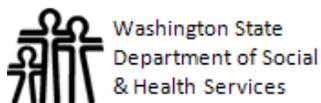


2013-2015 Business Plan

Department of Social and Health Services Information Technology Business Plan

Sue Langen, Chief Information Officer
August 2012



Vision

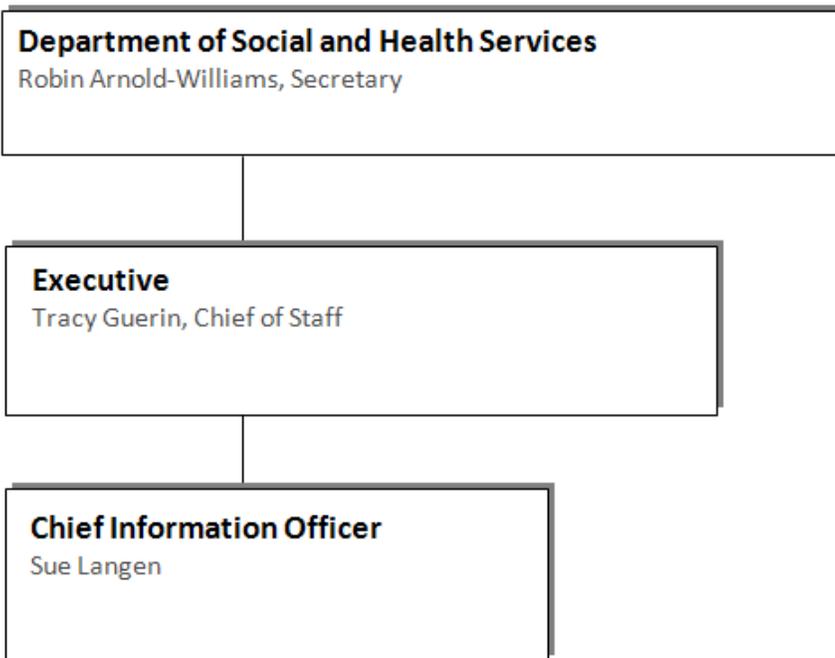
Safe, healthy individuals, families,
and communities

Mission

The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

Values

Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability



Introduction

The Department of Social and Health Services Information Technology Business Plan provides direction for information technology in DSHS. The plan focuses on implementing and sustaining business / technology solutions and services that support the DSHS Framework for the Future, the Governor's Priorities of Government and the Washington State Information Technology Strategy.

Advancing a collaborative IT environment will support the DSHS vision for safe, healthy individuals, families and communities by providing leadership and establishing and participating in partnerships. DSHS IT supports the early childhood development, and person- and family-centered, strengths-based orientations by providing the infrastructure for direct service delivery across the different Administrations in the Department.

The plan outlines how IT primarily supports **DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.**

The plan also supports the **Governor's Priorities of Government** to:

- Reinforce strong management to increase public trust.
- Strengthen data-driven decision making.
- Value and develop employees.
- Improve internal and external partnerships.

In addition, the plan supports these key state technology goals and actions:

Key State Technology Goals

- Innovate and deliver better services to make public interaction with state government more streamlined and responsive.
- Make government data more accessible to citizens to increase transparency and to encourage private sector innovation.
- Continually focus on making state business operations efficient, nimble and frugal.
- Build and support credible, well-planned, trusted IT organizations that save money and make employees more productive.

State Technology Actions (“The 12 Pillars”)

- Action 1 – Secure critical state services and enable them to continue functioning after a disaster.
- Action 2 – Improve accountability and insight into technology investments.
- Action 3 – Encourage adoption of public cloud platforms where appropriate.
- Action 4 – Encourage adoption of Software as a Service (SaaS) for applications purchased by state agencies as appropriate.
- Action 5 – Adopt Enterprise Resource Planning (ERP) applications systematically and incrementally to enable Washington to function as a cohesive enterprise.

- Action 6 – Consolidate where appropriate to drive savings and deliver improved services.
- Action 7 – Adopt private cloud platforms across agency technology teams to enable easy movement of workloads across pools of servers.
- Action 8 – Efficiently manage all of the state’s suitable data centers.
- Action 9 – Encourage state agencies to systematically free up data (including geospatial information) for public consumption.
- Action 10 – Make it easier for Washingtonians to interact with state government.
- Action 11 – Inventory and plan for the replacement of critical legacy IT systems.
- Action 12 – Study how to attract and retain highly-skilled technology staff and build up technology interest groups that function as robust communities in state government.

DSHS is implementing or expanding on several strategic objectives and key initiatives in support of Department goals.

- **Enterprise Services**

The Department is implementing enterprise services as directed by the Governor. The Department is also actively involved in planning for the migration of equipment and services from the Office Building 2 (OB2) Data Center to the new State Data Center.

- **Enterprise Architecture**

The Enterprise Architecture program provides a framework for decision-making and a common language that can be used across DSHS. The framework includes policies, principles, models, and standards within the areas of applications, data, business, and technology.

Portfolio Management is a component of the agency’s Enterprise Architecture program to better support technology investments and decisions.

- **Efficient and Secure IT Infrastructure**

Maintaining a secure, robust and modern technology infrastructure remains a priority for the Department. Technologies that provide secure access to employees using a variety of access methods and access media will be evaluated and implemented as appropriate.

- **Effective Project Management**

Building on work done in prior fiscal years, the use of effective project management practices will be promoted at various levels of the Department.

DSHS IT Key Initiatives

- **Ensure high-performing integrated IT solutions and services to meet our One Department priorities.**
 - In collaboration with other entities, plan and implement the Health Benefit Exchange. Include implementation of Eligibility Services as part of the Health Benefit Exchange.
 - Continue expansion of Washington Connection programs in DSHS and other government agencies
 - Implement ProviderOne Phase 2 (which includes the fiscal employer model) as planned.
 - Implement the Vulnerable Adult Complaint Tracking System as planned.
 - Implement an enterprise incident reporting solution.
 - Implement Background Check technology improvements.
 - Plan for the phased retirement/decommission of the Social Service Payment System.
 - Implement the Client Identification Management Hub and supporting interfaces to DSHS case management systems.
 - Plan and begin the ACES Modernization project.
 - Expand the use of Prism predictive modeling tools (or similar tools) to support integrated case management for high utilization clients and Temporary Assistance for Needy Families (TANF) clients.
 - Implement FamLink improvements to support Performance Based Contracting (PBC) and Family Assessment Response (FAR).
 - Fully implement an enterprise records request tracking solution.
 - Reduce risk through improved records management; use automated solutions for eDiscovery, electronic records retention for e-mail, and complaint tracking.
 - Develop a strategy for long-term DSHS utilization of the State Data Center and the plans to implement this strategy.

- **Implement Lean and sustainability initiatives and efforts that achieve efficiencies and cost savings for IT resources, including:**
 - Implement Web-based meeting and other technology solutions including video conferencing to reduce travel needs.
 - Where feasible, work with other levels of government (including Courts) to revise rules requiring physical photocopying, redacting and distribution of documents, and instead allow more efficient and less costly digital processing.
 - Implement shared multi-function print device initiatives.
 - Sustain desktop energy savings.
 - Promote environmentally-friendly packaging for IT equipment from suppliers.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

Strategic Objective 5.1

Improve processes and practices for information technology governance and decision-making that enhance accountability and insight into technology investments.

Strategies

- Adopt and implement use of the statewide standard solution for IT financial management (Apptio).
- Identify and implement use of agency-level tools to support (Apptio) IT financial management / data collection, such as System Center Configuration Manager (SCCM) and Virtual Machine Manager (VMM).
- Integrate data elements into the IT Portfolio to better support decision-making within the agency.
- Use Enterprise Architecture principles and IT Steering Committee-approved Application Governance processes to support decision-making.
- Let business priorities drive technology decisions.
- Evaluate business processes before identifying technology solutions.
- Support analysis of business processes prior to development of applications.
- Provide programs/administrations with improved opportunities to decide on changes or enhancements to the enterprise applications that they use.
- Implement state and agency data standards.
- Actively identify and make decisions on common solutions and services.

Actions

- Participate in tool proof of value (Apptio) and align data collection for IT Portfolio.
- Adopt common set of definitions (Gartner).
- Participate in the statewide effort to identify data needed to support IT decision-making, and to improve the state IT portfolio.
- Provide DSHS with the ability to uniquely identify clients across all Administrations.
- Implement the enterprise system governance model for all enterprise systems and applications.
- Improve utilization of the Enterprise Architecture framework to scope IT projects and initiatives.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, Health Care Authority, and other state agencies

- Area Agencies on Aging (AAAs), local government and other quasi-government business partners

Key Performance Indicators

- Percentage of major enterprise systems integrated with the Client Identification Management Hub
- Percentage of Administrations providing data to the Apptio IT financial management tool to identify costs and improve service delivery at lowest possible costs
- Percentage of program areas using System Center Configuration Manager (SCCM) for all desktop hardware and software asset management

Strategic Objective 5.2

Consolidate infrastructure and increase use of enterprise systems, solutions and services to drive savings and deliver improved services.

Strategies

- Ensure high-performing, integrated IT solutions and services to meet our One Department priorities. Drive for statewide consistency and leverage technology to improve communication, reduce costs and minimize risk.
- Actively pursue the use of agency level services and solutions within DSHS.
- Expand on existing agency document management solutions to support existing, anticipated and future needs for document management.
- Partner with the Office of the Chief Information Officer, the Department of Enterprise Services, Consolidated Technology Services, and other state agencies to utilize common statewide solutions and services where possible.
- Minimize use or creation of redundant/duplicate solutions or services.
- Promote the use of IT solutions to reduce risk.

Actions

- Implement ProviderOne Phase 2 (which includes the fiscal employer model) as planned.
- Implement Web-based meeting and other technology solutions to improve communication and reduce costs associated with travel.
- Implement the Vulnerable Adult Incident Tracking System as planned.
- Plan for the retirement/decommission of the Social Service Payment System.
- Implement the Client Identification Management Hub and supporting interfaces to DSHS case management systems.
- Increase supportability/sustainability of DSHS applications.
- Minimize supported document management solutions.
- Utilize existing platforms to support newly identified or expanded program area needs.
- Reduce risk through improved records management; use automated solutions for eDiscovery, electronic records retention for e-mail, and complaint tracking.
- Expand the use of Prism predictive modeling tools (or similar tools) to support integrated case management for high utilization clients.

- Enable DSHS to centrally coordinate and track records requests throughout the agency / fully implement an enterprise records request tracking solution.
- Expand/enhance the Washington Connection online benefit portal modules/functions.
- Plan and begin the ACES Modernization project.
- Implement Background Check technology improvements.
- Develop strategy for virtualization and long-term DSHS utilization of the State Data Center.
- Provide a common application for reporting incidents across DSHS / implement an enterprise incident reporting solution.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, Office of Financial Management, Department of Early Learning, Health Care Authority, and other state agencies
- Selected vendors

Key Performance Indicators

- Percentage of time video conferencing equipment is in use
- Percentage of server virtualization (*against target of 65%*)
- Percentage of all new administrative or major projects reviewed for enterprise applicability
- Number of agency document management solutions
- Percentage of program areas meeting business needs with document management solutions

Strategic Objective 5.3

Manage information technology projects using sound project management practices.

Strategies

- Establish and adhere to expectations for project management practices based on project risk levels and types.
- Promote the awareness of IT project oversight and project management practices.
- Utilize inputs from project managers to identify best practices, tools and templates.

Actions

- Identify training and develop mentoring and support programs to improve IT project management practices.
- Routinely analyze Post Implementation Reviews and implement practice and process improvements.
- Utilize and refine the DSHS Project Quality Framework to improve sponsorship, quality assurance and independent verification and validation practices.

- Deploy continuously improving project management best practices to project managers, based on the state's project management guidelines (*as adopted by the Washington State Office of the Chief Information Officer*).
- Establish the mechanism to promote project oversight components and the advantages/benefits of the program.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies

Key Performance Indicators

- For the approved list of enterprise-level/critical IT projects compare actual to planned results in the areas of scope, schedule, budget, and objectives
- Percentage of the Department's (Level 1, 2 or 3) IT projects using a project manager with formal project management training

Strategic Objective 5.4

Provide cost-effective, customer-centric, accessible, and secure information technology solutions in DSHS.

Strategies

- Monitor, plan and upgrade the capacity, security and availability of the Wide Area Network and other core infrastructure in order to meet evolving business needs and technologies.
- Maintain and update existing or implement new core applications, systems and infrastructure to meet evolving needs and take advantage of changes in technology.
- Support non-traditional and flexible business or service delivery models with secure technology solutions such as sitting staff in community locations, delivering services by non-DSHS staff, and supporting a mobile workforce.
- Identify opportunities and implement rollout of virtual desktop solutions to meet business needs.
- Continue to improve staff skills relative to IT and data security.
- Advance Enterprise Technology and Data Architecture programs and assess opportunities for enterprise solutions when common business needs are identified.
- Continuously improve the overall security infrastructure which includes technology, policies, standards, and practices.
- Utilize enterprise systems governance model to support stewardship of shared systems.

Actions

- Use the Department's IT Steering Committee to identify strategic business needs for IT solutions, and prioritize implementation of those solutions as enhancements to existing systems or new core solutions if needed.

- Expand on or develop new Technology and Data Architecture IT standards, principles, and/or models to support the external and internal enterprise services initiatives.
- Improve the performance of the Wide Area Network and other core infrastructure solutions through the use of monitoring and proactive maintenance and upgrades. Leverage opportunities presented by the convergence of wireless, voice and data technologies.
- Utilize mature practices for lifecycle management of hardware and commonly used software and operating systems; for large-scale information technology solutions in DSHS, effectively maintain current, implement new, and decommission outdated applications and systems as needed.
- Maintain and continuously improve disaster recovery plans to support end-to-end recovery of vital services.
- Establish the mechanism to ensure IT project development addresses accessibility requirements.
- For new or existing enterprise systems, utilize approved governance model to identify stewards for new and existing enterprise solutions.
- Maintain and enhance the programs, practices and solutions used to secure and protect applications, systems, infrastructure, and data.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies

Key Performance Indicators

- Percentage of state-owned mobile/portable devices that are encrypted

Strategic Objective 5.5

Improve efficiency and cost-effectiveness of new and existing solutions through the use of process improvement initiatives such as Lean.

Strategies

- Achieve efficiencies and cost savings for IT resources through Lean and other initiatives and efforts.
- Identify ways to address resource issues/lack of capacity.

Actions

- Implement Lean and other sustainability initiatives that achieve efficiencies and cost savings for IT equipment, including shared multi-function print devices and desktop computers.
- Implement Web- and IP-based technology solutions that provide accessibility.

- Where feasible, work with other levels of government (including Courts) to revise rules requiring physical photocopying, redacting and distribution of documents, and instead allow more efficient and less costly digital processing.
- Identify opportunities with suppliers to use environmentally-friendly packaging for IT equipment.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, Office of Financial Management, Administrator for the Courts, Health Care Authority, and other state agencies
- Suppliers

Key Performance Indicators

- Reduction in print and mail volume
- Improvement in the ratio of staff per print/copy/scan/fax device (*against baseline of 2011 Total Cost of Ownership Study*)
- Percentage of IT assessments and acquisition requests with timely decisions
- Average kilowatts per hour/per PC consumed annually against “Green, Greener, Greenest” targets
- Number of Lean IT initiatives that have achieved proposed outcome measures

Strategic Objective 5.6

Recruit, develop and retain informed, inspired, diverse, and engaged information technology staff.

Strategies

- Enhance recruitment and retention practices.
- Document IT succession plans within all program areas.
- Use Talent Management processes to promote IT training opportunities and develop IT skills for all levels of IT staff.

Actions

- Implement internship options and college recruitment.
- Provide formal and informal opportunities to learn specific IT skills.
- Identify ways to increase training dollars.
- Identify alternative recruitment resources.
- Determine desired knowledge, skills, abilities and competency areas; establish IT skill set inventory and assess gaps.
- Leverage additional training/training vouchers through Microsoft Enterprise Agreement.
- Leverage OB2 training facility for free training.
- Explore and implement alternative options for training within budget constraints.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- DSHS Human Resources Division
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies

Key Performance Indicators

- IT staff turnover rate within the Department
- Vacancy rate for IT staff positions within the Department

Strategic Objective 5.7

Leverage the state's investment in new technologies and modernize the Department's information technology infrastructure. Participate in the state's efforts to replace critical legacy IT systems.

Strategies

- Enhance network capacity to support emergent and anticipated needs for technology services.
- Promote the modernization of IT infrastructure across all Administrations within the Department.
- Focus on delivery of applications to staff keeping in mind these objectives to drive savings and improve service: simplified desktop support; remote access where appropriate; ability to run on mobile devices.
- Partner with stakeholders to leverage IT resources, solutions and best practices.

Actions

- Implement best practices to modernize IT infrastructure within institutions.
- Evaluate options for standardization of IT infrastructure for AAAs, local government and other quasi-government business partners.
- Prioritize DSHS list of efforts and promote priorities to state plan (sample list below)
 - SSPS
 - ACES
 - Barcode
 - SEMS
 - eJAS
 - RPS/CACHE/ICD-10

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies
- AAAs, local government and other quasi-government business partners

Key Performance Indicators

- Percentage of DSHS sites running on high-speed, high-capacity network circuits
- Percentage of DSHS sites upgraded (*based on "Top 40" sites identified as needing network upgrades*)
- Percentage of applications published and available on new/upgraded Citrix farm environment(s) according to schedule

Strategic Objective 5.8

Where appropriate, procure information technology services (platform, software, etc.) or use central/shared services rather than building custom IT services.

Strategies

- Assess for appropriate opportunities where a cloud-hosted environment (either public or private) will meet the business need.
- Explore Software as a Service (SaaS) before procuring solutions and use SaaS options when they are available to meet the business need and when there are cost benefits to do so.
- Embrace Service Oriented Architecture (SOA) principles and methodologies.
- Clearly define business requirements and scope to maximize the ability of procured technology solutions to meet business need and minimize modifications of procured technology services.
- Examine security policy, contracts, etc. to determine whether changes should be made to encourage procurement of Cloud and/or SaaS solutions.
- Examine why existing business processes differ from industry standards and determine if industry standard can meet the business need.

Actions

- Make policy changes as appropriate to encourage procurement of Cloud and/or SaaS solutions.
- Pilot applications in a cloud environment.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies
- AAAs, local government and other quasi-government business partners

Key Performance Indicators

- The number of custom-built applications and Commercially-available Off-The-Shelf (COTS) components customized to address business needs
- Reduction in the number of shadow systems maintained

Strategic Objective 5.9

Secure critical agency systems, taking advantage of state solutions that will allow them to continue functioning after a disaster.

Strategies / Actions

- Continuously improve business continuity and disaster recovery capabilities, capacity, communication, and processes in support of vital DSHS services.
- Coordinate with the Office of the Chief Information Officer and Consolidated Technology Services to create a disaster recovery test lab and network.
- Renew and test critical application disaster plans.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies
- AAAs, local government and other quasi-government business partners

Key Performance Indicators

- Timely completion of Administration IT disaster recovery plans
- Percentage of disaster recovery tests completed successfully

Strategic Objective 5.10

Take advantage of the State's open-data sites (data.wa.gov and geography.wa.gov) to post appropriate data sets.

Strategies / Actions

- Free up data as appropriate to reduce the volume of public disclosure requests for frequently requested information.
- Develop data dictionaries to accompany posted data sets.
- Support the Department's use of Geographic Information Systems (GIS) data.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, Office of Financial Management, and other state agencies
- AAAs, local government and other quasi-government business partners

Key Performance Indicators

- Number of DSHS data sets posted on data.wa.gov
- Number of geographic data layers posted on geography.wa.gov

Strategic Objective 5.11

Use existing governmental and private resources to make it easier for Washingtonians to interact with the agency.

Strategies / Actions

- Enhance infrastructure to do more business electronically and implement processes to allow businesses to submit documents, forms and payments electronically. Create transition plan for [SSB 6354](#) compliance and implement recommended actions.
- Make our provider processes more business-friendly.
- Expand use of Washington Connection online benefit portal.
- Use GIS capabilities to show consumption and availability of agency services.

Interdependencies: Who are our key business partners?

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, Office of Financial Management, and other state agencies
- AAAs, local government and other quasi-government business partners

Key Performance Indicators

- Timely completion of SSB 6354 transition plan
- Percent timely completion of planned SSB 6354 actions/milestones to increase customer satisfaction by adding the capability for businesses to electronically submit documents, forms and fees as part of the Department's normal operations

Strategic Objective 5.12

Establish an agency-level strategy for the management of the agency's data.

Strategies/Actions

- Establish an agency governance process to support the design and implementation of a data strategy, data standards and a data architecture.

Interdependencies: Who are our key business partners?

- DSHS Administrations

Key Performance Indicators

- Development and implementation of an agency data governance process
- Development and implementation of agency-level data policies within enterprise applications