

---

# Oregon Health Authority / Oregon Department of Human Services Office of Information Services

Presented to  
Joint Ways & Means Subcommittee on Human Services  
March 22, 2023

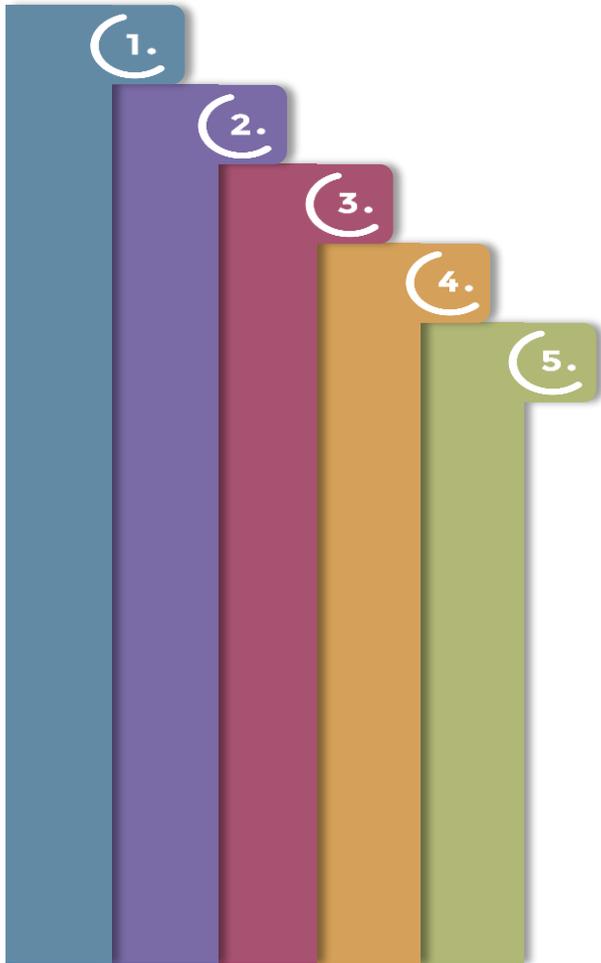
Kristine Kautz, Deputy Director  
Debbie Estabrook, Chief Information Officer



OREGON HEALTH AUTHORITY  
Shared Services

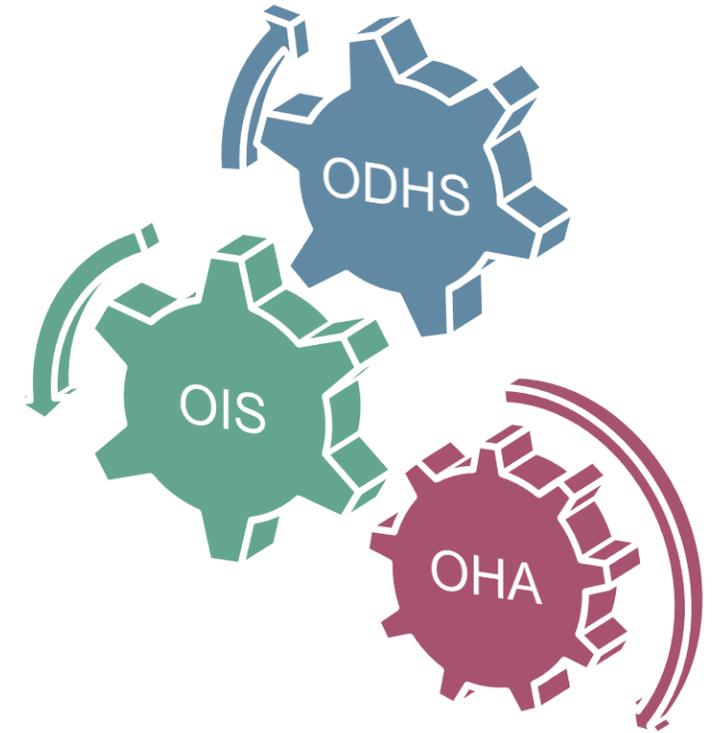
**Accessibility:** You can get this document in other languages, large print, braille or a format you prefer free of charge. Contact Matthew Green at [matthew.green@oha.oregon.gov](mailto:matthew.green@oha.oregon.gov) or 503-983-8257. We accept all relay calls.

Why OIS  
What OIS Does  
Success and Strategies  
Challenges  
Proposed Budget



# Why OIS?

- OIS exists to deliver technology solutions and services
- Organizationally, OIS is under the administrative oversight of the OHA
- As a shared services entity, it provides 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 people in Oregon 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 babies, kids, and youth



In support of Oregonians with intellectual and developmental disabilities

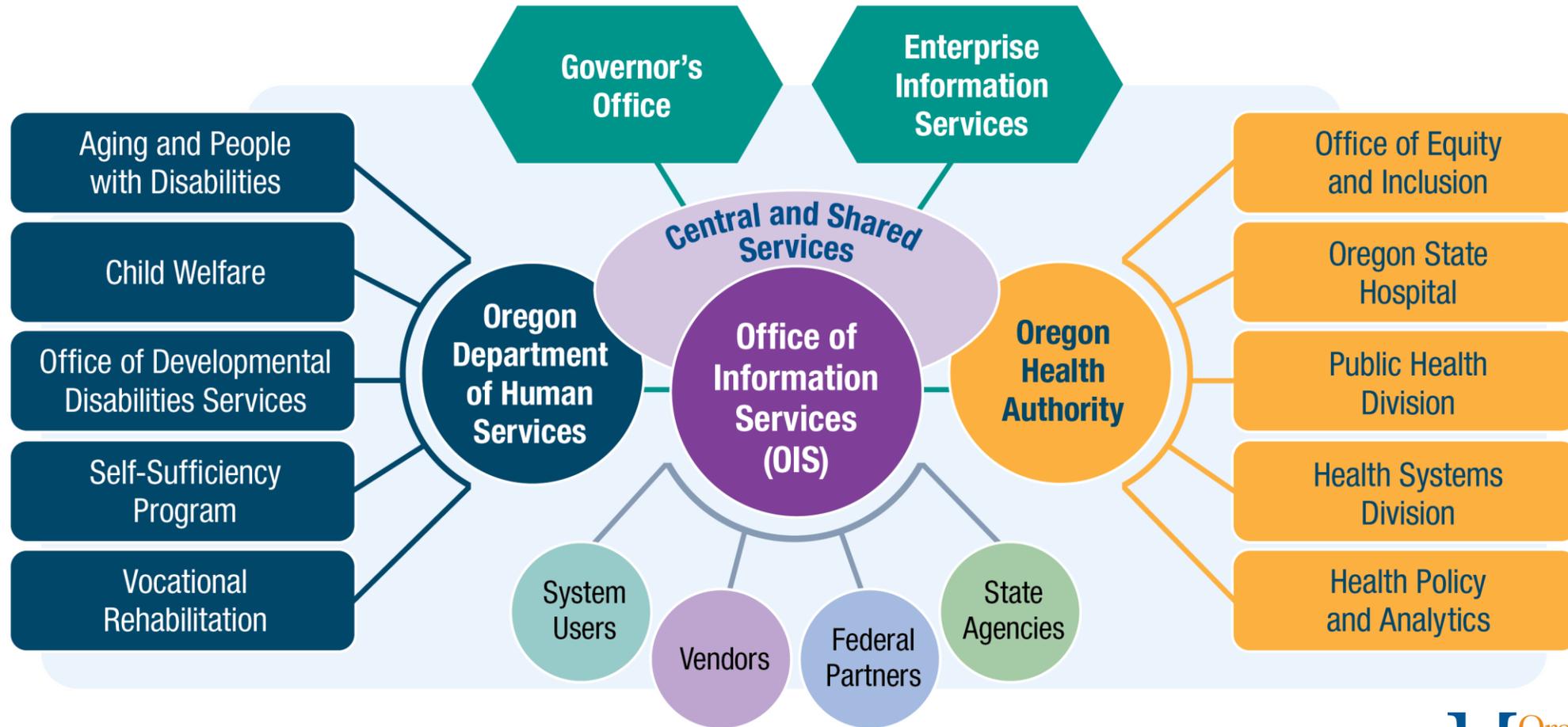


In support of seniors – our moms, dads, aunts, uncles, and friends

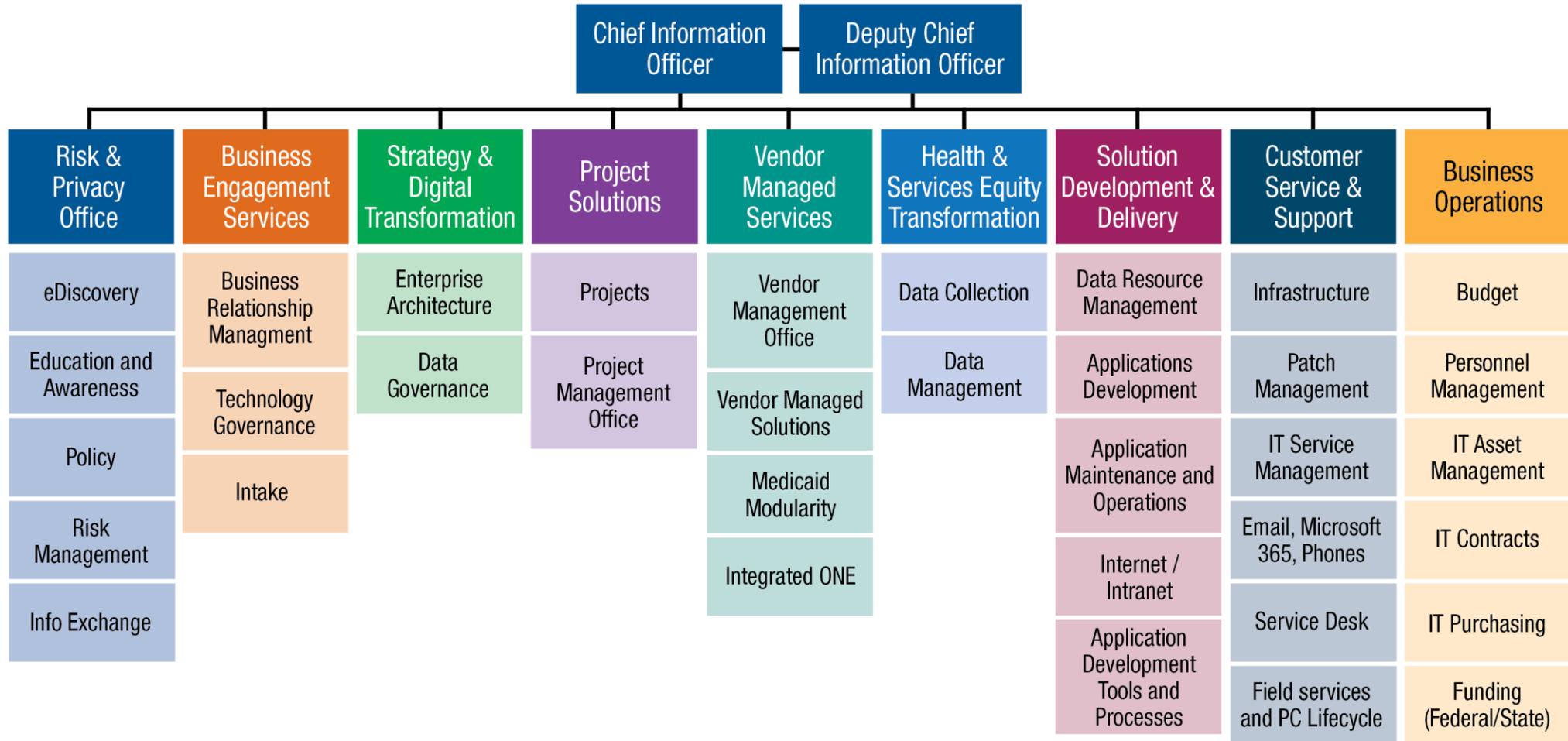


In support of providers, partners, and communities

# OIS Partners



# OIS Organization





# Support During the Pandemic and Wildfires

- Support to a wide variety of partners
  - Contact tracers, epidemiologists, 211 Call Center, and more
- Implemented technical solutions in response to the pandemic
  - Contact tracing, vaccinations, reporting, and community-based grant tracking
- Timely federal and state benefit changes
  - Pandemic EBT, Emergency Assistance, Emergency SNAP
- Rapid shifts to support OHDS and OHA staff
  - From home
  - Utilizing new technologies



# Lessons Learned



**Community engagement is critical**



**Accessibility in the tech we use is vital for holistic collaboration**

**Language access in the software we implement is required to reach all Oregonians**

English Español 简体字

Arabic - العربية

Chinese (Traditional) - 繁體字

Chuukese - Fosun Chuuk

Hmong - Hmoob

Korean - 한국어

**It all leads to new ways to work and stay connected**



## Easier Access for Oregonians

- Final rollout of ONE (Oregon Eligibility) implementation was March 2021 and has transitioned to maintenance and operations.
- Oregonians and eligibility workers are now able to apply for medical, cash, childcare, and food benefits using a single online application
- OIS is on track to close 18 projects this biennium with an investment of \$38.1 M



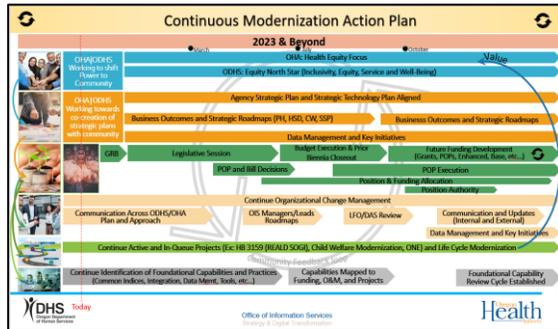
# Work Complete

- **Access**
  - Child Welfare Mobile Application
  - Digital Vaccine Records
  - Get Vaccinated Oregon
  - Oregon Eligibility (ONE) and Applicant Portal Chatbot (Phase 2)
- **Equity**
  - REALD capabilities in Oregon Vital Records
  - REALD/SOGI Repository (Initial)
- **Continuous Modernization**
  - WorkDay HR/Payroll system
  - Microsoft 365
  - eXPRS (Express Payment and Reporting System) Replatform

# Strategies and Plans

- ✓ Improve customer experience through quality service delivery and support processes
- ✓ Use best practices and standards
- ✓ Practice operational excellence and accountability
- ✓ Ensure confidentiality, integrity, and availability of systems and protected data

Continuous Modernization Action Plan



Strategic Technology Plan

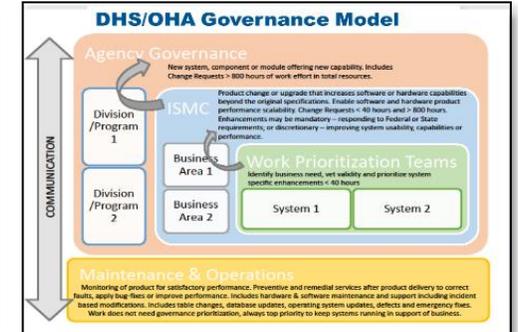


Strategic Technology Plan Activities

Strategic Technology Plan Activities Jul 2020-Jun 2021

Activity	Owner	Start	End	Status	Priority	Impact
1. Business Engagement Services	Cheryl	01/2020	04/2021	Completed	High	Improved customer engagement and service delivery.
2. IT Infrastructure Modernization	John	03/2020	06/2021	In Progress	High	Enhanced system reliability and performance.
3. Data Management and Analytics	Jane	02/2020	05/2021	Completed	Medium	Improved data accuracy and reporting capabilities.
4. Security and Risk Management	Mike	04/2020	07/2021	In Progress	High	Strengthened system security and risk mitigation.

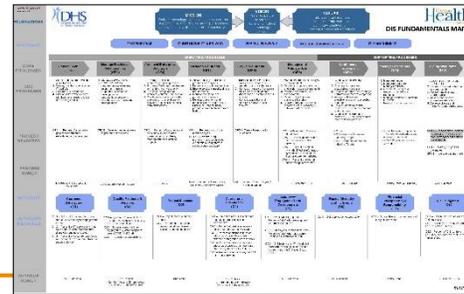
Technology Governance



Project Management



Performance Management



OIS Scorecard

Office of Information Services  
Summary Scorecard

Category	Target	Actual	Variance	Notes
System Availability	99.9%	99.8%	-0.1%	Minor downtime due to hardware maintenance.
Customer Satisfaction	4.5/5	4.3/5	-0.2/5	Feedback from user surveys.
IT Budget Adherence	100%	98%	-2%	Additional spending on new software licenses.

# Measuring Performance and Quarterly Reviews

## Our Annual Results

- Critical applications maintaining uptime of 99.9%
- Average resolution time for Service Desk tickets 1.7 days
- Major incident resolution time is less than 6 hours
- Annual state required training completion rate of 91%
- Average project health of 73%
- Closed IT audit findings at 89%

ID	STP EIS TZ	Measures	Definition	Red	Yellow	Green	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Target Met	Next Target	
<b>O1 Customer Satisfaction</b>														
OM 1.2	STP EIS	Applications: Future-State & Business Strategy Alignment	Percent of IT applications that have a future-state roadmap that aligns with business strategy	<20%	20%-95%	>95%	3% (T=5%)	11.67% (T=10%)	11.67% (T=10%)	11.67% (T=10%)	11.67% (T=10%)	★	15%	
<b>O2 Quality Products &amp; Services</b>														
OM 2.1a	T2	System Uptime-Network	Percent of time Network is available for our customers (via ETS)	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.89% (T=99.8%)	99.92% (T=99.8%)	99.99% (T=99.8%)	99.91% (T=99.8%)	99.91% (T=99.8%)	★	99.8%	
OM 2.1b	T2	System Uptime-Email	Percent of time e-mail is available for our customers	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.98% (T=99.9%)	99.98% (T=99.9%)	99.98% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	TBD Q4 2022	★	99.9%
OM 2.1c	T2	System Uptime-MMIS	Percent of time MMIS is available for our customers (contractual)	<99.6% ~3 hr./month	99.6% - 99.89% ~3hr/month - ~1hr/month	>99.9%~1hr/month	99.80% (T=99.9%)	99.86% (T=99.9%)	99.84% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	★	99.9%	
OM 2.2c		System Response Time-MMIS	Percent of response time SLAs met (within 2% of SLA Target) (contractual)	<50% SLAs Met (or) Any SLA not met by 2%	>=50% SLAs Met (and) All SLAs within 2%	ALL SLAs Met	100% (T=100%)	★	100%					
OM 2.1d		System Uptime-Mainframe Environment	System availability of Mainframe Environment (List of top business apps)	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.99% (T=99.9%)	★	99.9%					
OM 2.1e		System Uptime-OR-Kids	System availability of OR-Kids	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.99% (T=99.9%)	99.99% (T=99.9%)	99.94% (T=99.9%)	99.95% (T=99.9%)	99.99% (T=99.9%)	★	99.9%	
OM 2.1f		System Uptime-eXPRS	System availability of eXPRS	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.95% (T=99.9%)	99.98% (T=99.9%)	99.54% (T=99.9%)	99.98% (T=99.9%)	99.99% (T=99.9%)	★	99.9%	
OM 2.1g		System Uptime-Avatar	System availability of Avatar (contractual)	<99.59% ~15 hr./month	99.6% - 99.89%	>99.9%	99.99% (T=99.9%)	99.55% (T=99.9%)	99.67% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	★	99.9%	
OM 2.1h		System Uptime-IONE	Percent of uptime based on unplanned outages, 24x7	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.9% (T=99.9%)	★	99.9%					
OM 2.2h		System Response Time-IONE	Percent of all SLA response time met (within 2% of SLA target)	<50% SLAs Met (or) Any SLA not met by 2%	>=50% SLAs Met (and) All SLAs within 2%	ALL SLAs Met	100% (T=99.9%)	100% (T=99.9%)	99.9% (T=99.9%)	99.9% (T=99.9%)	99.9% (T=99.9%)	★	99.9%	
OM 2.3a		Major Incident Mean Time to Resolution Sev 1	MTTR (Mean Time to Resolution) Average Resolution time of Major Incidents by Severity (weekends included)	>24 hrs	12 - 24 hrs	<12 hrs	<6 hrs (T=28)	<3 hrs (T=28)	<8 hrs (T=28)	<11 hrs (T=28)	<2 hrs (T=28)	★	≤8 hrs	
OM 2.3b		Major Incident Mean Time to Resolution Sev 2	MTTR (Mean Time to Resolution) Average Resolution time of Major Incidents by Severity (weekends included)	>48 hrs	24 - 48 hrs	<24 hrs	<17 hrs (T=210)	<24 hrs (T=210)	<10 hrs (T=210)	<17 hrs (T=210)	<2 hrs (T=210)	★	≤10 hrs	
<b>O3 Project Success</b>														
OM 3.1a	STP EIS	Project Portfolio Health Index	Average health of all reported Project Solutions' projects	<40%	40%-70%	>70%	79% (T=80%)	74% (T=80%)	78% (T=80%)	75% (T=80%)	66% (T=80%)		80%	
OM 3.1b	STP EIS	Project Portfolio Schedule Health Indicator	Average schedule health of all reported Project Solutions' projects	<40%	40%-70%	>70%	77% (T=80%)	72% (T=80%)	78% (T=80%)	74% (T=80%)	65% (T=80%)		80%	
<b>O4 Operational Excellence</b>														
OM 4.5a	STP EIS	Timeline for IT Procurements - Hardware	Average number of days for hardware (ITAM) procurements	>12 Days	6-12 Days	<3 Days	12 Days (T=7 Days)	7 Days (T=10 Days)	5 Days (T=8 Days)	6 Days (T=6 Days)	7 Days (T=6 Days)		6 Days	
OM 4.5b	STP EIS	Timeline for IT Procurements - Software	Average number of days for software (ITAM) procurements	>26 Days	15-26 Days	<14 Days	14 Days (T=12 Days)	18 Days (T=13 Days)	19 Days (T=15 Days)	19 Days (T=15 Days)	26 Days (T=15 Days)		16 Days	

# Current Strategic Focus Areas

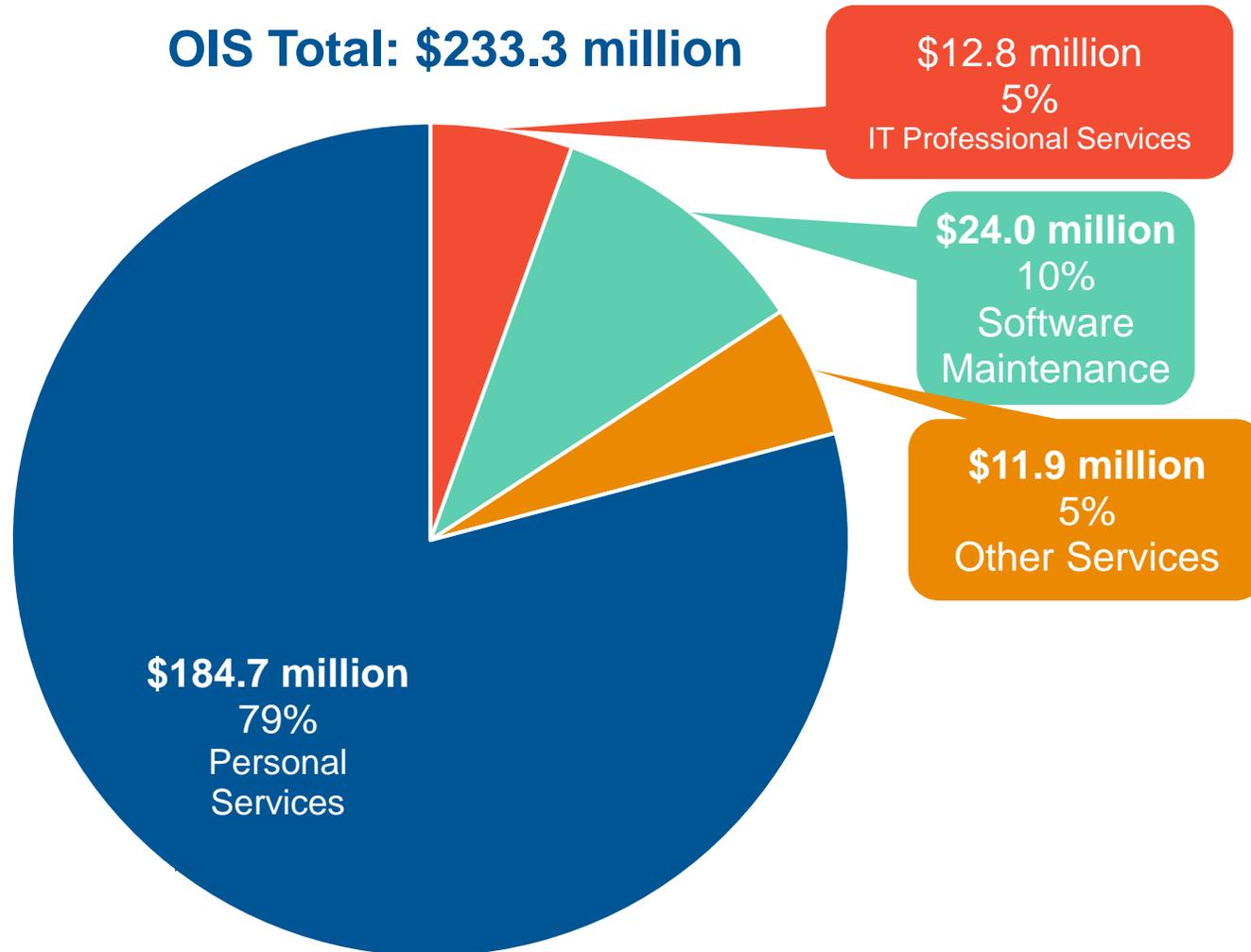
- Technology efforts enabling the Governor's priorities for OHA and ODHS
  - Employment Related Day Care (ERDC)
  - Medicaid Redeterminations
  - 1115 Waiver
  - Healthier Oregon
  - Basic Health Program
- Modernize IT services and infrastructure, processes, and staff's skills
- Advance cloud-based technology
- Enhance protection of data and systems



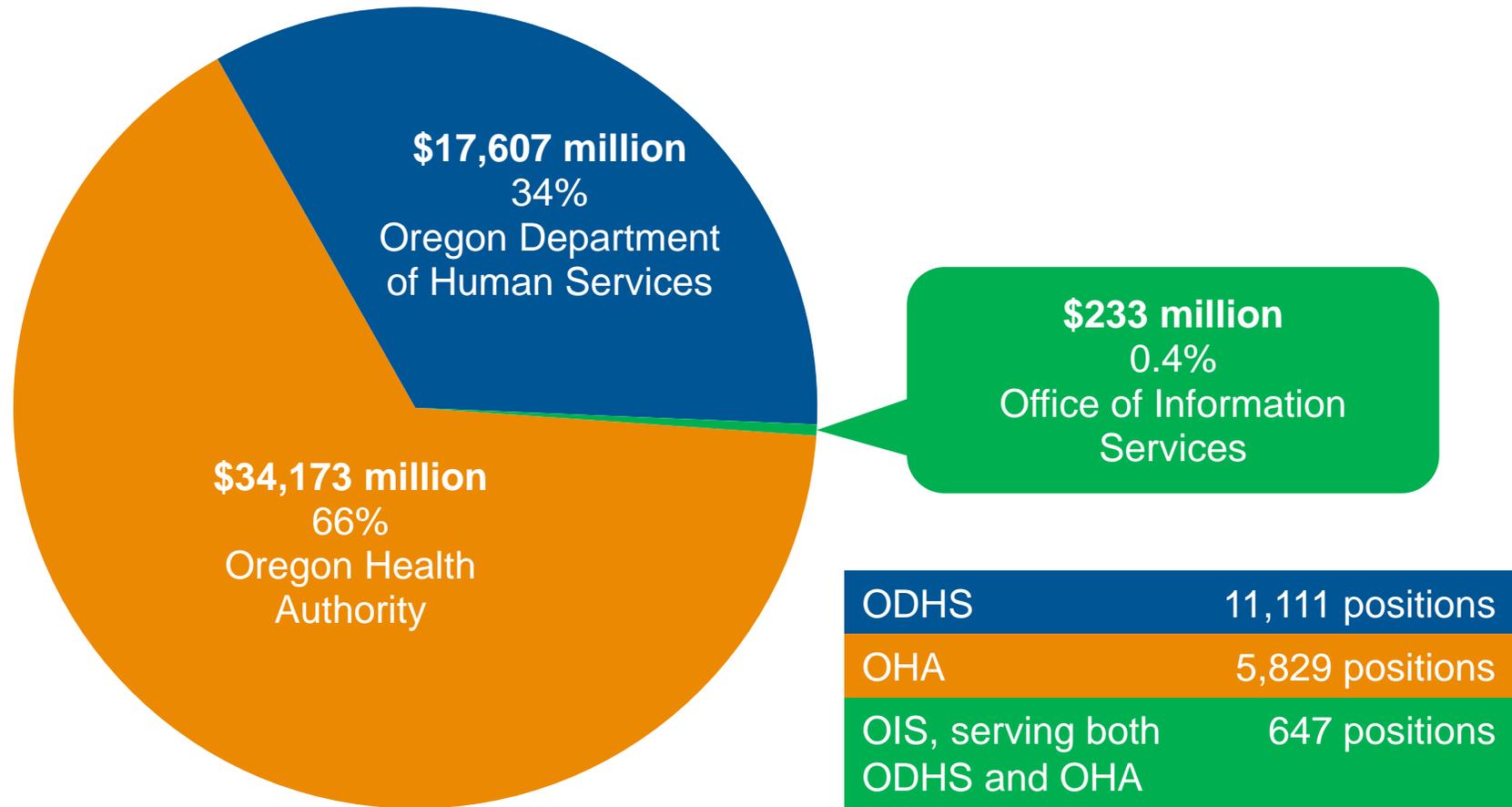
# Challenges

- Competitive IT market elongates the recruitment cycle to on-board staff
- Heavy administrative processes slow down the delivery of services
- Limited funding available to support modernization results in increased risk of:
  - Clients not receiving benefits
  - Slower delivery of federal and state mandated changes
  - Data not being protected to modern security standards

# 2023-2025 Governors Recommended Budget



# OIS as Percentage of OHA and ODHS Budgets



## POP 143: Maintaining value of existing IT assets

This policy package requests funding for:

- Ongoing maintenance and enhancements
- ODHS Oregon Eligibility Program resources
- Cloud migration
- Additional software licensing needs
- One-time payment to IT vendor for final contract cost (payment held to make sure the vendor made certain upgrades within a multi-year warranty and the State agreed to authorize that payment upon the end of that period)

	General Fund	Total Funds	Positions
POP 143	\$15.9 M	\$39.1 M	34

# POP 203: Improving Our Client and Provider Payment System

- More than one million people in Oregon count on the state's current mainframe platform to receive their benefit or provider payments
- The COBOL programming code on the mainframe system dates to the 1970s and is increasingly unsupported, which creates the risk of payment bottlenecks and prevents efficient flow of information across interfacing IT systems
- This policy package helps ODHS and OHA:
  - Avoid the risk of service and payment breakdowns caused by old software.
  - Bring ODHS & OHA technology into alignment with peer agencies and improve information flow.
  - Achieve full benefit from the state's investments in the ONE system.

	General Fund	Total Funds	Positions
POP 203	\$4.9 M	\$13.1 M	31

---

**Thank You**

Oregon  
**Health**  
Authority