

# 2025-27 JLCIMT Presentation

## ODHS | OHA Shared Services

Presented to  
Joint Legislative Committee on Information Management and Technology  
February 28, 2025

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Oregon Health Authority and Oregon Department of Human Services

# Our History



In 2010, several ODHS and other agency programs were combined to create OHA.



ODHS and OHA agreed to share services to save on dollars, time and capacity.



The agencies analyzed business services to determine what could be shared and where to house them.



ODHS and OHA jointly manage Shared Services

# A Cornerstone of Customer Service



- Office of Information Services



- Shared Services Administration
- Budget Center
- Background Check Unit
- Contracts and Procurement
- Facilities Management
- Financial Services
- Forecasting and Research Analysis
- Health, Safety and Employee Well-being
- Imaging and Records Management
- Internal Audit and Consulting
- Office of Enterprise Data Analytics
- Payment Accuracy and Recovery
- Publications and Creative Services
- Training, Investigations and Safety



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# Office of Information Services

Kris Kautz, Deputy Director for Administration, Oregon Health Authority  
Debbie Estabrook, Chief Information Officer,  
Oregon Health Authority and Oregon Department of Human Services

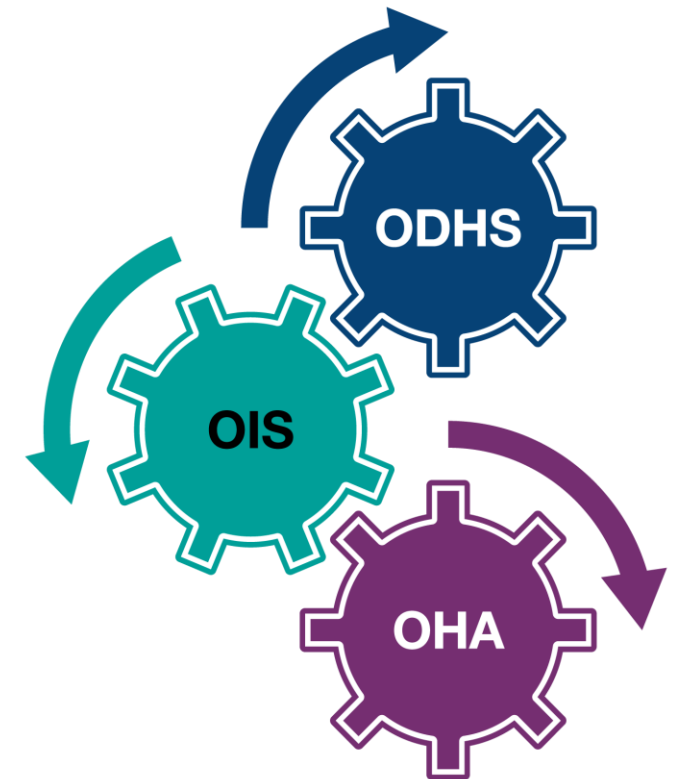
# What is the Office of Information Services?

OIS exists to deliver technology solutions and services

Organizationally, the Office of Information Services (OIS) is under the administrative oversight of OHA.

It is designed as a shared services entity to provide technology services and support to both OHA and ODHS.

We consider it a privilege to be able to deliver technology solutions and services that support OHA and ODHS in helping Oregonians achieve health, well-being, and independence.



# OIS Serves the People of Oregon



In support of working families,  
children, pregnant women,  
single adults, and seniors



In support of Oregonians  
with intellectual and  
developmental disabilities



In support of seniors –  
our moms, dads, aunts,  
uncles, and friends



In support of babies,  
kids, and youth



In support of providers,  
partners, and communities

# OHA Strategic Plan



## Strategic Goal

Eliminate health inequities  
in Oregon by 2030

Transforming  
behavioral health

Strengthening  
access to  
affordable  
care for all

Fostering healthy  
families and  
environments

Achieving  
healthy Tribal  
communities

Building OHA's  
internal capacity  
and commitment  
to eliminate  
health inequities



# ODHS Strategic Plan

OIS plays a key role in supporting and advancing the goals of the ODHS Strategic Plan. We are the implementation lead on the Technology Goal, partner on the Data Goal, and are implementation leads on the Strategic Technology Plan.



## Technology Goal

ODHS's technology improves customer and employee experiences, increases efficiency, and addresses service equity needs.



## Data Goal

Everyone in ODHS gets the data they need quickly and conveniently to make informed decisions.



# OHA|ODHS Strategic Technology Plan



**Cultivate IT  
workforce**



**Strengthen  
cybersecurity,  
risk and privacy**



**Accelerate  
technology  
modernization**

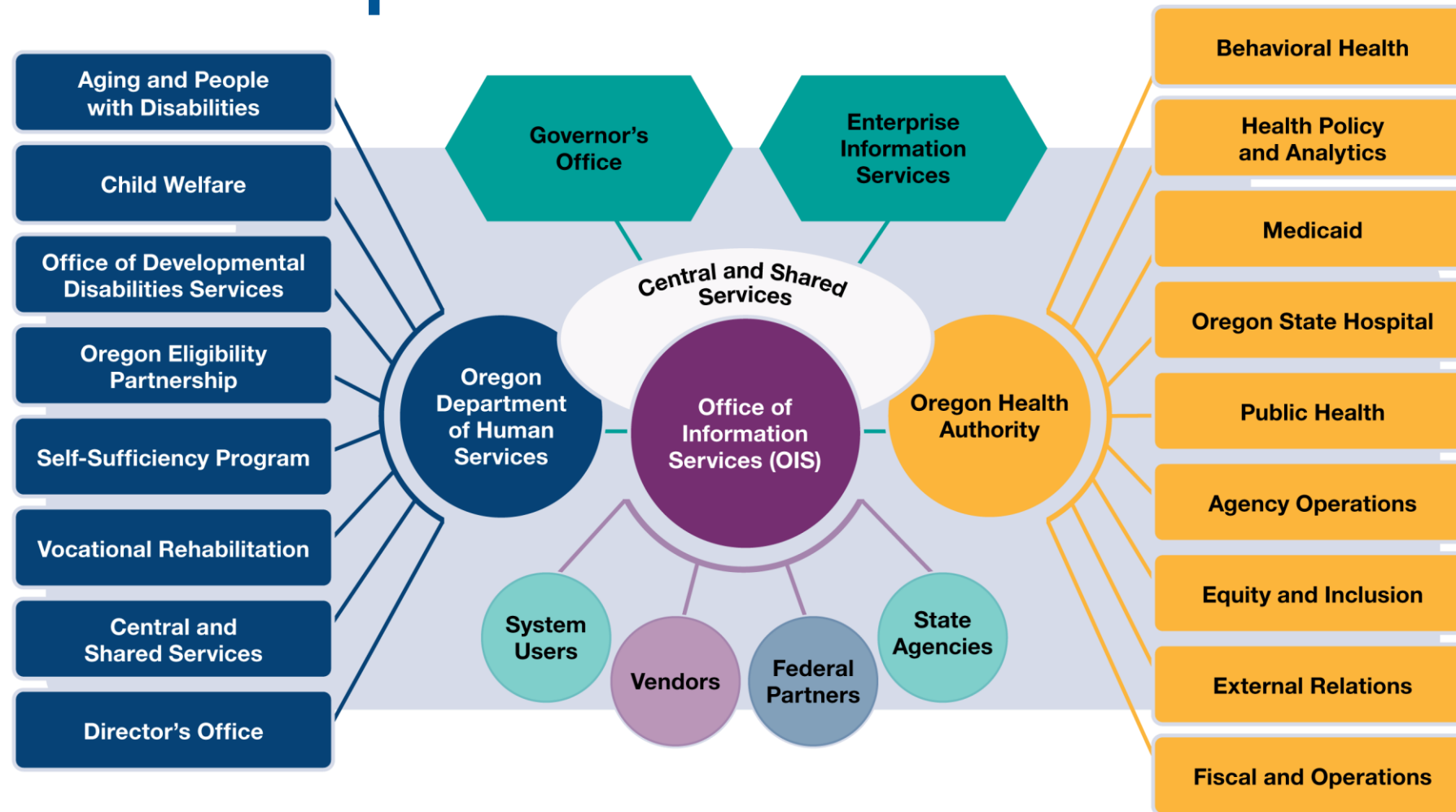


**Increase data  
insights**

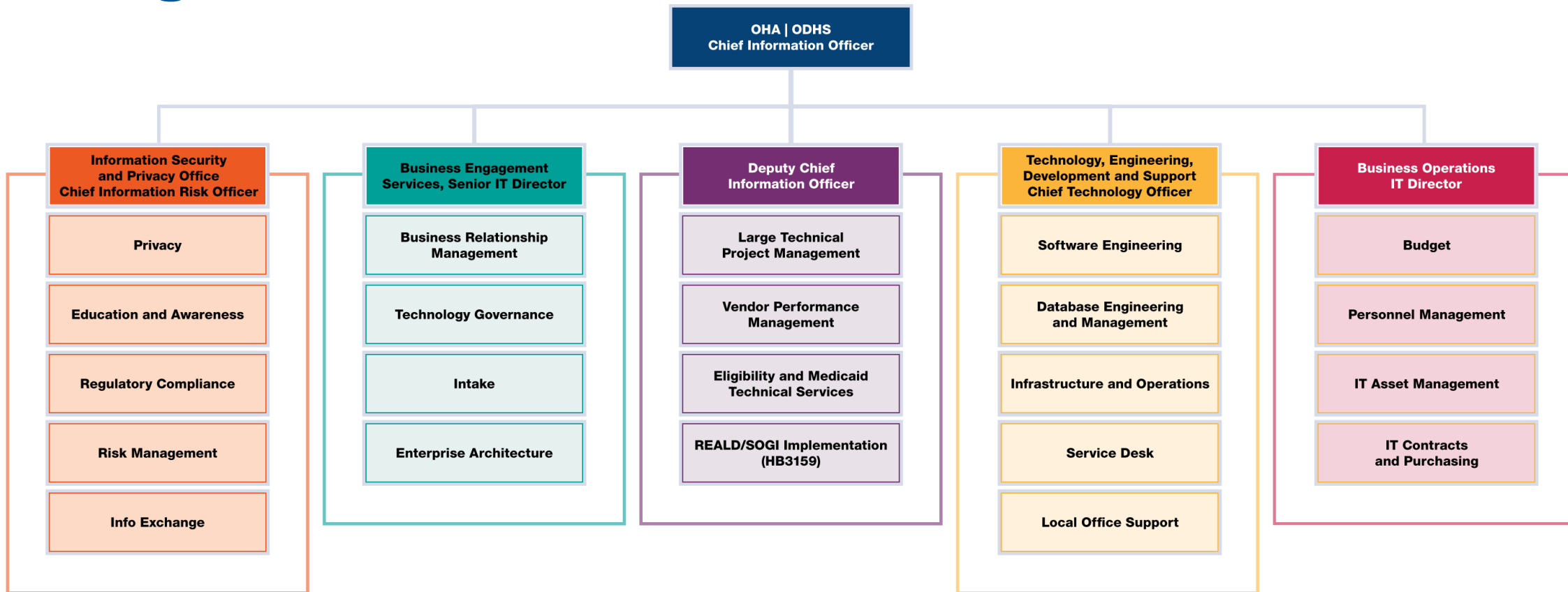


**Optimize  
technology  
management**

# OIS Partnerships



# Organizational Structure – OIS



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# Key Successes

## Operations: Maintained IT for 1.7 Million Clients

## People We Serve

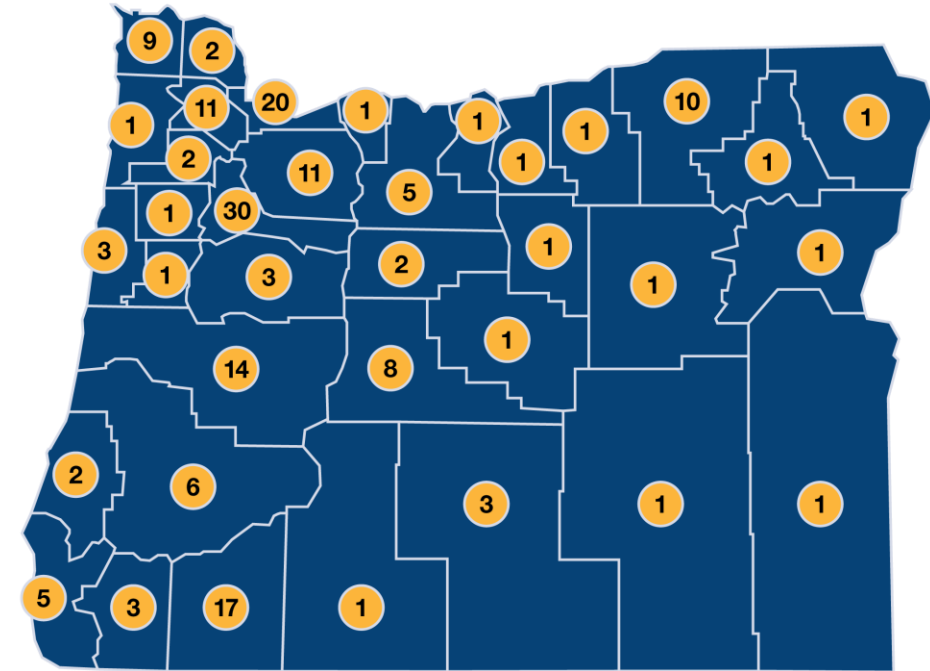
Clients	1,700,000
Staff	17,433
Partners	24,052
Medicaid Providers	17,000

## Locations We Support

Office Network Devices	3,443
Web Conferencing Room Systems	343
Offices Around the State	142

## Technology We Support

Computers and Printers	34,217
Mobile Devices	15,525
Servers	1,910
Applications (Mission Critical)	80



Number of offices supported by OIS local tech support professionals.

# Top Priorities: Enhanced IT Collaboration Contributing to Health Coverage, Daycare and Food Security

## Employee Related Daycare Program (ERDC) - April 2024

Aligning with legislation (HB 3073), OIS provided tech services through an ODHS agreement with the Department of Early Learning and Care.

**Tech Progress:** Enhanced and implemented improved changes to ONE (Oregon Eligibility) and mainframe financial and provider systems.

## Basic Health Plan (BHP) - July 2024

BHP provides health coverage for individuals with incomes between 138–200 percent of the federal poverty level.

**Tech Progress:** Enhanced and implemented changes to ONE; (MMIS) Medicaid Management Information Systems; and mainframe financial systems.

## Summer Electronic Benefits Transfer (EBT) – June 2024

Oregon Summer EBT 2024 helps reduce child hunger and supports healthier diets, as well as providing \$120 per eligible child to buy food.

**Tech Progress:** Enhanced and implemented changes to ONE; vendor-based systems; and mainframe financial systems.

## Project Portfolio Results

As of January 2025, there are 44 active technical projects with a project portfolio investment of \$402.7 million. In 2023-2025, 23 projects will be completed for an investment of approximately \$78 million based on the current project schedules.

# Transforming Oregon's Public Services Through Modernization and Cloud Innovation

IT modernization is an ongoing process. Careful planning and strategic design are essential to ensuring continuous modernization in our work.

By moving to the cloud, in collaboration with the State Data Center and vendors, we can scale to meet changing needs; expand our support team; and enhance system resilience against regional disasters.

- Mainframe Financial Modernization/Benefits Payment System
- Oregon Eligibility & Enrollment (ONE) Environment Cloud Migration
- Medicaid Management Information System (MMIS) Environment Cloud Migration
- Medicaid Enterprise System (MES) Modernization





# Efficient Decision Making: Implemented Joint Governance that Delivers Results

OIS focuses on key priorities by following a mature and strong multi-level technology governance process that has clearly defined escalation paths. This includes the Governor's goals, ODHS|OHA projects, federal mandates, state legislation, labor agreements, and community needs.

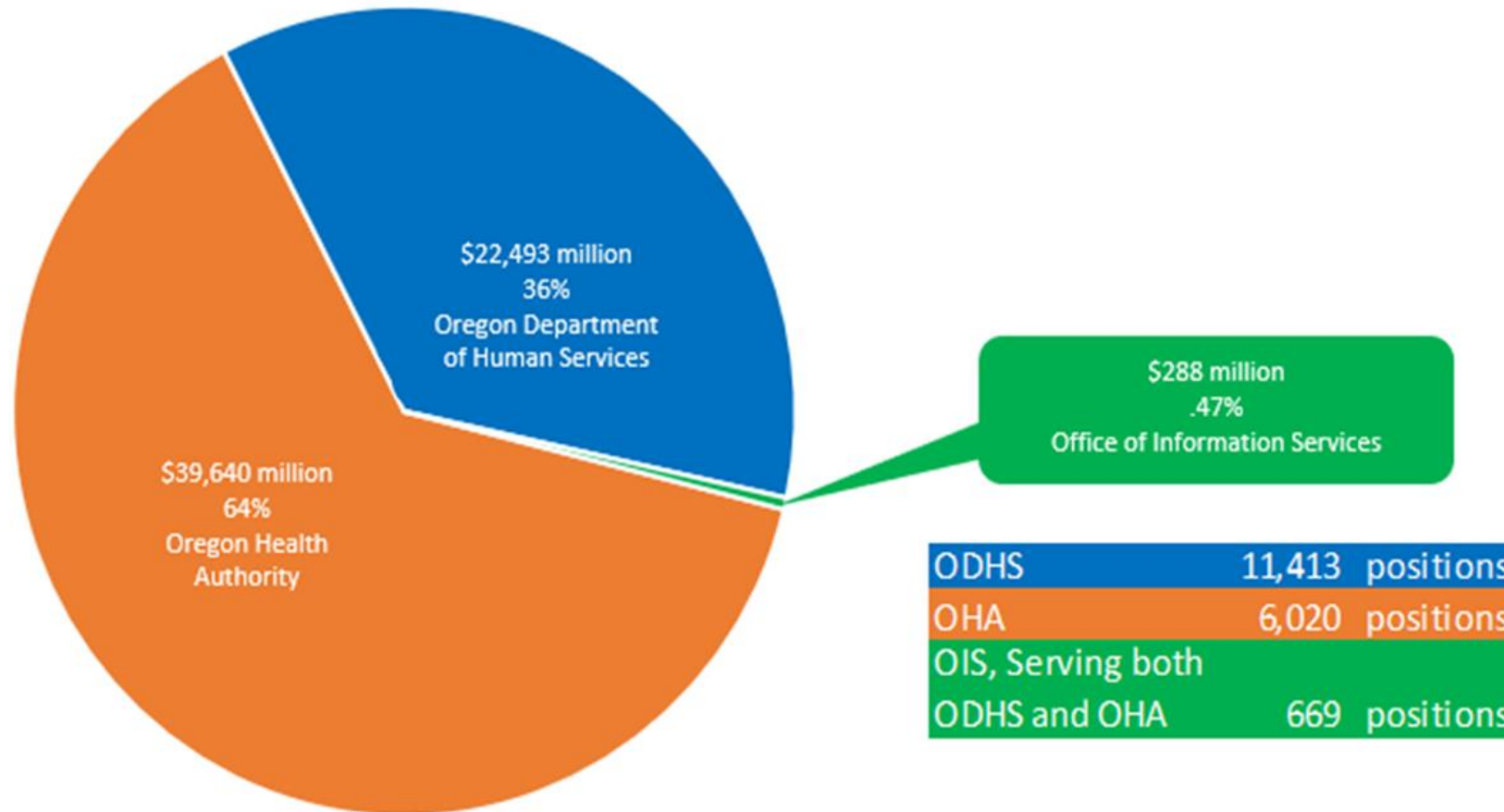
## Joint Technology Governance Board

- ✓ The Board sets and approves agencies' top strategic initiatives for all tech governing bodies.
- ✓ It provides direction on multiple conflicting top priorities.
- ✓ Types of projects that may escalate to Board include:
  - Oregon Health Plan 1115 Waiver
  - Summer EBT 2024
  - Case Management
- ✓ **Tech Progress:** Following the Board's direction, projects are completed on time with a clear focus on critical needs to ensure better, more reliable services, such as accurate financial reporting, improved access to health programs, and timely support through food assistance.

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# Overview - 2025-27

# 2025-27 Governor's Budget, OIS as Percentage of OHA and ODHS Budgets



# 2025-27 Focus Areas

- Statewide IT Improvements
- Newer Artificial Intelligence
- Continue mainframe modernization/financial and benefit payment system migration
- Eligibility, Medicaid, and financial IT system enhancements and changes
- Enhance IT security and incident response
- State-based health insurance marketplace technology platform
- OEGBB/PEBB Benefits Management system project completion

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# Priority Investments

# POP 201- Mainframe Modernization

## Challenge:

- Over one million people in Oregon depend on an aging mainframe platform supported by a dwindling number of technical specialists.
- The outdated technology hampers efforts to ensure equitable health outcomes and efficient service delivery, affecting the communities ODHS|OHA serves and the ability to respond to health inequities effectively.

## Proposal:

- Identify and procure a new payments system and move remaining benefits determination from the mainframe to ONE, ensuring better access to health benefits.
- Continued planning and modernization of other remaining systems and data on the mainframe.

## Desired outcomes:

- Improved system performance that will lead to more accurate, complete, and timely services, payments to providers, and benefit issuance.

	General Fund	Total Funds	Positions	FTE
POP 201	\$ 2,941,589	\$ 13,141,853	6	4.50

# POP 202 – Improve IT Security and Privacy

## Challenge:

- Information, security, and privacy standards are much greater than most other state agencies (1.7M clients, 80 mission/business critical systems); as the human impact of information security and privacy risks in government health and human services data is substantial.
- The recent dramatic increase in third party health care data breaches and expansive use of mobile devices (15,525) to support telecommuting by ODHS|OHA employees (17,400) heightens the need for rigorous controls and oversight.

## Proposal:

- Proactively invest in resources and tools to strengthen essential areas and mitigate privacy risks and vulnerabilities impacting both agencies.

## Desired outcomes:

- Increased compliance with Center for Internet Security (CIS) security controls to provide increased functionality, protection, and capabilities. Also, utilization of tools and staff resources to provide more proactive information protection and privacy of agency data and reduce the risk of data breaches.

	General Fund	Total Funds	Positions	FTE
POP 202	\$ 2,336,672	\$ 7,545,892	4	2.00



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# Thank you

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