

# CIO Report

*"Providing exceptional information services committed to fulfilling the DHS mission."*

## Message from Rick Howard, CIO



### OIS distributes customer survey

This week, a survey was sent to nearly 70 DHS administrators and managers to gather baseline customer information to direct our *OIS Vision 2008* reorganization effort.

Previous reorganization efforts within the department and at OIS were conducted without solid data to validate whether the stated goals and presumed benefits were actually being achieved.

As the *Case for Change* notes, while the quality of OIS services have generally trended in a positive direction, "In the absence of baseline data or valid performance measures, evaluating improvement is a subjective exercise."

Consequently, "Customer perceptions about the quality and costs of OIS services have remained essentially unchanged over time."

OIS aspires to be an organization that learns from the past. It is best practice **(continued)**

## Moving OIS Vision 2008 forward in the new year

In his best-selling book on management, *Good to Great*, author Jim Collins identified common traits of organizations that achieve "greatness" by producing superior performance year after year. Such organizations recognize the need to have not only *great* people, but also the *right* people in roles where they can make the best contribution to the firm's overall success.

The high-level organizational changes that are part of the *OIS Vision 2008* effort have begun at the Office of Information Services. I am pleased to announce that two OIS executive managers will be taking on critical new responsibilities and, in the spirit of building an IT service organization capable of sustained greatness, they are clearly the right people in the right roles.

### Debra Herrli is SACWIS project manager

Debra Herrli, manager of the Strategic Systems Initiatives section (SSI), has been named project manager of the State Automated Child Welfare System (SACWIS) project.

As the search for a SACWIS project manager continued, it became increasingly evident that the agency was not likely to find anyone with Debra's unique qualifications and ongoing commitment to DHS. Debra's proven project management and IT executive experience provides the stability and focus necessary to implement a new child welfare system at DHS.

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***"Debra...is the right person to provide (SACWIS) with a great blend of strategic leadership and technical skills."***

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Debra has established effective working relationships among child welfare constituents and is highly respected by the leadership of the Children, Adults and Families (CAF) Division as well as our federal partners overseeing the project.

She previously served as interim SACWIS project manager and is the right person to provide the project team with a great blend of strategic leadership and technical skills.

Debra's appointment to the SACWIS project begins immediately and deputy manager Pete Mallord will oversee SSI on an interim basis.

to gather baseline data prior to making changes to the environment.

This survey is just one of the activities that differentiates the *OIS Vision 2008* project from previous attempts to improve customer service.

The OIS customer survey will be key to determine whether OIS is making progress in achieving the four major objectives of *OIS Vision 2008*:

- ✓ Strengthen IT governance at DHS.
- ✓ Promote business and IT strategic alignment at the division and enterprise level.
- ✓ Increase operational agility and reduce response times.
- ✓ Establish greater accountability of OIS leadership and personnel.

This customer survey will provide real information by measuring the perceptions of our DHS business partners.

After the reorganization is complete, we will regularly survey the same group with the same questions. We'll use this information to continuously improve our services in the future.

The responses and information shared by these key DHS individuals will help ensure the success of the project.

The executive customer survey will close Jan. 18. We will share the survey findings with you once we have them documented.

Thanks again for your commitment to continuous improvement at OIS. – Rick

The OIS Vision 2008 core planning team is developing transition plans for the SSI and AMS sections as part of the overall project plan. Details will be announced soon.

## **Aaron Karjala named DMAP/AMH DCIO**

Aaron Karjala, manager of the Applications Maintenance and Support section (AMS), has been named deputy CIO (DCIO) for the Division of Medical Assistance Programs (DMAP) and the Addictions and Mental Health Division (AMH).

Aaron's breadth of technical knowledge, strong business management and leadership skills as well as his institutional credibility make him the ideal IT executive responsible for technologies that are of increasing strategic importance to DHS.

The department is a major purchaser of health care in Oregon. DHS has an interest in improving health outcomes and increasing patient safety by accelerating the adoption of health information technology and health information exchange within the state.

As DMAP/AMH DCIO, Aaron will provide the IT leadership needed to develop strategic opportunities that maximize the value of DHS health care data systems and support improved care for the clients we serve.

Aaron will remain AMS manager until the DMAP/AMH support organization is implemented as a phase of the *OIS Vision 2008* project plan.

In the meantime, he will begin building relationships within DMAP and AMH by learning more about their specific IT needs and future goals. Aaron will also work with the *OIS Vision 2008* core project team to help design the new "hybrid" service delivery model.

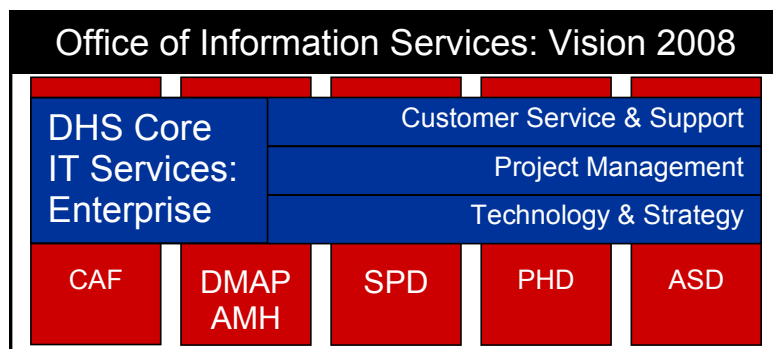
## **What's next?**

These are two key roles in *OIS Vision 2008* – our effort to realign OIS with the business and improve the quality of IT services at DHS. The appointments of Debra and Aaron support the long-term objective to move IT projects and applications under DHS divisions in the new "hybrid" service delivery model.

At the same time, these new assignments create new questions – what will happen to the configuration of SSI and AMS within the context of the reorganization plan? Who will serve as interim managers once they move out of the sections?

We are currently moving forward with our first prototype plan with the Administrative Services Division (ASD) as the first step in our reorganization.

The following table was used in the most recent two *CIO Reports* to show the five new division-aligned OIS sections that will replace AMS and Strategic SSI in the new organizational structure.



We are beginning recruitment for the ASD DCIO this month. Debra and Aaron's appointments will not affect approach to selecting that position.

These are just some of the issues the *OIS Vision 2008* core planning team and steering committee will address in the coming weeks. We'll keep you informed of their progress.

### **A closing note...**

***“The appointments of Debra and Aaron support the long-term objective to move IT projects and applications under DHS divisions to the new hybrid service delivery model.”***

It may seem that the events and changes around the *OIS Vision 2008* reorganization plan are happening at a fast pace. That's not surprising. In the real world it is not uncommon for breaking events to force schedule changes in even the best-planned efforts.

OIS will remain resilient. That means being flexible and adapting quickly to unanticipated circumstances while making steady progress toward stated objectives.

Most importantly, we want to make sure you are informed of the plans, milestones and any changes in approach to the best of our ability. We will continue to update you frequently.

As always, please let me know if you have any questions. You can reach me by sending an email to the OIS CIO, posting a message to the Ask CIO wiki, or dropping a note in the ASK OIS boxes at the reception areas at HSB, Parkway or PSOB.