

Agency Name	Department of Health
Agency 4-digit Code	3030
Decision Package Name (as submitted in OFM's ABS)	Funding Essential IT Operations
Email	aimee.bato@doh.wa.gov
A. <input type="checkbox"/> Will this investment renew or procure a facial recognition service?	No
B. <input type="checkbox"/> Does this investment provide for acquisition of, or enhancement to, an administrative or financial system as required by technology policy EA-122 - administrative and financial system investment approval?	No
D. <input type="checkbox"/> For the Department of Children, Youth and Families, the Department of Health, the Department of Social and Health Services, the Health Care Authority and the Washington Health Benefit Exchange only: Has this project been screened for inclusion in the Health and Human Service (HHS) Coalition portfolio?	Yes
E. <input type="checkbox"/> Does this decision package support the adoption of modern, cloud-based technologies?	Yes
A. <input type="checkbox"/> Type of Investment - Identify the decision package investment classification from the following list (select only one):	Maintenance & Operations (M&O) of completed project

B. Washington's IT Strategic Plan - Identify which goal(s) of the State Strategic plan the decision package aligns with (select all that apply):	<p>Goal #1: Create a Government Experience that leaves no community behind.</p> <p>Goal #2: Better Data, Better Decisions, Better Government, Better Washington</p> <p>Goal #3: Innovative Technology Solutions create a Better Washington</p> <p>Goal #4: Transform how we work. Best workforce ever.</p>
C. Agency IT Strategic Plan - provide a public URL for your agency's IT strategic plan.	https://doh.wa.gov/sites/default/files/2023-09/IT_Strat_plan_final_091423.pdf
D. Does this decision package fund the acquisition, development, enhancement, or replacement of a new or existing software solution?	Yes
If Yes, where will the software solution be hosted?	External Cloud
E. Do you expect this solution to exchange information with the state financial system (AFRS) or the OneWA solution (Workday)?	No
F. Does this decision package fund the acquisition or expansion of hardware capacity?	Yes
If Yes, where will the hardware solution be hosted?	External Cloud
G. Does this decision package fund the continuation of a project that is under WaTech oversight? (See Technology policy PM-01 - IT Investments - Approval and Oversight Policy.)	No

Feasibility of project proposal: Summarize the needs assessment, high-level requirements, feasibility study, or similar due diligence, to understand business needs and complete market research and select technology solution. What is the planned investment approach and implementation staffing/resourcing, including assumptions about onboarding/staffing, etc.

Cloud Reliance & Challenges - The Department of Health (DOH) relies on cloud-based IT systems to deliver public health services and advance its strategic goals, including improving data exchange with partners, enhancing cybersecurity, fostering innovation, and boosting operational efficiency.

Financial Strain - Rising IT costs coupled with ongoing budget cuts have created significant funding shortfalls, threatening DOH's ability to fulfill its mission and meet key objectives.

Pandemic Response & Cloud Migration - In response to COVID-19, DOH migrated its core public health systems to the cloud to take advantage of scalability and resiliency not available in its previous on-premises data center. While the transition was successful, the original systems were not optimized for cloud operations, resulting in higher operating costs during the pandemic.

Modernization Efforts - To mitigate increased expenses and adapt to changing public health needs, DOH scaled back COVID-related activities and is actively working to modernize public health systems, aiming for long-term cost reduction.

Funding Outlook - Cloud operations funding has been approved for the FY25-27 biennium, but it falls short of current needs. Federal funding is at risk or expiring. DOH intends to use Foundational Public Health Services (FPHS) funds to help close the budget gap, though potential cuts to FPHS in FY27 may reduce this option. Additional shortfalls are projected for FY27 that neither FPHS nor other federal sources can fully cover.

Maintenance & Operations Risks - Current maintenance and operations (M&O) funding is insufficient, risking degraded system performance and increased operational vulnerabilities.

Public Health Impact - Without adequate financial support, DOH faces a high risk of service reductions. The scale of potential cutbacks could undermine overall program effectiveness and worsen health outcomes-particularly for vulnerable populations already at elevated risk.

Funding Request Justification - This funding request reflects DOH's dedication to responsible public health IT stewardship. It emphasizes transparent planning, proactive risk management, and alignment with strategic health goals.

Technology Adoption & Organizational Readiness: Describe how your agency is preparing its workforce for the successful adoption, use, and support of the proposed technology solution. Summarize strategies for managing change, reskilling or redeploying staff, and embedding new ways of working into business operations. Describe the Organizational Change Management (OCM) approach that supports adoption across impacted groups (e.g., teams, divisions, agencies), and strategies to address communication, engagement, leadership alignment, resistance management, and long-term sustainment.

Technology Adoption - All IT initiatives, including cloud-based projects, must follow the Department of Health's Project Pre-Initiation Process, which ensures proper planning and technical alignment. Key steps include expert support from the Office of Innovation and Technology to develop proposal evaluation, and IT Solutions Team resource evaluation of staffing and technical expertise required to support the project effectively.

Purpose of Funding Request - This request is not intended to fund new projects. Instead, it supports ongoing operations by sustaining DOH's technical capabilities and existing modern infrastructure, and continuing workforce development through defining, adopting, and advancing technology solutions.

Organizational Readiness

To measure the level of change involved in each project, DOH uses structured assessments built into the IT Business Case. These assessments guide the approach to organizational change management (OCM):

Change Management Framework: DOH applies the Prosci ADKAR Model, a goal-oriented approach for guiding both individual and organizational change.

Executive engagement: OIT Project Managers regularly engage with executive leadership, ensuring the right level of involvement. Executive Sponsors leverage a network of business leaders to enable full participation.

Community of Practice: A dedicated change management community provides ongoing support to staff, partners, and customers involved in technology-related transformations.

OCM Resource Planning - While no direct OCM funding is requested, change management support will be provided, if needed, by existing in-kind funded staff within the agency.

Strategic /Technical alignment: For each Goal selected in part 4, please provide details on how your proposal aligns.

Goal #1: Create a Government Experience that Leaves No Community Behind

Goal 1 Statement: A trusted digital government experience for everyone who interacts with public services, no matter who they are or where they live.

Efforts Alignment to Goal/Goal Statement:

Maintaining public health systems ensures DOH can continue to provide services to the public, including evaluating hospital effectiveness to prevent inequity.

Goal #2: From Insight to Impact: Improving Lives Through Data

Goal #2 Statement: Use data and insights to improve the experience of those we serve, prioritize service improvements, drive strategic decisions, and improve transparency.

Efforts Alignment to Goal #2/Goal Statement:

These investments will help DOH deliver modern, modular reusable components to better sustain maintenance and operations of the entire portfolio and data ecosystem. Investing in shared solutions to replace legacy systems across public health will shrink our technical debt.

Goal #3: Relentlessly Pursue Relevant Technology to Improve Services

Goal #3 Statement: Solve strategic and shared business priorities through technology that improves lives, strengthens services, and delivers real value.

Efforts Alignment to Goal #3/Goal Statement:

These investments support IT architecture and solutions that are modular and interoperable. This enables the use of innovative tools for data-sharing and visualization with partners and communities for informing public health policies and decisions.

Funding supports centralized development of innovative solutions, shared governance, and standardized protocols. This includes centralized management of data security, role-based access, data lineage, and the application of business rules and data sharing agreements to ensure protections of privacy while allowing appropriate access to data.

Goal #4: Transform How We Work to Enable Strategic

Modernization

Goal #4 Statement: Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish adaptive processes to support a modern, responsive government.

These investments and training on modern tools and technologies available will enable DOH, local health, and Tribes to support self-service and advanced data mining and analytics, finding insights and patterns to improve healthcare and support decision making by their workforce and in service to their communities.

Business process and technology modernization: Describe how this investment incorporates new and innovative technology (examples such as: cloud first solutions, low code / no code, AI etc.) to improve business outcomes and improve the health and alignment to the agency's existing IT portfolio and strategic plan. Summarize your agencies plan to incorporate modern technology solutions into redesigned business processes focused on improving customer experience, service quality, and reducing technical debt within the agency's technology portfolio.

Successfully managing the cloud requires a Cloud Smart strategy - While DOH continues to support ongoing pandemic recovery efforts, the agency has transitioned back to normal operations. DOH is continuing efforts to maintain, and where possible strategically modernize public health IT systems in the cloud using a different strategy to ensure success. Moving forward, the cloud technology strategy will shift from a Cloud First approach to a Cloud Smart strategy. A Cloud Smart strategy involves:

- Doing the necessary foundational work by putting in place critical elements such as governance, security, and finances first.
- Considering the wider implications and full benefits of successful cloud technology adoption across people, processes, technologies, modern sourcing, and business interfaces.
- Going slow to go fast to ensure clarity on the business problem being solved or the opportunity being created by leveraging the cloud.
- Investing in technology such as Medallion Architecture, Databricks, and Unity Catalog support data governance and management to improve the quality (i.e., accuracy, timeliness, and accessibility) and value (lower costs) of data analytics and reporting.

Building an agile cloud migration and modernization roadmap - Maintaining and modernizing information systems in the cloud at a time when funding has been reduced will be a complex and challenging undertaking for DOH. To guide and drive success, DOH is redefining its cloud roadmap with these key agile principles in mind:

- Customer satisfaction - Prioritize the modernization of information systems to provide the greatest value first.
- Welcome change - Embrace the business transformation unknowns that will accompany modernization of information systems in the cloud.
- Collaboration - Seek opportunities to forge new partnerships among employees and align collective thinking about what is possible in the cloud.
- Motivation - Build clarity of purpose and provide the necessary support, training, tools, and confidence to embrace and overcome the change.
- Simplicity - Break big problems down into small, manageable,

and iterative work.

- Sustainability - Promote processes that sustain balanced modernization and maintenance in the cloud.
- Excellence, not perfection - Continuous attention to technical excellence and good design enhances agility, but seeking perfection at the expense of progress is to be avoided.
- Reflection and adjustment - At regular intervals, reflect on success, then tune and adjust to become more effective and efficient.

Data Governance & Records Retention

DOH created a data governance board, is finalizing a FY 25-27 Data Strategy, and is defining accountability metrics to ensure alignment with the strategic goals. The department is exploring cost effective storage options and making efforts to ensure employees follow records retention policies to reduce data storage fees where possible. DOH has archived millions of COVID records, saving \$180,000 in annual storage fees.

Financial Operations (FinOps)

DOH has implemented a FinOps program to improve visibility and oversight on cloud related governance and spending. The program has lowered and/or deferred cloud spending by nearly 30% (or \$1,000,000) during FY25. Future cost reductions are projected during the FY25-27 biennia.

Customer Experience & Access: Describe how the proposed solution improves customer access to business capabilities through technology. Summarize plans for person centered design including: accessibility testing plans, and insights from underserved populations to ensure equitable access to technology.

Sustaining Public Health Technology & Data Infrastructure - Accessible public health information is critical. The public, media, and policymakers deserve real-time access to protect families and communities. Maintaining pandemic-era investments will equip the Department of Health (DOH) with lasting capabilities and better posture the state's response to future public health threats.

Ongoing support for disease surveillance, testing, electronic lab reporting, and public health intervention is essential. These foundational activities depend on timely and accurate data, modern technical infrastructure, and continued investment in technology solutions.

Improving customer access through technology - DOH public health systems enhance customer access to business capabilities by leveraging modern, cloud-based services and integrated platforms. DOH architects designed public health system architecture to mitigate access barriers and ensure seamless user experiences, regardless of geography or device type. This approach enables:

- 24/7 availability of critical public health services and data
 - Faster deployment of digital tools to meet emerging needs
 - Interoperability between systems, improving service coordination and delivery
 - Mobile-friendly interfaces for real-time and on-the-go access to services and information
 - Real-time updates that improve transparency and support informed decision-making by the public
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Business driven technology: What are the business problems to be addressed by the proposed investment? These business problems should provide the basis for the outcome discussion below. Describe how end users (internal and external) will be involved in governance and implementation activities.

DOH programs and services rely on a portfolio of over 400 technology solutions hosted in its hybrid (private and public) cloud environment. As part of the DOH Transformational Plan, the department will be instituting Portfolio Definitions to organize business system and applications into business domains in alignment with the plan's top five priorities:

- Health and Wellness - All Washingtonians can attain their full potential of physical, mental, and social health and well-being.
- Health Systems and Workforce Transformation - All Washingtonians are well served by a health ecosystem that is robust and responsive, while promoting transparency, equity, and trust.
- Environmental Health - All Washingtonians will thrive in a broad range of healthy environments - natural, built, and social.
- Emergency Response and Resilience - All Washington communities have the information and resources they need to build resilience in the face of myriad public health threats and are well-positioned to prepare for, respond to, and recover from emergencies and natural disasters.
- Global and One Health - All Washingtonians live in ever-connected environments that recognize and leverage the intersection of both global and domestic health as well as the connections of humans, animals, and the environment.

End users (internal and external partners) will be involved in governance and implementation activities through ongoing activities like DOH improvement efforts like the State Health Improvement Plan (SHIP).

SHIP - The SHIP is Washington's long-term strategy for identifying, prioritizing, and addressing key health issues. These priorities stem from the State Health Assessment (SHA), an ongoing initiative that monitors the health of Washington residents through a mix of quantitative and qualitative data.

Collaborative Approach - Though coordinated by the Washington State Department of Health, SHIP is a collective effort led by partners and stakeholders across the state.

Role of the SHIP Alliance - The SHIP Alliance, a coalition of agency partners, communities, and Tribes will analyze data from the SHA, local and Tribal health improvement plans, and community feedback, identify statewide public health priorities, and organize collective action teams of cross-section partners to advance these

priorities.

Measurable business outcome: Describe and quantify the specific performance outcomes you expect from this funding request. Provide specific examples of business outcomes in use within your agency, and how those outcomes will be improved as a result of this technology investment. Describe how your agency will use customer satisfaction scores, adoption rates, cycle and processing times, etc.

Expected performance outcomes - This funding request will support continued progress in several high-impact areas:

- Maintaining resilience, interoperability, and scalability of cloud infrastructure to support DOH data collection efforts. These datasets include emergency medical responses to overdoses, hospital admissions, and mortality statistics. Key benefits include reduced data sprawl and duplication, enhanced predictive analytics for proactive health interventions, and efficiency gains through innovations like automated language translation. Measurable outcomes include supporting exponential data storage and analytics growth during emergencies, rapid deployment of technology to address emerging needs, and scaling down after emergencies.
- Sustaining critical disease data collection to meet CDC and federal reporting requirements.
- Preserving innovative data capture methods that eliminate the need for local partners to rely on inefficient workarounds. Success is measured by continued flow of data and timely access.
- Supporting statewide visibility into disease trends and strengthen communication between jurisdictions. Success is measured by the department's ability to provide high quality data analytics, and support data-informed decision making at state and local levels.

These outcomes strengthen DOH and its public health partners' capacity to comply with statutory obligations, efficiently link datasets for faster insights, and leverage cloud technologies that enhance reach, equity, and responsiveness.
