DSHS IT Strategic Plan

The Department of Social and Health Services is home to a talented and dedicated technology workforce focused on innovation.

This is our future.

Washington State Department of Social & Health Services

Transforming lives

IT Strategic Plans

DSHS Our Future Transformed
State Enterprise Technology Strategic Plan

Aging and Long-Term Support Administration
Strategic Plan | IT Strategy in Process

Behavioral Health Administration
Strategic Plan | IT Strategy in Process

Developmental Disabilities Administration
Strategic Plan | IT Strategy in Process

Division of Vocational Rehabilitation
Strategic Plan | IT Strategy in Process

Economic Services Administration
Strategic Plan | IT Strategy in Process

Facilities Finance and Analytics Administrations
Strategic Plan | IT Strategy in Process

Office of the Secretary
Strategic Plan | IT Strategy in Process
IT Strategic Plan eBook

Acknowledgements

IT Directors Group
IT Governance Board
IT Staff
Office of Communications
Office of Innovation, Strategy and Visual Communications

About the team

Creating this plan was a collaborative effort across administrations. This plan is a roadmap to IT's future and will be integral to the work we do every day.

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DSHS has a bright IT future ahead.

Creating robust cloud-based services, digitizing paper-based process and investing in digital transformation to deliver more efficient and effective technology services are all part of that future. The work IT is doing as part of its strategic roadmap will foster our agency's technology resiliency, identify ways to share data collaboratively and provide a holistic, big-picture view of how IT teams deliver solutions that support DSHS staff and clients.

– DSHS Secretary, Jilma Meneses

A MESSAGE FROM OUR CHIEF TECHNOLOGY INNOVATION OFFICER

We are innovating to transform lives.

Technology is integral to just about every business practice. Involving business in technology strategy is a must. We need to work together as DSHS, as a state and with our other health and human service organizations to enable a modern workplace and innovate to transform lives. Our IT Strategic Plan will help us strengthen and engage our IT workforce, establish foundational capabilities, increase efficiencies and effectiveness, and enable the business priorities to better serve Washingtonians.

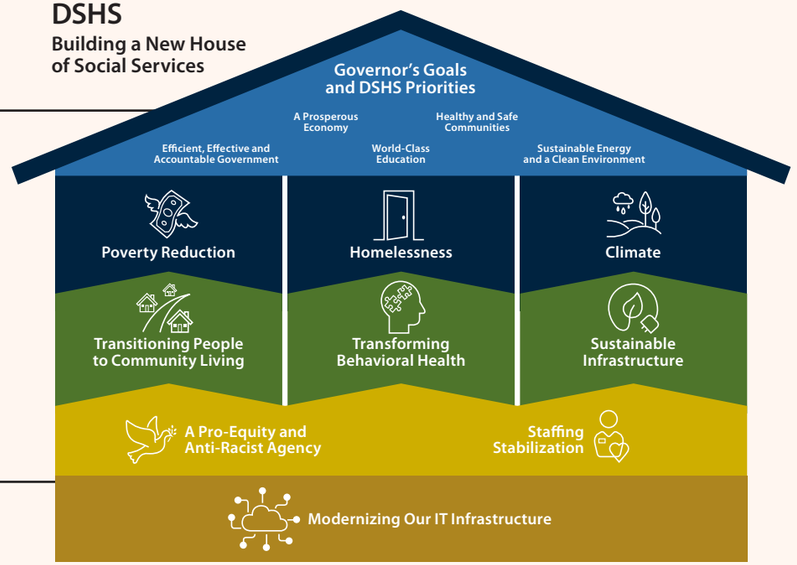
– Debbie Frost, Assistant Secretary, Chief Technology Innovation Officer, Technology Innovation Administration

WHAT WE STAND FOR

Our mission is to transform lives.

This house represents the DSHS strategic priorities, each critical pillars to transforming lives.

You will see these themes emerge as IT has aligned our strategic plan with the agency priorities.



Our IT Mission

is to transform lives by the innovation and delivery of technology solutions that add value.

Vision

Provide technology solutions that enable Washingtonians to easily identify and access life-changing health and human services.

Values

- Flexibility
- Collaboration
- Caring
- Trust
- Easy to Do Business With
- Partnership
- Governance
- Forward Thinking

Excited about the potential to help deliver technology solutions that support and are in alignment with agency strategic goals, which helps fulfill the mission of transforming lives of Washington state residents using our services.

– DSHS Employee

EMPLOYER OF CHOICE

Promoting equity, diversity, access, and inclusion.

The DSHS information and technology community recognizes the importance of equity, diversity, access, and inclusion. We strive to promote fairness, respect differences, improve usability, and increase participation. We commit to human rights advocacy and to dismantling racist structures and systems so that all may feel respected, supported, and valued.

We seek to build an effective service culture by raising EDAI awareness and developing interpersonal and professional skills to better meet the needs of staff, clients and community partners.

Guide to IT Services.

Information and technology increase access, create value and efficiencies, improve customer satisfaction and support DSHS in transforming lives.

Business Application/System Development
Ensures business applications and systems meet business needs and priorities, and follow governance processes and best practices for security, testing, integration and lifecycle management.

Data Analytics, Integration, Business Analysis
Provides data, analytics, integration and decision-support tools to improve the delivery of services that transform lives.

Disaster Recovery
Ensures availability of data, critical applications and systems infrastructure during disasters or unplanned service disruptions.

Enterprise Architecture
Enables the agency to increase the pace of digital transformation and inform business decisions in alignment with strategy.

Help Desk Support
Troubleshoots problems and provides customers with support on computer hardware, software and network access.

Enterprise IT Governance
Promotes value creation through strategic governance of enterprise information technology, aligning business and IT, and ensuring delivery of efficient and effective IT services to support DSHS in transforming lives.

Information Security
Provides confidentiality, integrity and availability of data to protect clients and staff, and support partners.

IT Portfolio Management
Ensures IT solutions meet business needs and optimize investments.

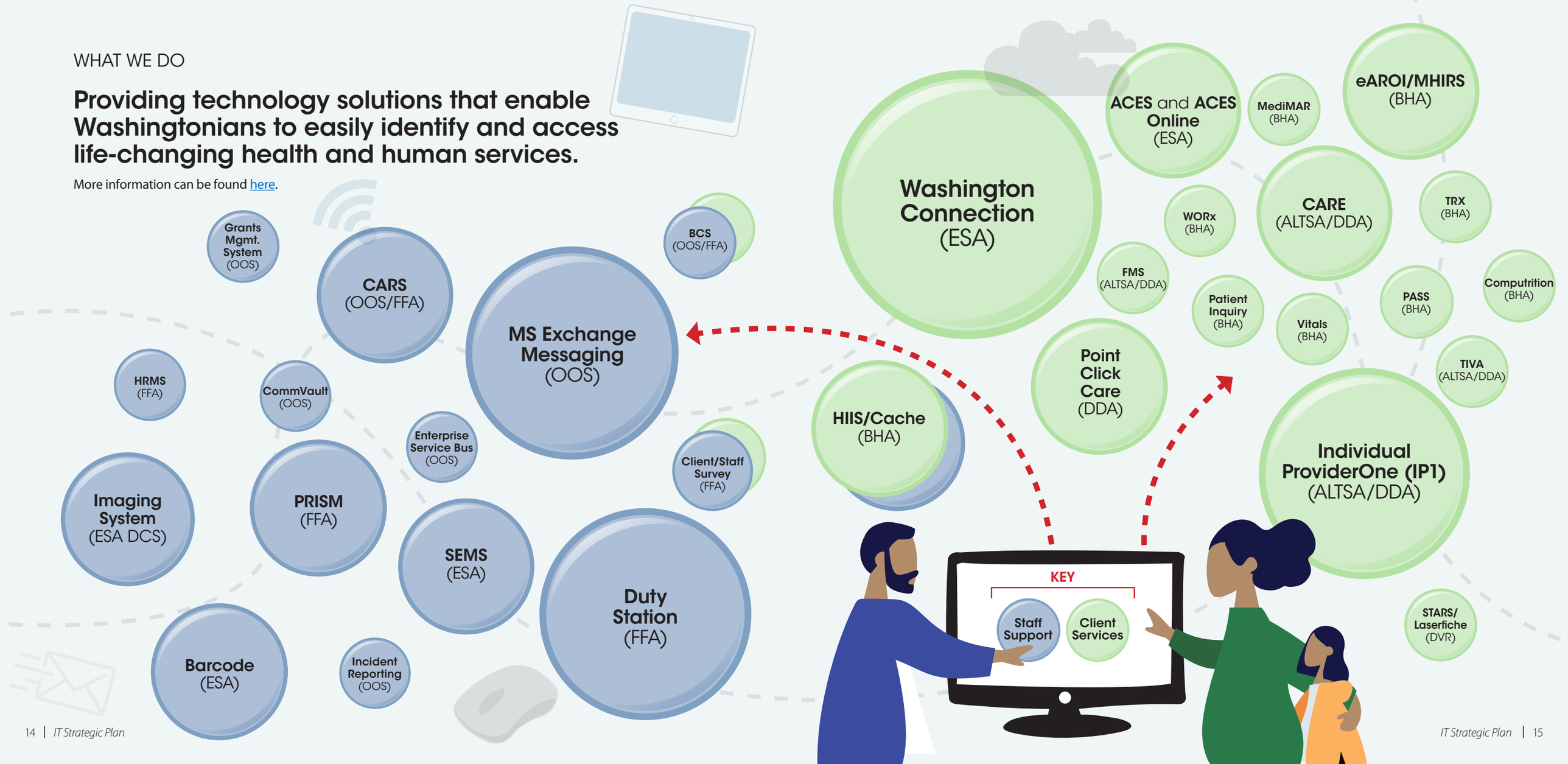
Operational IT Infrastructure
Securely manages voice and data networks, hardware platforms and system management tools to support increased access and technology advances to improve customer service.

Project/Program Management
Provides effective project and program management in alignment with mission and business strategy.

WHAT WE DO

Providing technology solutions that enable Washingtonians to easily identify and access life-changing health and human services.

More information can be found here.



Our clients speak...

Clients appreciate the options to apply online and over the phone.

My child is in another state and my child support is collected automatically through my work through a wage withholding. Everything has been **handled with ease** and they simply deduct my payment from my check. I have never had to go to the local child support office and I haven't ever had to call them. I very much like this system.

I am grateful that I have an automatic way to make my child support payments.

I like that I can do most of the application process and renewals over the phone.

I like that they have actually improved and make it easy to get online to get questions answered.

Everything is done on the computer and you can get one-day service.

I think the online site is very helpful.

Excerpts from *Our Clients Speak: Results from the 2019 Social and Health Services Client Survey*.

WHAT WE ARE FOCUSED ON

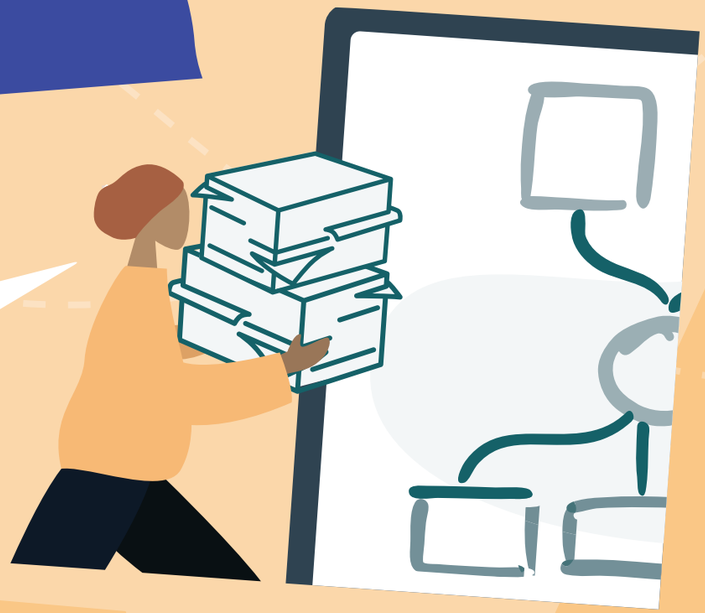
IT Strategic Priorities

Empower and support our IT workforce

Increase efficiencies and effectiveness

Establish foundational capabilities

Enable the business priorities



Empower and support our IT workforce.

We rely on our talented people to deliver the DSHS IT strategy. To be an employer of choice, we must improve our recruitment practices to attract the best talent, invest in developing staff skills and keeping pace with rapidly changing technologies, and provide viable career paths into interesting, challenging and increasingly meaningful and rewarding positions.

Taking these steps will help us build and retain our valuable IT staff and support secure, modern technologies that encourage more equitable and mobile-friendly work practices, and promote success in transforming lives.

Our roadmap includes a strategic workforce planning process to understand the strengths of our current IT workforce, identify gaps and then build the digital capabilities our people and our department will need in the future.

Establish foundational capabilities.

To establish foundational capabilities, our IT strategic plan includes three projects:

- Develop an information and technology strategic plan and repeatable process that describes how DSHS will realize its long-term ambitions through information and technology.
- Make formal strategic business partnerships by which we engage and partner with our customers to identify the information and technology support required to achieve DSHS strategic business objectives.
- Build an enterprise architecture function (methodology and framework) to support business strategy and capabilities.

Increase efficiencies and effectiveness.

To increase efficiencies and effectiveness, our IT strategic plan includes three projects:

- Establish and assess the health of the enterprise application portfolio for optimization in line with the desired enterprise architecture, and to reduce complexity and the maintenance and operations burden of legacy applications.
- Develop and maintain a catalog of IT services in support of business capabilities.
- Inventory information and technology skills and define the future state information and technology operating model that better supports and enables the business.

Enable the business priorities.

To enable the business priorities, our IT strategic plan includes six projects:

- Establish cloud vision and strategy.
- Enhance IT investment management capability to continuously align information and technology investment resources with enterprise goals and outcomes.
- Determine the best role and approach for an enterprise portfolio management function within DSHS to monitor, report and support the health of information and technology projects and programs in support of specific business objectives.
- Pilot a product management approach for information and technology applications and/or services.
- Develop and maintain an enterprise application management governance model.
- Transform agency use of paper to a digital, modern approach.

Aligning the work we do with our priorities.

We need people in place to complete strategic projects. Our challenge now is to provide the resources needed to complete these important projects and deliver on our IT strategy. These are a few samples of our priority projects.

PAPER TO DIGITAL

Transform agency use of paper to a digital, modern approach using automated workflows and allowing easy access to electronic documents.

ePMO

Establish an enterprise project management office to improve the visibility and management of all projects, and meet the strategic business objectives of DSHS.

CLOUD

Establish cloud vision and strategy with key outcomes and a plan to develop required competencies.

ENTERPRISE ARCHITECTURE

Build an enterprise architecture function to improve the use of information and technology resources, deliver value, and support business direction and strategy.

WORKFORCE

Establish a digital talent management framework to attract and retain an IT workforce that is agile, adaptive and capable of enabling the business with secure, modern technologies that support a more mobile workforce.

The best part of my job includes helping the customers, finding new ways for technology to help us do what we do every day and continuing to find more efficient ways to complete my workload. Learning about the employees and finding ways to help them is incredibly rewarding.

– DSHS Employee

WORKING IN PARTNERSHIP

Business drives technology.

This strategic plan book is brought to life in partnership with staff, business and technology leaders, customers, stakeholders and the Governor's Office.

We thank our partners throughout the agency and state who make it possible to realize our aspiring vision for the future.

This is our future...

It would be easy to start with a wish list of hardware, software and devices, but Information Technology is the foundation that supports the Department of Social and Health Services goals and priorities. **Leveraging our technology, the Department will build a house consisting of Pro-Equity and Anti-Racist agency and staff stabilization**. A modern IT infrastructure creates space to transition people to community living, transform behavioral health and provide sustainable infrastructure.

At Economic Services Administration, our customers need access to vital services that are delivered in a way that is inclusive and makes them feel heard, seen, and hopeful. When our information technology exemplifies our values and goals, we are well on our way to transforming lives.

– Tony Bowie, Assistant Secretary,
Economic Services Administration

DDA appreciates IT and business working closely together in a partnership to modernize our assessment and reporting systems.

Business and IT have expertise to meet the common goal: to improve and make more efficient the ability to identify clients' health and welfare needs, and the services and supports needed to meet those needs.

– Debbie Roberts, Assistant Secretary,
Developmental Disabilities Administration

We know that we'll need to work together to realize our mission to reduce poverty by half by 2025 in a way that eliminates disparities.

This IT strategic plan will ensure that business priorities are driving IT priorities in creating the tools we and our customers need.

– Babs Roberts, Director, Community Services
Division, Economic Services Administration

Information technology is an integral part of administering long term services and supports, protecting vulnerable adults from abuse, neglect and exploitation, supporting and regulating our provider network, and ensuring communication access for Washingtonians who are deaf, deaf blind or experience hearing loss. Modernizing technology assists our staff in performing their critical roles, simplifies access to needed services and ensures we have the data to measure progress and inform our programmatic and funding requests to address the needs of individuals with disabilities and older adults as well as those who benefit from care coordination. The Covid-19 pandemic has dramatically changed our reliance on technology for staff and those we serve. It highlighted the **urgency of utilizing technology to create human connection** for isolated individuals, to increase access to health and human services through virtual formats, and maximize independence through use of enabling and assistive devices.

– Bea Rector, Assistant Secretary,
Aging and Long-Term Support Administration

to build human connection...

Being able to develop a **people-oriented, real-time digital IT organization** means you've given your people the tools for high responsiveness, high intelligence and high performance.

– Kevin Bovenkamp, Assistant Secretary,
Behavioral Health Administration

Technology needs for our staff to be able to provide timely, quality services are changing rapidly, a couple of tangible examples: helping staff have the tools and resources to work remotely and doing the infrastructure work to help our division be ready for Microsoft 365.

– Terry Redmon, Director,
Division of Vocational Rehabilitation

with endless possiblities.

I am very appreciative of the technology support we receive.

Our IT team has been amazing in supporting us on a daily basis with connectivity, access and equipment, but their support has been especially valuable during the pandemic with so many staff working from home.

– Jay Minton, Director, Finance Services Division, Facilities, Finance and Analytics Administration

We have 17,000 amazing staff across the state who are connected in a common mission to help transform the lives of the clients, patients and residents we serve.

It is not possible to do our work without technology. The equipment, network and programs we use augment our ability to provide the breadth of services we offer.

The investment we make in technology today will allow us to innovate and really make change in the future of our department and the services we provide. It's a given that we must constantly update our way of thinking about our services as each wave of new technology is released. Our IT Strategic Roadmap helps us do that. I'm so excited to see what the future holds as the possibilities are endless.

– David Brummel, Senior Director of Innovation, Strategy and Visual Communications, Office of the Secretary

Washington State
Department of Social
& Health Services

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