



Office of Information Services

ODHS|OHA Strategic Technology Plan Annual Progress Report 2025

Background:

The Strategic Technology Plan 2024-27 was approved by Debbie Estabrook (ODHS|OHA Chief Information Officer), Fariborz Pakseresht (ODHS Director), Kris Kautz (OHA Deputy Director/Administration), and Terrence Woods (State CIO).

Plan Framework:

The plan has five key goals (noted below) each with strategies and measures. The agency CIO is the executive sponsor, the goals each have a senior IT director, and each action has an owner and a designated workgroup.

The Strategic Technology Plan action updates are provided quarterly through an already established IT Quarterly Target Review meeting and agency established meetings.

Goal Progress 2025 Overview:

The progress reflected in the updated Strategic Technology Plan (STP) 2025 update includes progress and accomplishments around the areas noted below:

- ODHS Strategic Plan and OHA Strategic Plan incorporated into STP
- Alignment of the Strategic Technology Plan with the ODHS Strategic Plan and OHA Strategic Plan
- Inclusion of STP Actions and Primary Measures
- Significant Updates in 12 sections of the Strategic Technology Plan

Goal Progress Highlights:

A high-level overview of each goal, actions, and measures are noted below. See the Strategic Technology Plan 2024-27 update for additional details including strategies.

Goal 1: Cultivate IT Workforce

Cultivate a highly skilled, diverse, and customer-focused organization.

Progress:

- ✓ Workgroup formed and active – A group of five participants.
- ✓ Advisory workgroup formed and active - A group of 30 participants with a variety of perspectives all who volunteered to help shape the goal.
- ✓ Finalized action(s) with status being reported quarterly.

Actions:

Action 1.1 - Implement and educate OIS on equity in hiring practices and share OIS demographics.

Primary Measures¹:

Comparison of OIS staff to potential labor market.

Comparison of OIS supervisory managers to potential labor market.

Goal 2: Strengthen Cybersecurity, Risk and Privacy

Strengthen cybersecurity and consider the risk in the decision-making process.

Progress:

- ✓ Workgroup formed and active – A group of 12 participants are the core working project team, including planning and implementation.
- ✓ Finalized action(s) with status being reported quarterly.

Actions:

Action 2.1 - Create plan and approach around the implementation of the Center of Internet Security Controls (CIS) basic six security controls to reduce the highest critical security risks to the agencies.

Primary Measures¹:

Reduce cybersecurity risks by fixing the most critical system vulnerabilities first.

Goal 3: Accelerate Technology Modernization

Enhance and augment IT infrastructure, systems, cloud capabilities, and processes to address pressing human services and health care challenges.

Progress:

- ✓ Workgroups formed and active – Four workgroups—one for each action—have been formed and are currently active, with a total of 35 participants involved.
- ✓ Finalized action(s) with status being reported quarterly.

Actions:

Action 3.1 - Communicate and document how program and cross-agency investment roadmaps connect to resource planning and technology investment decision making, resulting in alignment with business strategic goals.

Action 3.2 - Evaluate and testing using AI tools to automate tasks and processes, and to make the processes faster, more accurate, and more reliable.

Action 3.3 - Create a roadmap for modernizing our portfolio of legacy, highest risk (20th century) applications that still provide essential services to people in Oregon.

Action 3.4 - Ensure applications we build or procure are accessible to our diverse staff and to the wide range of communities that we service. Accessibility includes multilanguage support and meeting the highest levels of web accessibility.

Primary Measures¹:

Core technology systems supporting services and benefits to Oregonians are modern, being updated, or have a written plan to be modernized.

Increase worker efficiency through use of newer technologies, including artificial intelligence²

Goal 4: Increase Data Insights

Consider community involvement in data that is collected, and used in a way that does not perpetuate or exacerbate existing inequities ensuring accuracy and completeness.

Progress:

- ✓ Workgroups formed and active. Three workgroups – one for each action – have been formed, with a total of 25 participants involved.
- ✓ Finalized action(s) with status being reported quarterly.

Actions:

Action 4.1 - Define internal OIS roles and responsibilities from operational and strategic perspective to improve coordination, support, and partnerships to meet agency data needs.

Action 4.2 - Re-initiate and complete a data inventory³, including lifecycle management, in partnership with ODHS and OHA.

Action 4.3 - Partner with ODHS, OHA, and EIS to execute actions identified in their strategic plans.

Primary Measures¹:

Continual IT improvement in coordination, support, and partnerships to meet agency data needs in support of the goal. (Foundational prerequisite)

Goal 5: Optimize Technology Management

Provide inclusive, customer-focused collaboration.

Progress:

- ✓ Workgroup formed and active – Consists of five participants.
- ✓ Advisory workgroup formed and active - Three workgroups formed (one per action) for a total of 10 participants. Action 5.4 workgroup is not activated yet.
- ✓ Finalized action(s) with status being reported quarterly.

Actions:

Action 5.1 - Increase diversity of technology governance council by refreshing membership, combining ODHS|OHA governance councils, and adding advisory roles with diverse backgrounds and more direct connection to the communities we serve.

Action 5.2 - Define and establish a common expectation and level of professional customer service for the staff and partners that we support.

Action 5.3 - Explore and optimize existing OWL site content to improve navigation of OIS services and allow for earlier collaboration between OIS and business partners.

Action 5.4 - Explore and implement ways to improve support and on-going training for technology systems.

Primary Measures¹:

New Joint ODHS|OHA Technology Governance Council satisfied with equity, transparency, and outcomes of decision-making body

Increased ODHS|OHA customer satisfaction from OIS (service desk ticket closure sentiment survey.)

Conclusion:

The progress towards the STP goals is on track for completion. At this time, there are no barriers or challenges in completed the goals and actions. The 2026 STP update will provide additional details around the results of the finalized primary measures.

Footnotes:

- 1 – Many goals and actions have additional operational measures tracked via the Performance Management System for the Strategic Technology Plan progress measures.
- 2 – Artificial Intelligence used is in adherence to the *Updated Interim Generative AI Access and Usage Guidance* from the Oregon State CIO.
- 3 – Office of Information Services scope is a data asset inventory.