



Information  
Strategic Plan  
2016



## Introduction

Departments within the CA Health and Human Services Agency (CHHSA) have historically operated independently to achieve their business objectives. Technology investments have previously been compartmentalized, inhibiting integration to address common business and technology needs. The current climate surrounding health care and human service program delivery seeks to transform the manner in which programs are operated, focusing on collaboration, integration, reducing paperwork, and leveraging modern approaches to service delivery, systems development and deployment.

CHHSA must maintain its strong focus on departmental business needs and technology delivery while evolving its approach to the evaluation and prioritization of technology investment decisions to improve the delivery of benefits to the public.

## Executive Overview

CHHSA manages a diverse portfolio of programs and technical infrastructure that requires a complex level of management, operational capabilities and vendor support to effectively meet the expectations of its clients and stakeholders. Aligning the programmatic and operational strategies of the Agency and its departments is an immense undertaking, considering:

- The scope and complexity of CHHSA programs and initiatives;
- The diversity of project management and technical expertise amongst departments; and
- The current state of the technology environment and the historical approach to siloed designs.

The evolution of technology has provided CHHSA, its departments, local government partners and providers with a unique opportunity to transform the operational paradigm from one focused on the autonomy of individual departments or programs to one governed in a way that maximizes benefit to the Agency as a community. This convergence of business and technology, when coordinated and managed appropriately, will better enable more client-centric services, more efficient programmatic execution and better fiscal responsibility. The Agency strives to provide a strategic direction that will evolve the manner in which stakeholders within the Agency collaborate to drive better informed investment decisions, resulting in a more effective utilization of assets and human capital. As the costs and risks of technology have grown, the necessity for a more effective approach to the management of these expensive and critical systems has become a focal point of both the state and the federal government.

## Mission and Vision

The Agency's mission operates within a complex programmatic, stakeholder and fiscal funding environment. CHHSA carries out its programmatic delivery mission in view of its vision for all Californians, especially those most at risk or in need, to have the opportunity to enjoy a high quality of life as measured by sound physical, mental and financial health. The vision extends these benefits to children, adolescents and adults in support of strong and well-functioning families, safe and sustainable communities, and dignity for all.

The CHHSA technology vision seeks to improve the quality and efficiency of programs within the Agency by providing an approach that drives thought leadership and aligns key CHHSA Department, State and Federal goals with tangible processes that provide measurable benefits to stakeholders and clients.

The key principles driving the technology vision are:

- Structuring prioritization of investment decisions through an effective Agency-level governance structure with supporting processes;
- Increasing visibility and collaboration amongst departments, local government partners and providers;
- Improving process management by streamlining business operations and processes; and
- Providing end-to-end process management that improves the customer and staff experience and promotes client-centric service delivery.

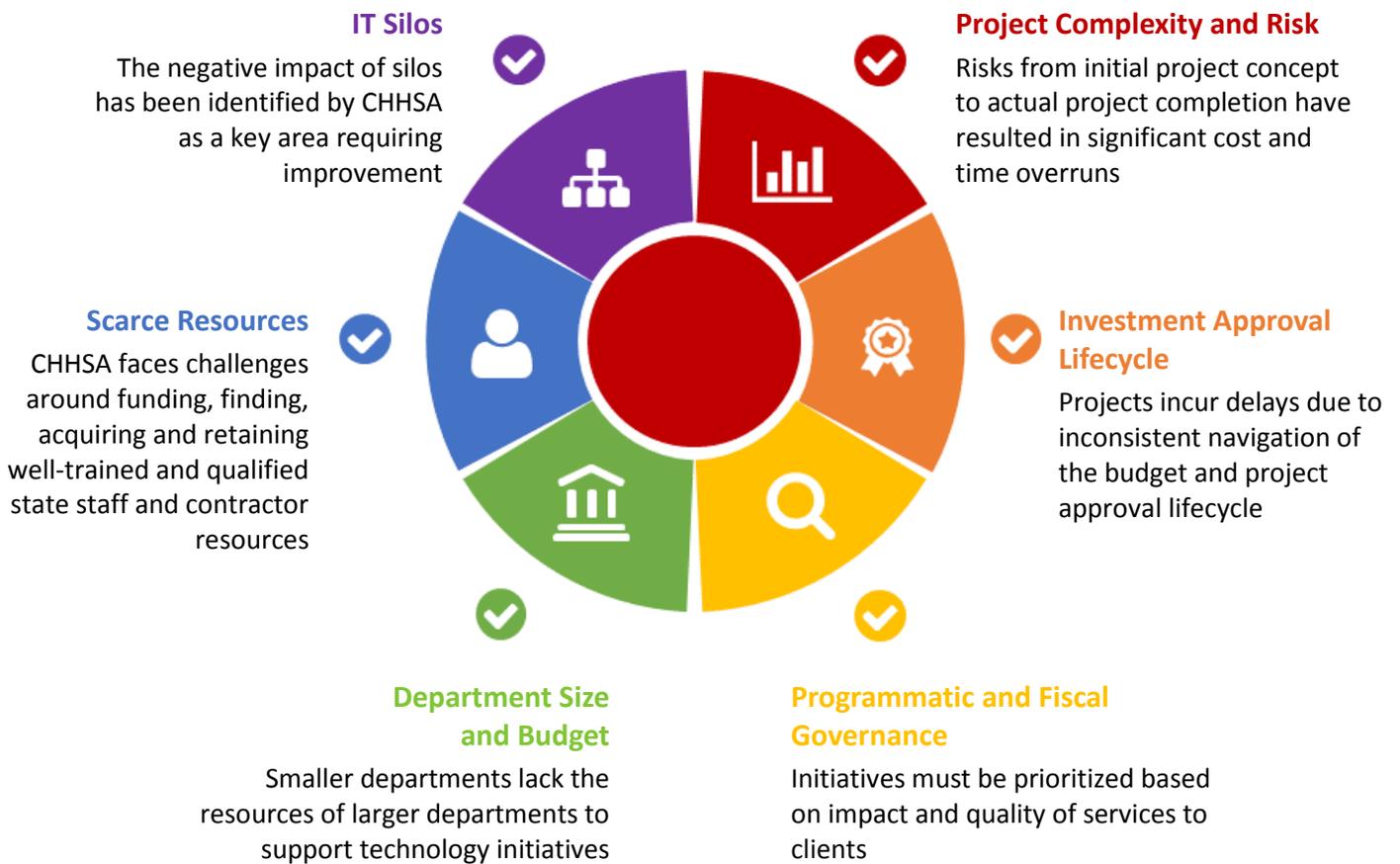


# Driving Strategic Value

## Focus Area



CHHSA seeks to engage business and technology leadership across stakeholder lines that fosters a collaborative community to model and refine the future management approach. The Agency and its departments recognize the need to leverage investments in both programmatic and operational services as a strategy to drive value in the following focus areas:



# Innovation Goals and Objectives

The innovation goals and objectives have been identified to support the vision of effectively managing CHHSA programmatic and operational needs. Each goal addresses common business needs within the Agency and beneath each goal are proposed objectives representing measurable targets for accomplishing the goal.

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## **Goal 1: Utilization of limited resources on the most critical business, programmatic and constituent focused needs.**

- Objective 1.1: Implement an enterprise level governance advisory body that facilitates investments that align with strategic goals.
- Objective 1.2: Develop and publish enterprise-level policies, standards and evaluation criteria to promote collaboration and leveragability.
- Objective 1.3: Develop resources and competencies through a governance process to ensure proposed investment decisions align with enterprise strategies.

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## **Goal 2: Collaborative delivery of projects through an enterprise shared services strategy.**

- Objective 2.1: Promote enterprise-wide collaboration in support of leveraging assets to improve utilization of resources.
- Objective 2.2: Build an enterprise portfolio roadmap that aligns key initiatives with the budget cycle and leverages technology assets across programs and systems.
- Objective 2.3: Influence project and program conceptualization, planning and design toward shared business service and delivery.

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## **Goal 3: Develop an enterprise data management strategy that supports improved access to services for the public, program interoperability through data sharing and a data-driven decision making approach to increasing business efficiency.**

- Objective 3.1: Create and implement best practices and policies for data governance to ensure data utilization, confidentiality, appropriate sharing and integrity across the CHHSA enterprise.
- Objective 3.2: Identify and adopt standards and regulations to support secure data exchange, interoperability and open data initiatives across the CHHS enterprise including county and federal partners.
- Objective 3.3: Create a training plan and associated infrastructure necessary to advance data management and analytics capabilities for staff across departments in the Agency.

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## **Goal 4: Consolidate technology infrastructure administration and services.**

- Objective 4.1: Create and publish a product portfolio for common departmental operational functions and capabilities.
- Objective 4.2: Establish delivery and operational support competencies around enterprise products, services and infrastructure.
- Objective 4.3: Perform an operational and services assessment that results in an enterprise infrastructure strategy that identifies appropriate use of services such as cloud services, common solutions and enterprise level licenses.

# Driving Strategic Value

## Guiding Principles



### Share

Identify and promote shared data and service opportunities. Utilize master agreements to expedite access

### Deliver

Common infrastructure leverages core competencies to provide benefit and reduce redundant investment in costly assets

### Realize

Clients and providers benefit from enhanced service delivery resulting in improved outcomes



### Leverage

Identify shared services to address common business needs. New services will be designed to be leveraged

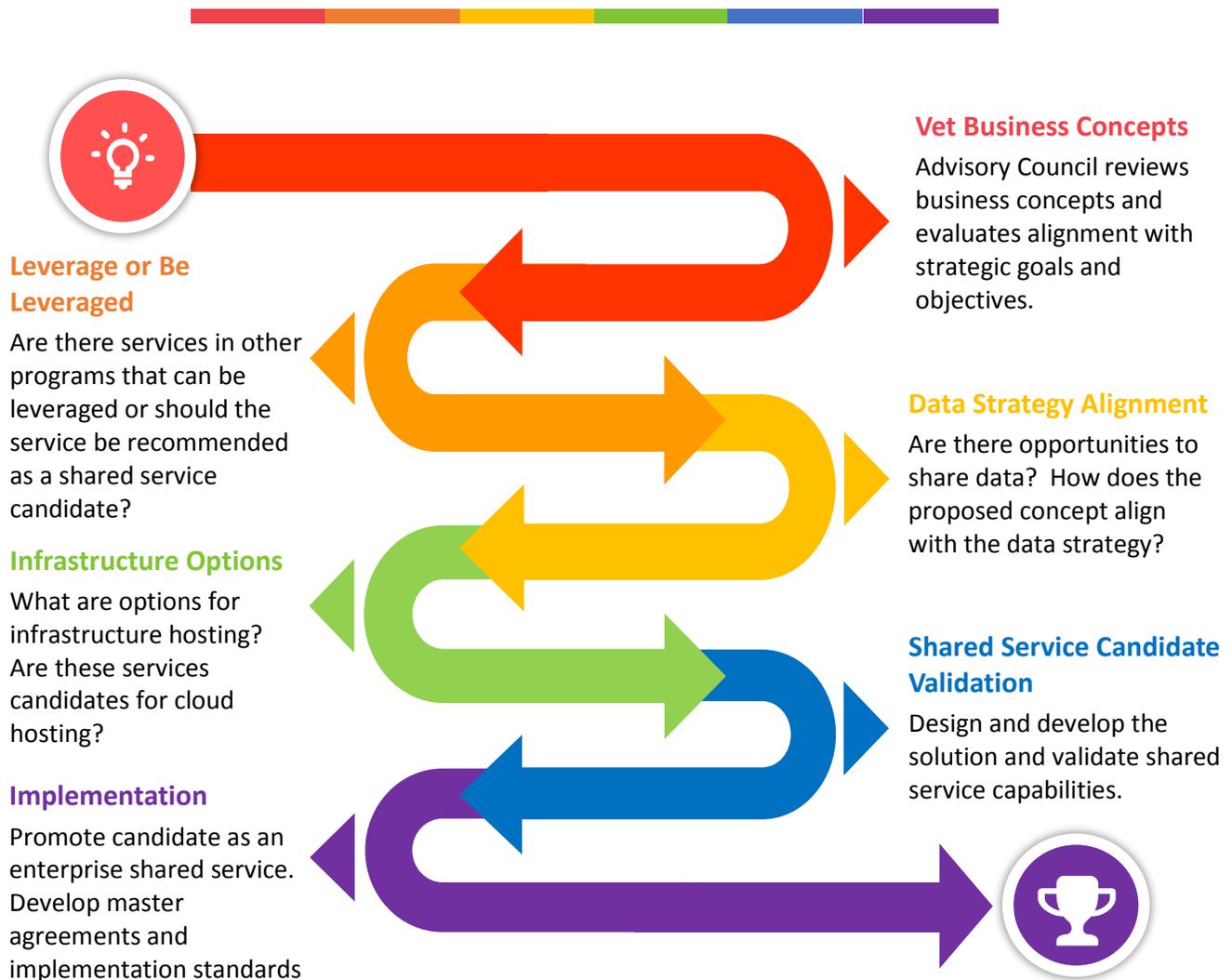
### Steward

Governance body processes ensure strategic alignment and drive informed investment decisions

## Roadmap – The Governance Process

The roadmap for transforming the CHHSA strategic direction involves shifting the management and operational paradigm toward an Agency-wide enterprise focus. The CHHSA governance process focuses on realizing a higher level of collaboration and integrated delivery in five primary areas: portfolio, data, infrastructure, procurement and risk management. This multi-faceted approach allows the governance subcommittees to parse out the impact of a specific initiative into focus areas and to provide oversight and feedback to departments to better serve the programmatic and operational strategies of the Agency and its departments. The subcommittees will also help to foster policy standards and guidelines to further align practices across the departments.

### Governance Model Guiding Principles



## Roadmap – Journey to the Future State

The benefits achieved through both data sharing and shared services strategies better enables programmatic needs to be met, resulting in improved service for the public. Data sharing across multiple systems reduces redundant data collection for eligibility verification and service distribution which are currently performed for the same client across multiple programs. Improved service to the client can also be achieved through programs leveraging existing services or developing a single common service to be used by many. This approach results in shorter development timelines, lower total cost and reduced complexity of technology projects resulting in lower risk and higher project success rates. Viewing the current program solutions from an Agency perspective has resulted in identification of redundancies in multiple areas. By identifying common functions, the potential service candidates begin to surface and the extent to which the systems can leverage a single service will be the initial focus of the governance subcommittees.

The governance processes are designed to identify and examine the underlying service functions within a program and determine whether it can leverage those capabilities from another provider or should be considered as a candidate for becoming a service provider to other programs. Mega system modernization projects will be the catalyst for implementing the shared services strategy by engaging the community of constituent-facing service providers to participate in the collaboration to ensure that the new common service design will meet the business needs of multiple programs. The underlying integrated system will provide a foundation to enhance the client's access to services, improving the overall user experience and fostering better outcomes.

## Evolution of Operational Solutions

All departments require services to support common business functions such as human resources, fiscal, procurement, legal and productivity tools for automating manual processes such as document management and forms routing. Departments currently support their operational needs independently, creating a broad spectrum of software tools, custom applications and manual processes across the enterprise. The evolution of operational solutions available to departments will involve identifying common business functions, selecting the tools best suited to support them, developing solution-centric proficiencies and leveraging master agreements to optimize purchasing power.

## Roadmap – Summary

The information strategic plan is a collaborative work product of the CHHS Governance Council which includes broad representation from CHHS departments. At the core of the plan is the subject matter subcommittees which are guided by an Advisory Council. The Advisory Council reports to senior level executives in CHHS to ensure executive sponsorship and strategic alignment across the multiple departments and programs. This three-tiered governance model is designed to foster collaboration amongst the departments and offices under the CHHS umbrella. This document seeks to support the CHHS mission through the transformation, evaluation, prioritization and implementation of technology investments to improve programmatic and service delivery outcomes.

