new capabilities, new ways to interact with technology.

<u>Total GBB reduced POP pricing</u>	<u>\$5,841,823</u>
○ <i>DHS</i>	<i>\$2,149,346</i>
○ <i>OHA</i>	<i>\$3,692,477</i>

OIS 13 -15 Strategic Investment Opportunities

*DHS Modernization POP**

Expands continuing efforts to transform DHS business and technology processes supporting eligibility programs and client services.

With this POP, OIS will help:

- **Modernize Service Delivery**

Provide DHS and their clients with better access to services in more customized ways,. ensuring that clients have the time they need with case managers.

- **Modernize Technology**

New, innovative and more efficient technology systems will streamline field office operations. Workers will have fewer business processes and less paperwork, giving them more time with clients. Data interoperability will improve service systems and coordination across programs, improving program integrity.

- **Support Results for Consumers**

Better access to DHS/OHA programs gives clients more meaningful time with their case managers, leading them towards self-sufficiency and independence

**This POP is sponsored by DHS and includes both business and technology efforts.*

Thank you.

Questions?