

CIO Report

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

Message from Rick Howard, CIO



OIS Vision 2008 Project ends, new model begins

After nine months of coordinated effort, the *OIS Vision 2008 (V08)* project will officially come to an end on August 31st. Under the steady leadership of project manager, [Nancy McIntyre](#), the V08 project met its objective to create an IT service delivery structure that is flexible and responsive in meeting the expectations of our DHS business partners.

This new operating model is intended to balance the efficiencies and risk management benefits of a centralized IT organization with the innovation that is often associated with decentralized organizations.

Given the magnitude of the organizational change in OIS and how smooth the transition itself actually was, it's clear that the project met one of its key guiding principles – to be conducted with the fewest disruptions possible to OIS customers, partners, and staff. This isn't surprising since for most OIS staff, your current job duties, physical location, or reporting supervision did not change. Instead, V08 set a foundation for operational excellence by aligning IT processes and the OIS management structure with our customers.

Bringing the *OIS Vision 2008* project to a close doesn't mean that the effort to improve customer service and operational performance is over. In many ways, the real work to prove the value of this new "hybrid" organizational model will begin on September 1st.

There are four major areas that will take additional time and resources to fully implement:

- *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.*

Over the next few years OIS business practices will continue to evolve. Our processes will mature, the OIS technology plan will support a larger DHS business strategy and the value of IT will be evident in established performance metrics and service level agreements. Ultimately, OIS will be viewed as a trusted partner and honest broker of IT services by DHS stakeholders throughout the state.

As we close out the *OIS Vision 2008* project, evaluate the lessons learned, and prepare for the next phase of our organizational development, I'd like to thank everyone who made this critical effort a success.

(continued on the next page)

"Over the next few years...our processes will mature, the OIS technology plan will support a larger DHS business strategy and the value of IT will be evident..."

What's different now?

At the moment, any differences resulting from the *OIS Vision 2008* project aren't big enough to measure in our daily work. That's to be expected.

“The project wasn't intended to bring immediate or sweeping changes to the way we deliver IT services. Changes...won't be readily evident...for quite some time.”

The project wasn't intended to bring immediate or sweeping changes to the way we deliver IT services. The truth is, the changes that are underway won't be evident in the daily experience of OIS personnel for quite some time. The long-standing issues that the new structure is meant to address are in areas most people don't see, but are certainly affected by indirectly.

When they are absent or sub par, subjects like IT governance, low business partner confidence, financial reporting, resource allocation, performance metrics and accountability usually don't have “top of mind” awareness among the people tasked with getting the work done. These issues won't be resolved simply because OIS has reorganized itself. But the new organization should serve as a more effective vehicle in addressing them over time.

Many of the improvements we make to our processes and the work environment will be incremental. Achieving higher levels of operational maturity won't happen overnight or without sustained, focused effort. In many cases, the rate of change may be imperceptible and the full effect not readily apparent. But in a few years we'll be able to look back and appreciate how far we've come in creating an IT organization that we are proud to work for.

The new OIS leadership team

The most visible indication of what's different is the fully-staffed OIS executive leadership team now consisting of five deputy CIOs (DCIOs) and three enterprise section managers.

“The most visible indication of what's different (this time) is the fully-staffed OIS executive leadership team...”

The deputy CIOs make up what is collectively referred to as Division Solution Support (DSS). The DCIOs are [Kurtis Danka](#) (SPD), [Aaron Karjala](#) (DMAP/AMH), [Kathryn Naugle](#) (CAF) and [Terrence Woods](#) (ASD). [Melody Riley](#) continues in her role as Customer Service and Support (CSS) section manager and [Ed Klimowicz](#) is the department's Chief Technology Officer (CTO) and manager of the Technology and Strategy section (T&S).

Public Health Division DCIO [Rus Hargrave](#) and Enterprise Solution Support section (ESS) manager [Doug George](#) are serving as interim IT executives. Over the next several months they will provide the transitional leadership necessary to keep the organization moving forward as we conduct more focused recruitment efforts for these positions.

[Charlotte Honse](#) and [Steve Simmons](#) are the managers responsible for the IT financial and business support units.

This diverse team of talented individuals will provide a level of dedicated focus to serving OIS staff, management teams, and our DHS business partners. It is truly a group of IT professionals who bring the necessary leadership and skills to capably manage the information infrastructure of the state's largest agency.

(continued on the next page)

The changing role of the DHS CIO

“Over time, the role of the CIO has shifted from being technology-centered to being business-focused.”

Over the next year, the deputy CIOs will increasingly assume a customer-facing role in strategic planning duties for the divisions they serve. They will be the primary point of accountability for IT performance at the divisional level. This will allow me to take on greater involvement at the DHS enterprise level by working with the DHS IT Governance Council (ITGC), the DCIOs, and the enterprise section managers to develop a six-year technology plan that aligns to the department’s long-term strategic plan.

There is much to do in this particular area. As someone who spent a number of years in the Medicaid “business,” I can best serve DHS as a CIO who understands the changing needs of state health and human services programs and how IT can address those needs through an enterprise architecture.

Over time, the role of the CIO has shifted from being technology-centered to being business-focused. The influential business book, *Enterprise Architecture as Strategy*, points out that contemporary CIOs must have a detailed knowledge of core business processes and how the business operates to lead large organizational change efforts and facilitate government organizational transformation. The CIO must also understand the strategic benefits of IT architecture and delegate ownership of key data processes while ensuring adherence to standards. Not surprisingly, a capable CIO could effectively run other non-IT business units if necessary – suggesting that the boundary between business and IT is continuing to disappear.

“We have taken a major step in creating an IT service organization that will deliver results...”

In addition to elevating the profile of IT within DHS, I will continue to represent the department’s technology interests at the state, federal and national levels. I am currently a member of the National Association of State CIO (NASCIO) health IT workgroup and will speak at three upcoming conferences on Oregon’s plans to extend the Medicaid IT Architecture (MITA) framework to behavioral health. Such involvement will pave the way for DHS to reestablish a prominent presence in the IT sector of health and human services.

As citizen expectations for more effective and efficient government services rise, the ability to meet those needs through the innovative use of IT becomes readily apparent. With the completion of the *OIS Vision 2008* project, we have taken a major step in creating an IT service organization that will deliver results for our business partners and customers, the staff of OIS, and the many DHS stakeholders who depend on the services our department provides.