

# CalHHS

# IT & Data Strategic Plan

March 2024

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Dear CalHHS Department leaders, partners,  
and stakeholders,

Envision a future where every Californian is proactively made aware of and seamlessly connected to a comprehensive, inclusive, and equitable set of health and human services matched to their holistic needs. Imagine a connected network of state, local, and community providers, an ecosystem of coordinated services, and the secure, appropriate use of comprehensive demographic, socioeconomic, encounter, and outcomes data to generate insights that drive equitable policies, programs, and service delivery. This is how technology and data can support the CalHHS mission.

This vision, in line with our state's commitment to a "Healthy California for All," necessitates a transformative approach in how CalHHS

delivers inclusive solutions within agency and its departments. Such a transformation will require the passion, effort, and willingness of our 38,000 CalHHS team members to foster collaboration among one another.

This strategic plan presents an execution-focused roadmap for innovative technology and data capabilities, recognizing their interdependencies and the need to address them in tandem. We must maintain a forward-looking perspective, leveraging emerging opportunities such as Gen AI and others to support use cases that strengthen how we provide Californians with fully inclusive, intuitive, and convenient means of accessing the high-quality services they require. Simultaneously, we must securely capture and generate data to inform necessary improvements to policies, programs, and the very technology that underpins these services.

Consider this plan as the starting point for our journey; the practical steps to get from the present to our goal will be developed through action plans that we create collaboratively. Just as our technology and data are interdependent, so is our individual and collective success. Each of us possess diverse cultures and varying infrastructures, environments, and approaches for achieving our IT and data goals. This plan does not aim to override autonomy when it comes to devising business and technology solutions; instead, it identifies the end-state required to support the CalHHS mission and establishes the framework, resources, approaches, and expectations to support the Agency as a whole.

Successfully executing this plan will rely on our consistent, collective participation and dedication of your time and resources. We have unwavering confidence that together, we will directly contribute to creating a Healthy California for All. We are eagerly looking forward to collaborating with each one of you to bring this endeavor to life.

Thank you,

Two handwritten signatures in black ink. The signature on the left is for Adam Dondro, and the signature on the right is for John Ohanian.

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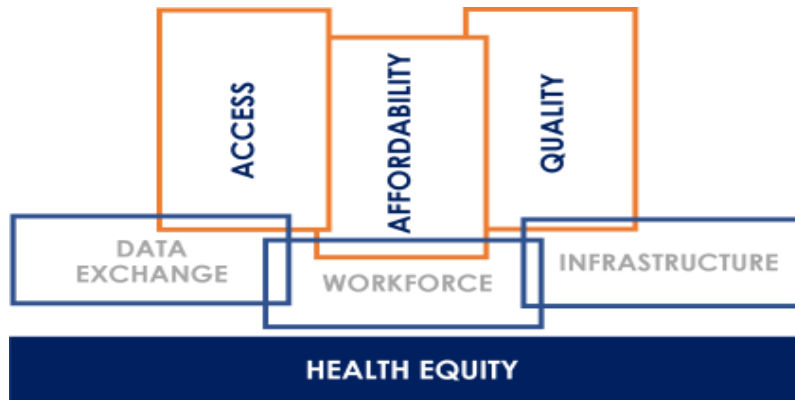


# 01 EXECUTIVE SUMMARY

The California Health and Human Services Agency (CalHHS) includes 12 departments, five offices, and over 38,000 employees, whose commitment and purpose is to support the delivery of health and social service programs for over 39 million Californians. These services are provided in coordination and partnership with 58 Counties and 61 Local Health Jurisdictions. Recognizing that California can only be as healthy as its people, CalHHS

Agency's north star is a Healthy California for All; a place where equity, inclusion and diversity is a strength and imperative to ensuring we remove barriers to the necessities associated with whole person wellness. In partnership with our counties, local health jurisdictions and other partners, we seek to build a workforce and develop an infrastructure that provides accessible, affordable, and high-quality services for all, building a care-delivery system that addresses the social, cultural, and linguistic needs of the individuals we serve. We strive to capture and integrate data, across the services we provide, that we can appropriately use to counter the health, social, and economic disparities that disproportionately impact and hinder foundational well-being. Together these building blocks, and the

commitment to health equity, lay the foundation for our Agency's important work.



To focus this work, CalHHS has established six strategic priorities that center on Californians and their needs<sup>1</sup>. These priorities are guided by CalHHS' equity measures and measured via targeted impact goals. Against these priorities, digital leaders can become “connective

tissue,” linking with program partners to actualize integrated health and human services delivery across CalHHS. This begins with an individual department's technology and data services but extends beyond to create an interoperable digital ecosystem across CalHHS. Through the work of CalHHS departments and offices, the goal is a portfolio of reusable enterprise services, with digital and data capabilities that help programs put service recipients at the center of an end-to-end care model that reflects their expressed and derived needs. Technology and data become an essential means of enabling California's wellness, supporting a person-centered approach to service delivery,

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<sup>1</sup> For more information about CalHHS' strategic priorities, please visit <https://www.chhs.ca.gov/guiding-principles-strategic-priorities/>

characterized by inclusivity, accessibility, and quality.

This IT and Data Strategic Plan seeks to inform this transformation. It shares how CalHHS supports coordinated services through enterprise IT portfolio awareness and alignment, a stronger understanding of existing and needed strategic capabilities, and a path to maximize its solution assets through consistency, sharing, and reuse to reduce risk with limited resources. It calls for diverse perspectives, user-centric design, proactive interoperability and related data sharing, secure cybersecurity and data privacy, and a commitment to developing services that explicitly build equity and inclusivity. It describes a cross-agency collaboration and innovation structure, framed by a small set of policies and standards to support consistent modernization.

**Figure 1** provides an overview of this plan, which begins by establishing the collective *Vision*, i.e., the CalHHS Future Digital Ecosystem. It depicts the transformation necessary to fully understand and meet Californians' holistic wellness needs. The subsequent *IT and Data Strategic Objectives* will deliver incremental progress toward that vision while also supporting an ongoing shift to a culture of partnership, efficiency, innovation, and collaboration. *Foundations and Approaches* support and enable the achievement of CalHHS' objectives and vision, with security considered at all stages. The end-to-end strategy will be executed through a set of prioritized, tactical Action Plans, developed collaboratively to define and resource the work necessary to establish the Foundations and deliver the related value. Throughout this journey, CalHHS will maintain accountability

through transparent *Performance and Value Measurement* of progress achieved, leveraging Objectives and Key Results (OKRs) to demonstrate outcomes and corresponding progress towards realizing the Vision. Although we will have a day-to-day focus on the process measures and outcomes each of us set and will be responsible for, the ultimate goal is to measure our progress toward

achieving the person-focused outcomes of our collective programs across CalHHS. The processes only matter if the ultimate outcomes of serving those we serve better and more comprehensively are achieved as a result of our process and operational improvements.

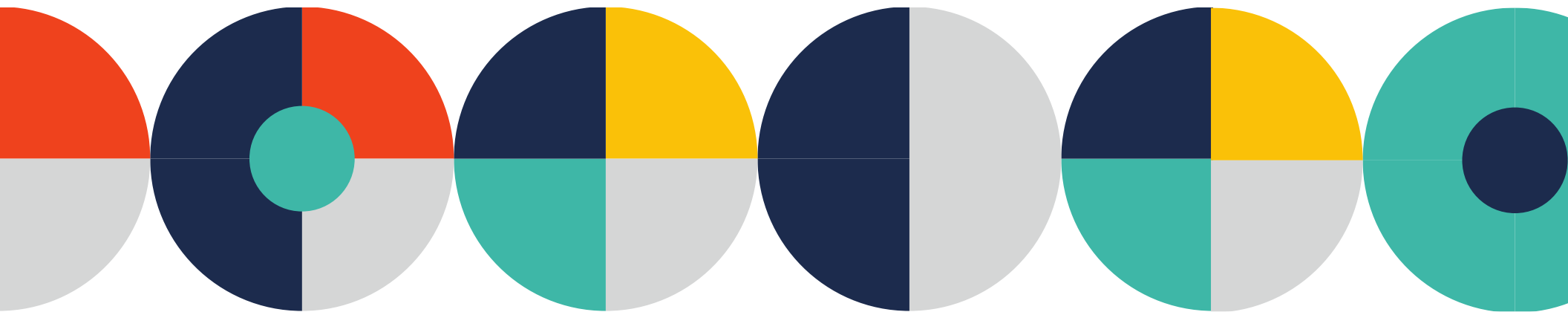
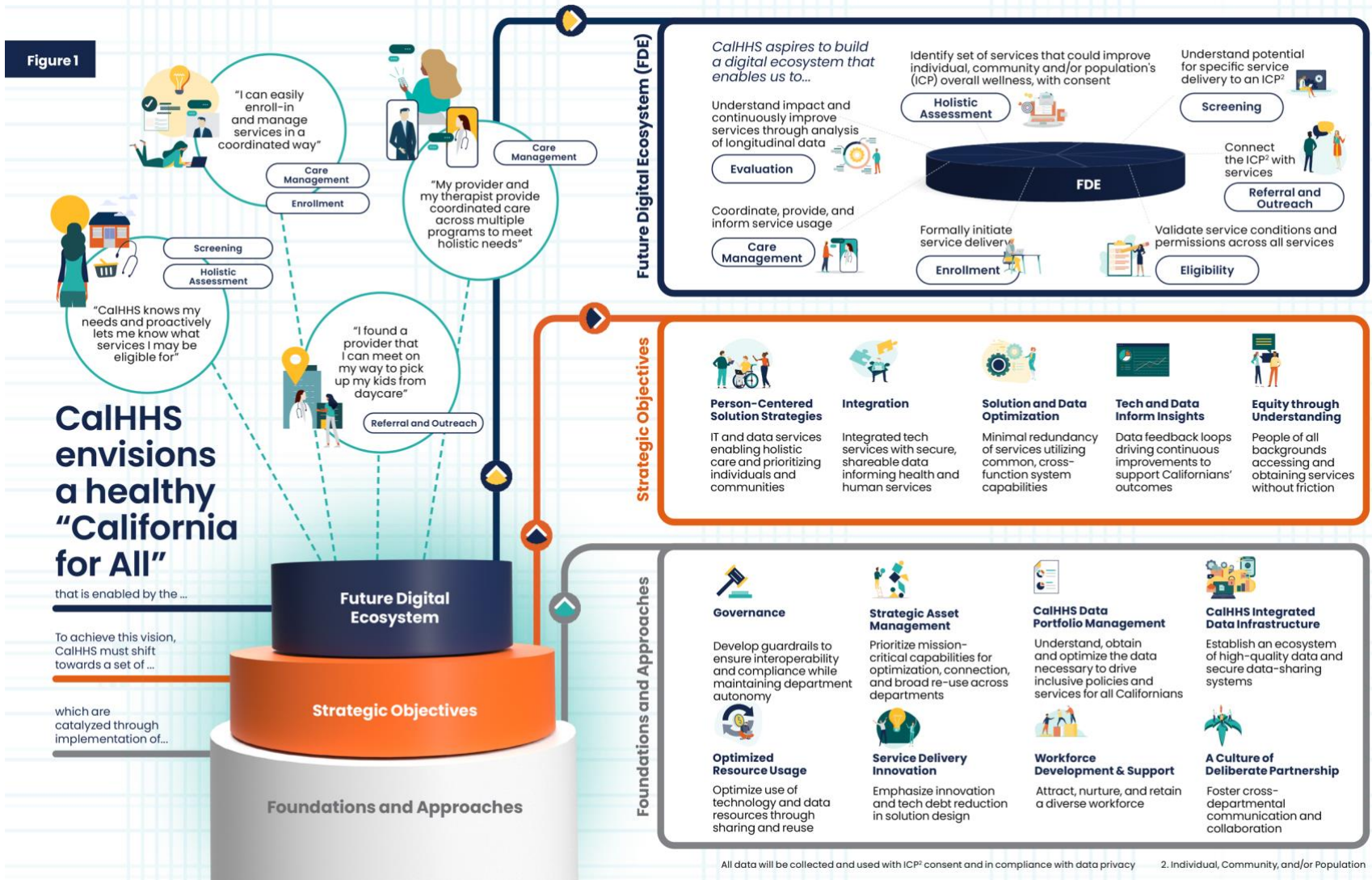




Figure 1. Overview of CalHHS IT and Data Strategic Plan





The State's vision of a Healthy California for All requires that CalHHS understands and delivers the comprehensive services required to meet unique individual, community, and population (ICP) needs. To realize the State's vision, CalHHS must measure outcomes associated with these services and use them to inform policy, program, processes, and service changes. This takes form through a Future Digital Ecosystem (FDE) that securely and appropriately develops and uses innovative IT and data solutions for predictive outreach, person-centered services, value measurement, and, ultimately, continuous

testing and refinement of the State's effectiveness in supporting all Californians' health and wellness needs. This Future Digital Ecosystem consists of a set of high-level abilities needed to enable the full life cycle of support, as shown in Figure 2.

This is a long-term vision that necessitates a deliberate and collaborative data and digital transformation across all CalHHS Departments, as well as with our essential county and local partners. Appropriate, secure data sharing, and usage is a core tenet of our ability to understand Californians, including the disparities faced by many and the systemic gaps that exacerbate the impacts.

While rooted in those programmatic needs, the Future Digital Ecosystem is enabled by data and integration capabilities, linked to robust, interoperable transactional solutions.

These solutions will allow us to understand and deliver accessible, inclusive, and coordinated services that proactively identify and support the needs of all ICPs throughout all stages of life. These various capabilities, shown in Figure 3, together create an integrated and coordinated ecosystem to enable support. Additionally, we anticipate enhancing essential transactional capabilities, such as outreach, referral, care coordination and others, by using Gen AI and other innovations to improve Californians understanding of and ability to access high-quality services through facilitated self-services interactions, support adaptable language models that can generate insights from the data that we gather, and to enhance service delivery productivity and quality.



Figure 2. CalHHS Future Digital Ecosystem Overview

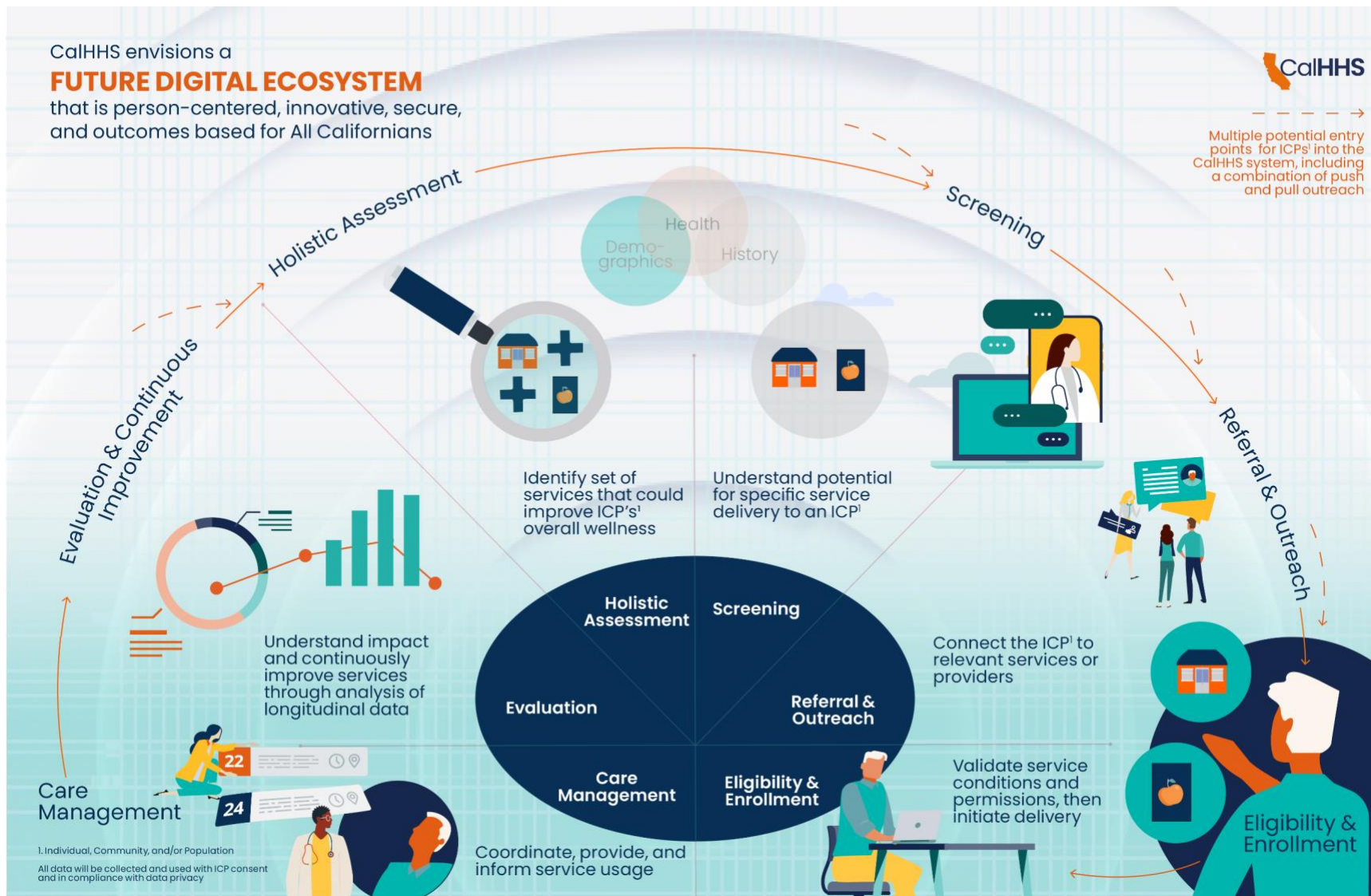
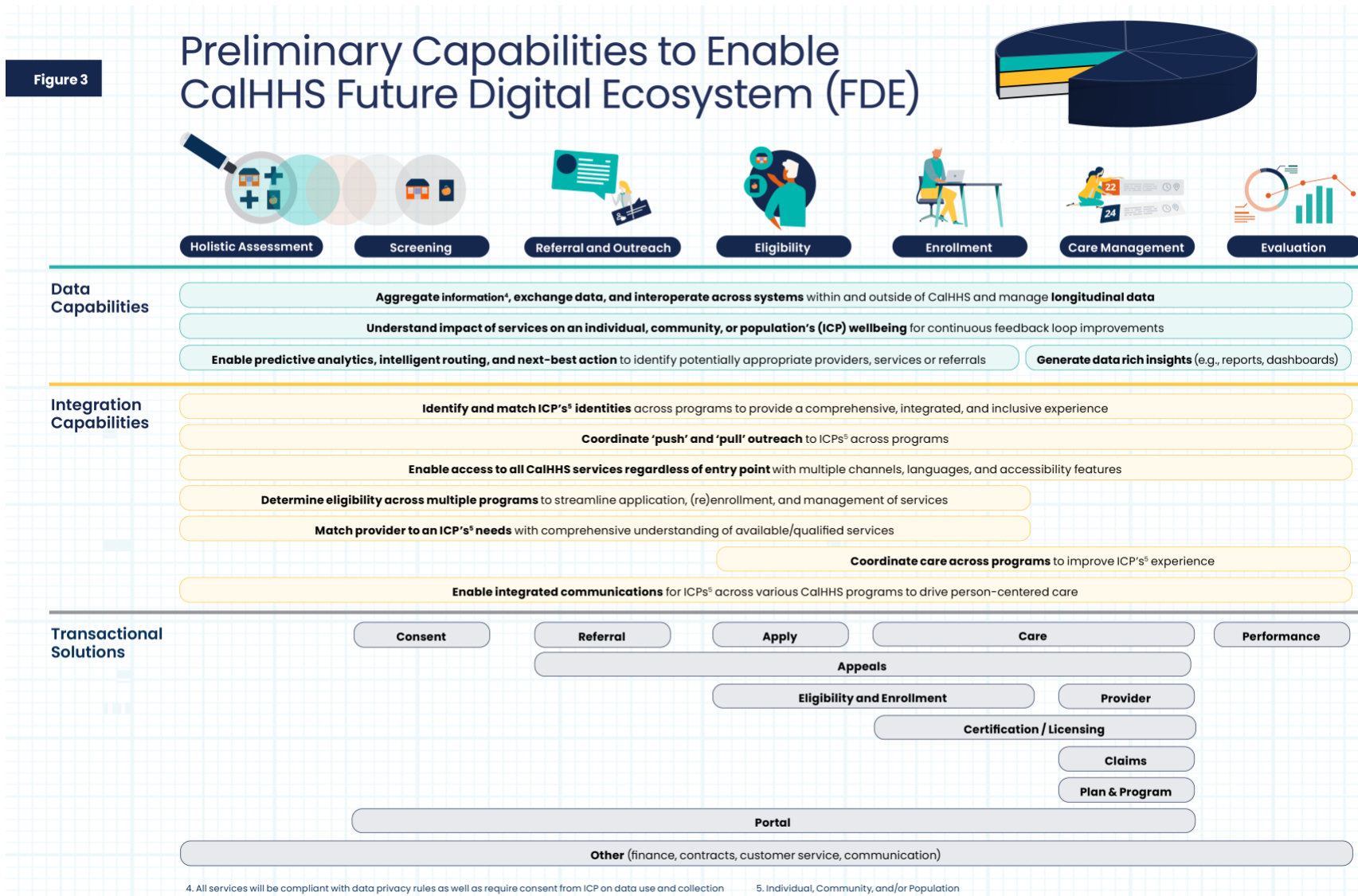


Figure 3. Preliminary Capabilities to Enable CalHHS Future Digital Ecosystem (FDE)





# 03






## IT AND DATA STRATEGIC OBJECTIVES

CalHHS has established five IT and Data Strategic Objectives to achieve its' vision, as shown in **Figure 4**. These Objectives represent the shifts that CalHHS' digital leaders need to make to inform program and policy improvements, support inclusive service delivery and enable the Future Digital

Ecosystem. This includes considering the Agency opportunities, needs and implications when planning and delivering solutions, and supporting broader participation in related decision-making. CalHHS will collectively achieve these objectives through the *Foundations and Approaches*, described later in this document, coupled with action plans referenced in the *Action Plans and Value Measurement* section.

These Objectives are interdependent and build upon one another. The subsequent subsections look at how each of these objectives supports the CalHHS mission and strategic priorities and provide examples to highlight the value that can be achieved.

**Figure 4. CalHHS IT and Data Strategic Objectives**

	<b>Achievement means...</b>
 <b>Person-centered solution strategies</b>	IT & Data solutions are tightly aligned with CalHH’s efforts to provide holistic care that puts the individual and their communities at the center of service design and delivery
 <b>Integration</b>	Technology solutions work together through integration tools and well-structured, fully secured, shareable data to inform and support services across health and human services programs independent of solution “ownership”
 <b>Solution and Data Optimization</b>	CalHHS minimizes redundant solutions, leveraging critical and common system capabilities from within or across departments. Solution design and development teams prioritize re-use, scalability, security, sustainability, and solution performance; they are built in alignment with agency enterprise system and data architecture goals.
 <b>Technology and Data Inform insights and drive decisions</b>	IT solutions support critical program functionality to include data feedback loops that drive prevention and service strategies to proactively, equitably, and more effectively meet the unique needs of all Californians. State leadership and external researchers appropriately use an ecosystem of linked, comprehensive data sets to support wellness outcomes for all Californians under normal and adverse scenarios.
 <b>Equity through understanding</b>	Those of all cultures, origins, and income levels can not only access CalHHS technology with ease, but they can also use that technology to obtain services securely and without friction. Solutions incorporate findings from user research that extend beyond traditional requirements gathering and incorporate the way individuals and communities learn, make choices, and take action to support their wellness.

### 3.1 Person-Centered Solution Strategies

**Person-centered model:** Moving from a program-centric to person-centered support model means developing solutions that are connected and allow the individual to interact across programs regardless of the ‘door’ they come through. This includes capturing personal information once, rather than repeatedly for each program, and fostering the ability to appropriately match and manage available services and communicate to individuals those service offerings and the means for accessing, maintaining, and managing support. With consent collected routinely during public engagement, individual encounter and usage data will contribute to the State’s understanding of the services they use, the value generated, and the additional services that might further enhance an individual’s or community’s well-being

outcomes and lead to a coordinated services experience.

Illustrative use case:



After life event, **holistic needs of an individual are assessed** (with individual’s prior consent) to identify potential services for support

Individual is **potentially eligible** for multiple services

Trusted local organization that individual is familiar with **proactively contacts individual** to initiate application process (with individual’s consent)

### 3.2 Integration

**Easily accessible services navigation:**

Through interoperable, secure data-sharing and integration capabilities designed to link solution capabilities, Californians will have a “no-wrong-door” experience. They can receive



service recommendations, and access and manage services regardless of where they start their journey. This will require a reimagined eligibility, application, enrollment, and service management process focused on enrollment, the synergies associated with different combinations, and the value of services collectively and in isolation.

Illustrative use case:



An individual who becomes ineligible for a CalHHS service can navigate unenrollment process through an **integrated portal**

Individual is **proactively referred to appropriate resources** based on updated personal information

**Services are coordinated** due to data interoperability

### 3.3 Solution and Data Optimization

#### **Reusable and rationalized data and technology solutions:**

The rationalization of existing and reuse of new data and technology solutions informs and optimizes resource allocation and CalHHS' service delivery. By moving away from program-specific systems and instead building technology and data services that support more than one program, CalHHS can rationalize capabilities across programs and departments and focus its resources on providing Californians with improved outcomes. This may reduce costs related to building and maintaining solutions, enhance user convenience, improve data integrity and analysis, and help establish a common set of required skills across teams.

Illustrative use case:



CalHHS Agency **identifies opportunity to consolidate provider management capabilities** across services

A department launching a new state-wide health program **can leverage shared provider management capabilities** (e.g., existing architectural designs) that **can be tailored to program needs**

Effort that would have been dedicated to buying or building capability can be **repurposed towards providing individuals with better services**

### 3.4 Technology and Data Inform Insights and Drive Decisions

#### Robust data-driven insights on Californians' service experiences and individual outcomes:

Californians will experience continuously improving services and policies as CalHHS uses securely shared data,

organized, and structured in standard ways and governed through consistent policies, to gain a robust understanding of individuals' interactions and wellness outcomes. CalHHS uses that data to confidently inform operational and strategic decision-making across policy, programs, and service delivery.

Illustrative use case:



**Extensive feedback is proactively collected** by CalHHS from individual on service delivered by matched providers

Individual and community's wellness outcomes are **holistically evaluated to determine effectiveness of services**

Individual receives **inclusive and enhanced services** through changes in policies, programs or outcomes

### 3.5 Equity Through Understanding

**Improved, more equitable access to programs and services:** Californians have inclusive access to programs and services that address their unique holistic needs and meet them where they are (e.g., leveraging predictive analytics, intelligent routing, and

Illustrative use case:



Individual with English as second language is seeking care with a **medical professional who speaks his preferred language** within his county

Individual has to wait 4 weeks for the first appointment; CalHHS gets notified of the long wait times through **proactive population outcomes reporting** and notices this is a trend

CalHHS collaborates with the County staff to reallocate resources to enable **on-time care to support these needs**

next-best-action to identify appropriate providers, services, and referrals for all Californians). With consent, the State can proactively “push” potentially helpful services to individuals, augmenting their ability to identify services for their wellness independently.

Through equity payments, provider grants and improved monitoring of service quality and equity, CalHHS has made strong progress towards reducing the disproportionate impacts of adverse events that are functions of inequity, inaccessibility, and/or systemic bias and racism. It will be essential that we continue to build that understanding through integrated data solutions, and that we use insights to address related policy and programmatic barriers to accessibility, affordability, and quality.



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## **FOUNDATIONS AND APPROACHES**

CalHHS will develop and implement eight foundations to enable its strategic plan, as shown in figure 5. They encompass a range of programs, structures, principles, and philosophies that collectively serve as the basis for achieving the objectives listed above and fulfilling CalHHS' vision. While some foundations are tailored to align with specific

Agency functions, others guide the collaborative approach to solution efforts. These foundations collectively propel CalHHS towards the desired future state, driving CalHHS IT leaders to plan, deliver, and operate in a manner that actively contributes to the Agency's mission and vision. This section identifies the high-level purpose and structure of each foundation; corresponding Action Plans (see Section 6) will inform and drive implementation of the IT and Data Strategic plan. They will establish outcomes and key results for each, and will describe core principles, specific activities, resourcing, roles and responsibilities, and implementation timelines.

**Figure 5. The Eight Foundations of the Strategic Plan**



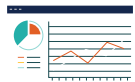
**Governance**

Develop guardrails for solution design, development, and implementation to ensure interoperability and compliance while maintaining department autonomy



**Strategic Asset Management**

Prioritize mission-critical capabilities that are indispensable for Agency's mission for optimization, connection, data sharing, security, and broad re-use across departments



**CalHHS Strategic Data Portfolio Management**

Understand, obtain and optimize the data necessary to drive inclusive policies and services for all Californians, employing secure and appropriate sharing strategies to increase our knowledge about communities and individuals so that we can equitably improve their well-being



**CalHHS Integrated Data Infrastructure**

Support an ecosystem of high-quality data and secure data-sharing systems to ensure excellence and equity in service delivery



**Optimized Resource Usage**

Optimize use of technology and data resources through sharing and reuse to ensure efficient and effective delivery of services that directly impact health and wellbeing of California's residents



**Service Delivery Innovation**

Emphasize solution design, and collaboration best practices and standards to reduce CalHHS technical debt and drive innovation



**Workforce Development and Support**

Attract, nurture, and retain a diverse workforce with robust program, technology, and data skills



**A Culture of Deliberate Partnership**

Foster communication and collaboration across state, county, provider and other partners to address challenges and opportunities to enable person-center service delivery

## 4.1 Governance

Transforming the CalHHS technology development patterns and practices from program to person-centered requires that programs change how they think about the work they do, viewing the digital capabilities that they design and deliver as part of a larger, interconnected Agency ecosystem. This means that programs make decisions in the context of not only the individual department needs, but with the conscious consideration of what they create can support others' needs and how to prioritize work to optimize Agency mission value. This support will take many

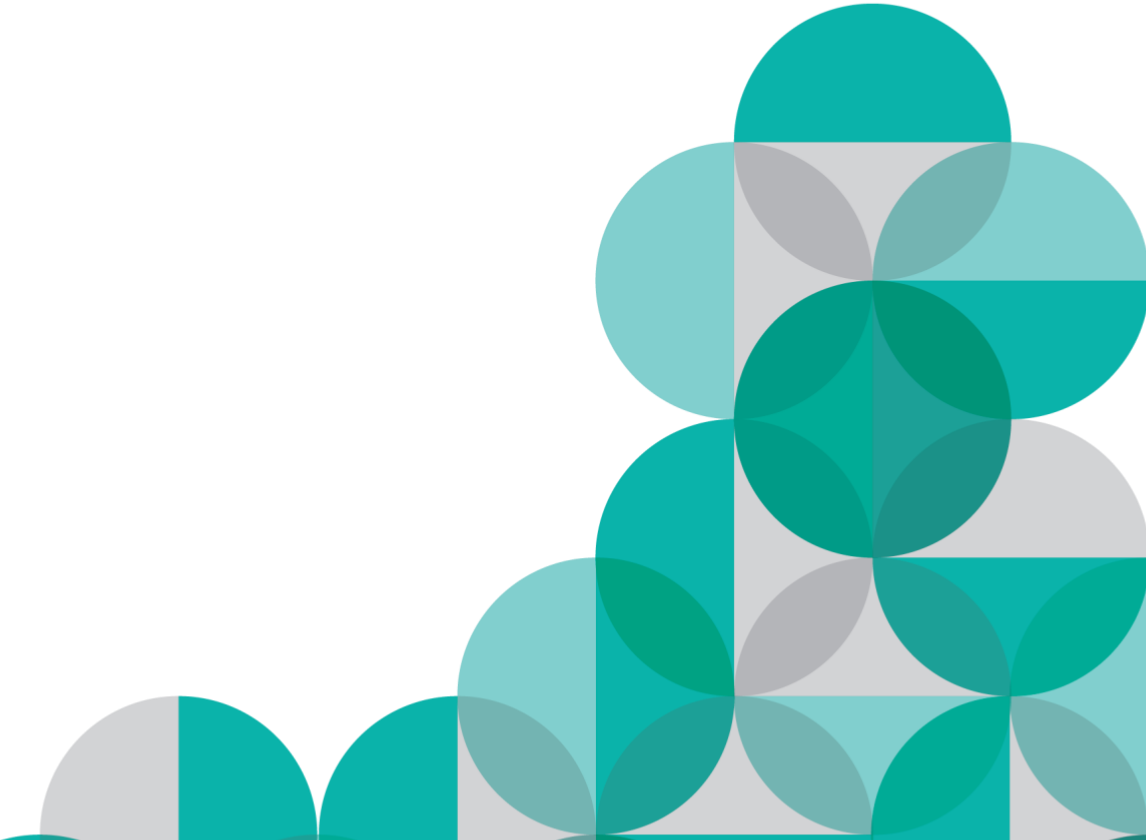
forms, including interoperability, consistent data standards, reusability, and others.

To guide this shift and support the ongoing focus on Agency needs, CalHHS will modify and/or establish governance foundations that provide flexible yet structured ways to ensure all IT assets are recognized as supporting the Agency mission while also meeting unique departmental needs. These governance processes and related standards will establish guardrails that ensure CalHHS solutions, especially those that are essential to mission delivery, can work together effectively across departments and programs.

**Figure 6. Governance Foundations/Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
<b>Establish enterprise architecture, IT, and data policies and standards</b>	CalHHS Agency to develop enterprise architecture and IT/data policy standards that define guardrails for Agency solutions while ensuring departments retain autonomy to meet their unique needs
<b>CalHHS Agency Strategic Portfolio (CASP) Investment Review Committee</b>	CASP Investment Review Committee to apply an Agency lens to assess solution alignment with this IT and Data Strategy, as part of the review process performed during strategic solutions project and product planning. This will include alignment with Architecture and IT/data policies and standards, and planning for how solution data might inform overall research needs in support of holistic well-being
<b>CASP Governance Process</b>	CalHHS Agency to establish a governance process that brings Policy, Program, and IT leaders together to discuss the most mission-essential IT and Data efforts, as part of the CASP Asset Management efforts. Using information generated through the CASP management program, coupled with input from CASP IRC, these leaders will share perspectives, ensure that cross-department and Agency needs are fully considered, and establish an Agency-level perspective on funding and related priorities

<p><b>Performance Measurement and Reporting</b></p>	<p>Effectively implementing this plan will require an ongoing performance measurement, reporting and communications function. In alignment with the GovOps Performance Measurement Program, CalHHS will develop, communicate, and monitor objectives and key results (OKRs), for both the overall IT and Data Strategy and for individual Action Plans. These will guide our work and will support Agency-wide transparency to our collective progress. An essential aspect of this will be Action Plan prioritization, leadership, and resourcing. The Interdepartmental Advisory Council (IDAC) will advise, facilitate, and support this performance measurement function.</p>
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## FOUNDATION IN ACTION

Objective Supported: Integration



Department looking to launch a new solution goes through a rapid CASP Investment Review Committee project review process

The project review process identifies opportunities to link the new tool to existing solutions which enhance usability

Solution's technical leads learn of architectural principles and strategies from Enterprise Architecture team which they apply to design of solution

Project leaders launch the new solution with integrations in place



**Outcome:** Program benefits from increased capabilities as a result of solution integration and faster project delivery timeline without accruing significant technical debt

### 4.2 Strategic Asset Management

All CalHHS technology and data solutions hold operational significance that drives and supports meaningful business outcomes for departments. However, a crucial subset of

solutions, known as the CalHHS Agency Strategic Portfolio (CASP), are indispensable in achieving the Agency's mission. These solutions, in turn, comprise a set of business capabilities intended for broad reuse across departments and use cases. To realize the

greatest value from these solutions, collaboration at all levels is key, involving representatives from cross-department and Agency functions. By optimizing and connecting these solutions, securely sharing high-integrity data across them, and promoting solution reuse to avoid unnecessary duplication, CalHHS can accelerate the achievement of strategic

objectives. It will be essential that we get early insight into planned solution and data efforts; ensuring this early engagement will be a key aspect of the CASP function and will support strategy alignment and promote flexible, scalable, inclusive, and secure solutions that address programmatic needs within and across departments.

**Figure 7. Strategic Asset Management Foundations/Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
<b>Architects Engagement Model</b>	CalHHS Agency Enterprise Architecture team will establish a streamlined Architect’s Engagement Model to ensure that the analysis, evaluation, and/or consultation of strategically significant IT projects deliberately include architectural principles and strategies that align business, solution, and data needs
<b>CalHHS Agency Strategic Portfolio</b>	Collaboratively, the CalHHS Agency’s Enterprise Architecture (EA) Team and the agency-wide EA Community, with representatives from all departments, will:

<p><b>(CASP) Asset Management</b></p>	<ul style="list-style-type: none"> <li>• Identify the commonly required, mission-essential capabilities that constitute the CalHHS Agency Strategic Portfolio (CASP)</li> <li>• Establish a living view of the portfolio, i.e., solutions and assets, that delivers these strategic capabilities by             <ul style="list-style-type: none"> <li>• Gathering information about each solution’s underlying technology, supporting ancillary capabilities, and plans for modification, modernization, and replacement</li> <li>• Assessing lifecycle and maturity of core capabilities</li> <li>• Identifying transformative opportunities</li> <li>• Understanding data collection, usage, and sharing</li> </ul> </li> </ul>
<p><b>CASP Management Function</b></p>	<p>OTSI will establish the CASP Management function to optimize and prioritize new solution efforts related to the CASP. This will provide a central and transparent view of strategic solutions, supporting cross-departmental leadership, collaboration, and prioritization</p> <p>The CASP Management function will facilitate:</p> <ul style="list-style-type: none"> <li>• Improved coordination, decision-making, and confidence in investment decisions by providing insights into needs, ownership, flexibility, scalability, operational resiliency, and overall technology / solution requirements</li> <li>• Improved insight into planning and progress of solution and data integration, enabling prioritization of assets with the greatest potential to improve the Agency’s work</li> <li>• Awareness and propagation of best practices to lower risk and optimize resource capacity with understanding of capacity needs and constraints</li> <li>• Analysis and understanding of Agency-level shared service strategy and its impact and benefits to departments</li> </ul>

## FOUNDATION IN ACTION

Objective Supported: Solution and Data Optimization



CalHHS establishes an information repository about existing and planned CalHHS solutions that support mission-essential capabilities

Departments with a new or evolving need for an included capability can quickly identify ways to approach and/or accelerate their own solution efforts

The CASP Management Function works with the department to ensure the selected approach is in alignment with Agency's optimization strategies, policies, and standards



**Outcome:** Reduction of technical risk and improved integration

### 4.3 CalHHS Strategic Data Portfolio Management

CalHHS is committed to enhancing our data portfolio in order to support Agency's mission. Historically, we've used data as an input to CalHHS service transactions, but over the past several years we've demonstrated its power in shaping services, addressing gaps, and delivering improved outcomes. The CalHHS Strategic Data Portfolio foundation seeks to understand how we further transform our service delivery model through data, which begins with identifying the types of data

necessary to improve inclusivity, accessibility, affordability, and quality of services. Aligning on data standards will facilitate data sharing and corresponding research activities, and driving a consistent level of quality will be essential to efficient data integration and related analytics. Ultimately, a comprehensive and well-established strategic data portfolio will help us unlock new ways to equitably deliver more meaningful services, eliminate systemic bias, and support all Californians.

**Figure 8. CalHHS Strategic Data Portfolio Mgmt. Foundations / Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
<b>Strategic Data Portfolio</b>	CalHHS requires a comprehensive understanding of the data that it has and the data that it needs, at both the Agency and individual department levels, to deliver on Agency’s mission. Using goals of improved service inclusivity, accessibility, affordability, and quality, CalHHS will facilitate cross-department conversations about the types of data (demographic, equity, access, encounter, outcomes, etc.) that will be necessary to meet community and person-level service needs, drive broader inclusivity, and inform policy and program changes that improve wellness outcomes. It will work with departments to understand data gaps and will review data strategies as part of its CASP portfolio management efforts. Ultimately, this will result in a data catalog.

<p><b>Optimized Data</b></p>	<p>Optimized data usage begins with a baseline understanding of our data. Activities related to optimizing data focus both on data integrity and its efficient capture, linkage, and re-use.</p> <ul style="list-style-type: none"> <li>• Data Integrity is a function of the completeness and quality of the strategic data portfolio. CalHHS will collaborate with departments on tools, training and support that can be used to assess department and agency data sources, including accuracy, completeness, consistency, and relevancy.</li> </ul> <p>Working collaboratively with departments, CalHHS Agency will establish and promulgate data standards to facilitate appropriate, efficient, and secure data sharing.</p> <ul style="list-style-type: none"> <li>• Efficient Data Capture, Linkage and Re-Use can minimize the cost and effort associated with Agency and its department’s data collection and management activities. It begins with establishing a shared and common understanding of the strategic data portfolio and requires a concerted effort to leverage existing data when possible. It also means having the ability to “link” data across multiple sources, essentially providing CalHHS with the ability to relate files to one another to obtain an accurate and complete view of communities and individuals. CalHHS will work with its departments to establish data matching and related capabilities, while also looking to departments to contribute their own mechanisms as they build out their data ecosystems. Efficient data capture also benefits those that we serve, reducing their burden of duplicate data submission.</li> </ul>
<p><b>Data Sharing Culture</b></p>	<p>CalHHS has made tremendous progress in creating awareness about the value of comprehensive and appropriate data sharing for meeting Californians’ wellness needs. We have been a leader at the State-level, establishing data agreements, creating an open data portal, driving data literacy and stewardship, and formalizing</p>

data-centric structures, functions, and roles. We are well prepared to extend this work, which will include:

- Embedding efficient practices and processes that make sharing easier
- Continuing with CalHHS data subcommittee and other efforts to expand data awareness, literacy, and appropriate sharing with both internal and external entities
- Ensuring our IT activities put data needs at the forefront when planning and designing solutions
- Formalizing and enforcing data security and privacy strategies to protect data and those that we serve
- Creating innovative strategies to recruit, train and develop the data workforce
- Agreeing to a set of core data standards that will support our data sharing goals
- Expanding agreements and governance to include our counties, services providers, researchers, and others, working collaboratively with them to address concerns, build trust and garner support for broader data usage for both community and person-level data



## FOUNDATION IN ACTION

Objectives Supported: Equity Through Understanding



CalHHS Departments together identify data needs in context of driving inclusive and equitable policies and services

CalHHS and counties evaluate data available, address data gaps, and review insights from data

CalHHS partners with researchers to understand potential changes needed to policies and services based on data insights



**Outcome:** Enhanced collaboration between State, Counties, and Research organizations to obtain and optimize data necessary to drive inclusive policies and services

#### 4.4 CalHHS Integrated Data Infrastructure

This Foundation is separate and distinct from the Strategic Data Portfolio Management. Foundation 4.3 is focused on the use of and usability of the data, whereas the integrated data infrastructure foundation is focused on the tools and functions that facilitate and enable that use. The CalHHS Data Ecosystem is a foundation supported by tools, principles, standards, and activities that enable effective and secure capture, sharing, and use of data to generate insights about the population that CalHHS serves. Data is no longer a byproduct

of transactional systems— it is an Agency asset that can inform integrated, inclusive policies, programs, and services involving multiple state and local organizations. Data considerations can inform the architecture, design, and development of CalHHS solutions. Enabling the Data Ecosystem will require engagement and input from a broader set of interested parties, including our essential county, local and research partners. Action Plans will describe the activities needed to create the appropriate mechanisms for building the integrated data ecosystem and driving a rich data sharing and usage culture.

**Figure 9. CalHHS Integrated Data Infrastructure Foundations/Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
<b>Data Exchange Framework (DxF)</b>	<p>Implement the DxF to facilitate real-time exchange of health information, including social services data (e.g., social determinants of health), across departments, to provide transparency and address costs while driving improvement in California’s healthcare programs. Its transformational value in supporting whole person care through services and outcomes data make it foundational to CalHHS ability to understand our communities’ and individual needs. Central to this, and other integrated data solutions, will be the ability to appropriately match data records to drive the value of integration and longitudinal analysis.</p>
<b>Agency Data Hub</b>	<p>Expand the Agency Data Hub, a cloud-based data-sharing ecosystem established by the CalHHS Center for Data Insights and Innovation (CDII), to support the maintenance and secure sharing of data within and across organizations, including with authorized external researchers, to generate insights that inform policy, program, and service delivery.</p> <p>CDII will lead the development of the Data Hub and facilitate reusable data assets (e.g., integrated databases and datasets) and insights into best data management processes to guide independent department efforts.</p>

<p><b>Insights Lab</b></p>	<p>Support Department and Agency insights generation about the programs and service needs and value through an integrated CalHHS data environment, providing insights about the continuum of services delivery. While it is likely that departments will create some analytics capabilities that can produce insights about their programs and services needs and value, a fully integrated CalHHS environment envisions insights related to outcomes, value and needs related to services provided in combination. For example, understanding the wellness “lift” achieved by providing both behavioral health and nutrition services to an individual or population can inform how we design and deliver these services, or if instead we should focus on other service combinations that might drive improved outcomes. CDII will launch and operate an Insights lab to provide nimble analytics capabilities that inform comprehensive policy development and program design within the context of the integrated services model. In addition to allowing for deeper insights, it can result in an additional data for inclusion in the data catalog, allowing Action Plans to articulate related CDII service models and engagement.</p>
<p><b>Catalyzed Equity and Inclusivity</b></p>	<p>Drive and measure equity and inclusivity through programmatic activities, such as the CalHHS Data Equity Dashboard, that understand, track, and evaluate our program effectiveness in meeting the diverse needs of all Californians. As part of this, CDII will help CalHHS learn about those it is not serving as only through understanding needs and providing services to all eligible populations can we truly achieve a Healthy California for All.</p>

## FOUNDATION IN ACTION

Objectives Supported: Technology and Data Inform Insights and Drive Decisions



CalHHS Department uses the Data Equity Dashboard to identify a disparity in the services which they provide

Department then uses longitudinal data collected across services from the Agency Data Hub to analyze potential root causes of the disparity

Department makes programmatic changes based on these insights and measurably improves equity in their service delivery

Department shares insights, learnings, using outcomes of data analysis with other CalHHS Agency and Department leaders



**Outcome:** Reduced disparities in service delivery and data driven equity insights

## 4.5 Optimized Resource Usage

CalHHS aims to optimize the use of technology and data resources to efficiently and effectively deliver services that impact the health and well-being of California's residents. As programmatic responsibilities grow, we will proactively expand our capacity and capabilities in planning, developing, and implementing technology and data solutions. These efforts will prioritize reuse, and ensure resources are efficiently and effectively applied to services that directly impact wellness.

This is consistent with the Agency's policy to "increase leveragability of critical and

common system functionality and to incorporate reuse, scalability, sustainability, and solution performance principles into solution designs".

To achieve optimized resource usage, the Agency will establish structures and approaches to support accelerated, high-quality, and consistent delivery of essential program capabilities. CalHHS departments, centers, and agency functions will, however, retain the responsibility to use these structures and approaches to increase reuse and facilitate rationalization of solutions.

**Figure 10. Optimized Resource Usage Foundations/Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
<p><b>CalHHS Solutions Center of Excellence (CalHHS COE)</b></p>	<p>Provide shared tools, templates, and product and project management guides through the CalHHS Solutions Center of Excellence (CalHHS COE). These resources will incorporate Agency principles and standards, support compliance with State requirements, and incorporate relevant industry practices to:</p> <ul style="list-style-type: none"> <li>• Accelerate IT efforts and expedite service delivery for CalHHS departments</li> <li>• Streamline solutioning efforts, enhance quality of outcomes, and mitigate solution risks</li> <li>• Offer guidance on innovative methodologies (e.g., solution planning, user-centered design, agile development, cost estimation, product/project management, procurement, vendor management, governance)</li> </ul>
<p><b>OTSI's Technology and Solutions Consulting Division</b></p>	<p>OTSI's Technology and Solutions Consulting Division to provide solution product/project planning, delivery management, architecture, procurement, training, and other support services in the form of short- and long-term project team capacity. This gives departments the ability to:</p> <ul style="list-style-type: none"> <li>• Obtain support for implementing enterprise processes to enhance solution delivery</li> <li>• Access specific, high-quality skillsets that are difficult to recruit</li> <li>• Close resource gaps while implementing longer-term staffing strategies</li> </ul>

	<ul style="list-style-type: none"> <li>• Accelerate “ramp up” capacity for its solution efforts, ultimately resulting in earlier delivery</li> </ul>
<p><b>CalHHS’ Enterprise Architecture Team (EA Team)</b></p>	<p>CalHHS’ EA Team to collect and maintain information about Agency’s existing and planned strategic solutions. Having this information readily available through the CalHHS COE will:</p> <ul style="list-style-type: none"> <li>• Support collaboration, knowledge sharing, and solution reuse</li> <li>• Help maximize investments and accelerate planning and delivery efforts</li> </ul>
<p><b>CalHHS Technology Support and Shared Services</b></p>	<p>OTSI to provide end-to-end support for solution efforts, by working with departments to identify, explore, and support cross-department technology and related needs (e.g., technology enterprise license agreements, information security consultation, hosted services, and technical services augmentation)</p> <p>This will particularly support smaller departments that can benefit from collective buying and shared services</p>



## FOUNDATION IN ACTION

Objective Supported: Solution and Data Optimization



A Department seeks to implement a case management solution to meet a community's needs

The Department uses resources from CalHHS Solutions Center of Excellence (CalHHS COE) and information from CalHHS' Enterprise Architecture Office (EA Office) to identify an existing solution for reuse

OTSI's Technology and Solutions Consulting Division provides guidance on how to effectively and efficiently deliver the solution



**Outcome:** The collaborative delivery of solution ensures effective (re)use of department resources, enhances solution performance, and mitigates risk

## 4.6 Service Delivery Innovation

Process and technology innovation holds the potential to enhance the value, quality, and lifespan of CalHHS' solutions. As technology continues to evolve at a rapid pace, CalHHS strives to foster a culture that embraces advancements aligned with its vision while diligently understanding and mitigating associated risks. This strategy aligns seamlessly with California's Digital Strategy,<sup>2</sup> which embodies core values aimed at simplifying, enabling, and evolving how CalHHS meets the needs of Californians. It also

emphasizes human-centered design, collaboration, scalability, incremental value delivery, and adherence to best practices and standards. As CalHHS embraces technological advancements, we will also ensure that security considerations are integrated at the outset. Through innovation, all these focus areas can be further enhanced, fostering solutions that are "intuitive, user-friendly, empathetic, and genuinely responsive to the citizens of California."

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<sup>2</sup> For more information about California State Digital Strategy, please visit:

**Figure 11. Service Delivery Innovation Foundations/Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
<b>Technology advancements to Improve Service Delivery</b>	<p>Use technological advancements responsibly and securely, including data-driven approaches that drive efficiency and responsiveness (e.g., Generative Artificial Intelligence, internet of things (IoT)).</p> <p>Cross-departmental integration capabilities such as records linking, and Identity and Access Management could expedite the ability to integrate solutions and data sources providing streamlined services to the public.</p>
<b>Artificial Intelligence (AI) including Generative AI (GenAI)</b>	<p>While a component of the prior approach, Generative AI is explicitly called out here as a concerted effort must be made to identify opportunities and risks within our public safety-net programs we administer, as well as create opportunities and guard against risks within private sector organizations who deliver health and human services programs to Californians.</p> <p>This fast-changing landscape has created new possibilities to mobilize the world’s information, drive service innovation, increase access, bring services to previously disconnected communities, and enable workers to make smarter decisions, more quickly, and with greater efficiency. This presents both opportunities and risks.</p> <p>GenAI raises novel risks such as discrimination and bias, and requires measures to address insufficiently guarded systems and unintended or emergent harmful</p>

	<p>effects. It’s imperative to consider the implications on Californians of different regions, income, races, ethnicities, gender, ages, religions, abilities, sexual orientation and more.</p> <p>With the proper guardrails and engagement in place, pursuant to the Governor’s GenAI Executive Order (N-12-23), we can accelerate our ability to deliver programs and services while disrupting the deep and systemic inequities that have adversely impacted our most vulnerable neighbors for decades. At the same time, we recognize that there is uncertainty about the unintended consequences that may arise because of the rapid advancement of such technologies.</p> <p>This must be done to explicitly ensure that the use and application of AI and GenAI does not further exacerbate inequities and disparities in care.</p>
<b>Technical Debt and efficient modernization</b>	<p>Explore modernizing legacy IT infrastructure (e.g., mainframe applications) to the cloud or replacing it with cloud-native, digital-ready architectures and platforms to reduce technical debt, excess maintenance costs, reliance on niche tech skills and talent, and enhance security and data privacy</p>

## FOUNDATION IN ACTION

Objective Supported: Person-Centered Solution Strategy



Department identifies an opportunity to enhance the responsiveness and efficiency of a solution using Generative Artificial Intelligence (GenAI)



Agency and Department collectively analyze the security and integrity impact of the proposed technology and take necessary steps to mitigate risk and ensure regulatory compliance



Department implements a GenAI solution that is reusable across CalHHS



**Outcome:** A user-friendly, seamless, and responsive experience for Californians

### 4.7 Workforce Development and Support

CalHHS Agency aspires to become the preferred service provider not only within State government but across California. To achieve this, the Agency acknowledges the vital role of workforce development and support for all its employees. While third-party partners provide value in specialized skill sets, the Agency aims

to leverage State resources for solution efforts by developing and delivering essential program, technology, and data skills. CalHHS will also collaborate with the Interdepartmental Advisory Council, seeking insights and strategies on how to recruit, train, and retain a diverse pool of talented individuals in a manner that ensures outcomes based in equity and inclusivity.

**Figure 12. Workforce Development and Support Foundations/Approaches**

<b>Foundations/ Approaches</b>	<b>Description</b>
Equity in Recruitment	Extend focus beyond traditional sources and embrace diversity, inclusivity, equity, and justice, allowing the Agency to attract candidates from non-traditional pools.  Leverage resources provided by Agency (e.g., OTSI) for solution efforts over third-party partners

<p>Improved Retention</p>	<p>Support cross-departmental efforts aimed at nurturing and retaining team members by providing training and creating fulfilling State career paths to ensure long-term sufficiency and sustainability for implemented solutions.</p> <p>Share proven strategies that enhance internal capabilities and foster a skilled and empowered workforce</p>
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## FOUNDATION IN ACTION

Objective Supported: Equity Through Understanding



CalHHS has a job opening, but candidate pool is not reflective of diversity in California



CalHHS conducts a comprehensive assessment of potential obstacles for underrepresented communities in recruitment and hiring process



CalHHS organizes a programmatic initiative to decrease obstacles in hiring, allowing an increase in diversity of applicants over time



**Outcome:** Expanded applicant pool allows CalHHS to address technical skillset needs and improve solutions while increasing diversity of workforce

## 4.8 A Culture of Deliberate Partnership

Partnership is foundational to California's ability to generate new, improved ways of addressing Californians' health and wellness needs, while potentially minimizing less efficient and suboptimal solutions. This partnership requires the awareness, engagement, and commitment of many, including the State, counties, Legislature, providers, vendors, advocates, and the public. Establishing our vision of a person-centered services and support model requires a foundational shift in how we all work together across and beyond CalHHS Agency, which when done well, can position California as a

national leader and CalHHS as a State leader meeting our population's needs.

While the previously identified foundations will facilitate better communication, collaboration, and consistent standardization across an integrated digital ecosystem, the greatest needs will be for the ongoing engagement of the many interested, critical parties. As part of this comprehensive foundation, we will develop both strategic and tactical action plans that first seek to understand needs and perspectives, then strive for new approaches that further our vision, as well as improved practices for accomplishing the associated work.



**Figure 13. A Culture of Inclusive Partnership Foundations/Approaches**

Foundations/ Approaches	Description
<p><b>Cross- Departmental Governance, and Communities of Practice</b></p>	<p>Executing this strategy will require high quality, ongoing engagement within and across departments, and Agency, as we plan, prioritize, and deliver IT and data solutions. As part of this foundation, we will:</p> <ul style="list-style-type: none"> <li>• Continue to enhance the role of existing collaboration functions, such as the Agency’s IDAC, the Chief Data Cabinet, and the Enterprise Architecture Community while sponsoring expanded and new communities of practice that focus on other key areas, e.g. portfolio management, solution optimization and innovation, and IT and data security, Through proactive department representation and engagement, these communities will ensure that key perspectives are considered as CalHHS makes the technology and data shift towards person-centered solutions that are inclusive, innovative, interoperable, reusable, secure, and sustainable</li> <li>• Establish opportunities to understand near and long-term programmatic needs and goals that may result in need for enhanced or new strategic solution, data, or integration capabilities. Engaging Agency early will be an essential part of the department strategic planning process, allowing the Agency’s strategic asset management practices to occur without negatively impacting department IT project timelines.</li> <li>• Continue to strengthen the department-specific relationships between their program, data, and technology leaders. Success is dependent upon the buy-in and active participation of all three disciplines. The combined expertise and a concerted focus on</li> </ul>

	<p>partnership will be essential to optimized solutions for providing transactional, data and integration capabilities that support both department and Agency needs.</p> <ul style="list-style-type: none"><li>• Leverage existing and new communities of practice to understand and incorporate knowledge and creativity. Agency communities of interest, such as the Enterprise Architecture community, bring passionate and experienced professionals together to understand and meet needs. Active participation from all departments will help ensure that the solutions we develop include diverse perspectives and innovative approaches.</li></ul>
<p><b>Statewide Collaboration</b></p>	<p>CalHHS has established itself as a leading voice and contributor to ongoing efforts that improve California’s overall posture, both in service delivery and technology efforts. There are several means of extending that partnership in ways that improve both the quality and efficiency of our work towards our technology and data objectives. Benefitting from these partnerships requires trust and a proactive commitment to inclusion, transparency, and a willingness to accept great ideas from anywhere to include:</p> <ul style="list-style-type: none"><li>• Identify and collaborate with other Agencies with complementary capabilities and data that can enhance our ability to improve Californians’ wellness</li><li>• Contribute to and benefit from innovative practices and solutions developed by other organizations, e.g., GovOps</li><li>• Help shape IT and Data solution planning, delivery, maintenance, and related approaches that better meet the needs of the organizations and end users, advocating for efficiencies that accelerate value delivery while supporting risk mitigation needs and other parameters.</li></ul>

	<ul style="list-style-type: none"> <li>Proactively contribute to the Legislature’s understanding of CalHHS’ unique needs in the context of its mission and service accountability, while also demonstrating the achieved programmatic and related value associated with the support provided</li> </ul>
<p><b>Service Provider Engagement and Partnerships</b></p>	<p>As a State that delivers services through counties, local health jurisdictions, providers, and other partners, we are dependent upon and committed to strong partnerships that support mutual goals. Active support and collaboration with the counties, especially related to appropriate data sharing that helps us understand met and unmet wellness needs, will be critical to the achieving our objectives. As part of this foundation, we will need to formalize efforts to create awareness, support, and value-driven relationships</p>
<p><b>Effective Public Partnerships</b></p>	<p>There is tremendous public interest in our Agency’s mission, specifically our goals for a healthy, thriving California. As part of this foundation, it will be essential to engage different groups with specific roles, both to learn more about the population that we serve and to garner support for our data and related efforts. Formalizing mechanisms to include lived experience and related perspectives, to better understand the barriers to wellness and to obtaining necessary services, should not be limited to programs but should be part of designing our technology and data solutions. Additionally creating mechanisms to facilitate third party research, including our academic partners, and to benefit from the generated insights, will be an important part of the deliberate partnership foundation that we must build. With many of the premier educational institutions in the world here in California, we can gain extensive expertise by partnering to understand the problems we face and measure the impacts of our efforts.</p>

**FOUNDATION IN ACTION**

Objective Supported: Person-Centered Solution Strategy




CalHHS identifies a potential opportunity to improve how Californians can easily manage several programs in the same portal



CalHHS convenes IDAC subcommittees across departments to identify opportunities to streamline management of relevant programs



CalHHS creates an action plan, complete with stakeholder owners and desired collaboration processes, to implement new technical changes that can improve managing several programs

 **Outcome:** Formal intra-departmental communication and collaboration allows CalHHS to ensure collective feedback successfully converts into continuous improvement that can increasingly deliver Californians a person-centric experience





# .05 **IT SECURITY AND DATA PRIVACY**

IT security and data privacy are, and have always been, non-negotiable priorities in managing and delivering CalHHS services. We support these priorities internally and externally, striving to shape cybersecurity programs that align with our Agency's needs through our membership with the California Cybersecurity Integration Center (Cal-CSIC). In anticipation of the innovative and interoperable solutions adopted by the Agency

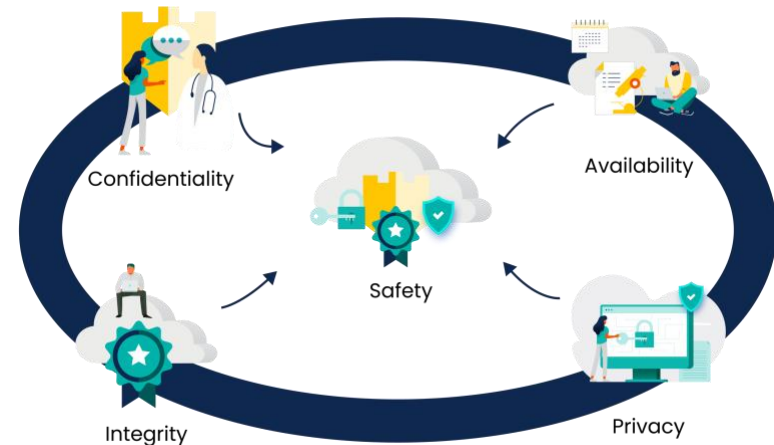
and its departments, coupled with our emphasis on integrated data, sharing and management, these priorities take on even higher criticality.

A robust IT security and data privacy posture is essential, as disruptive attacks (e.g., data breaches, Denial-of-Service [DoS], ransomware) will interfere with the providing critical and trusted health and wellness services to Californians. CalHHS, responsible for the continuous delivery of quality health and human services to millions of Californians, considers the security of its resources to be of utmost importance and embraces the following principles:

- Data confidentiality, integrity, and privacy are critical to ensuring the trust of Californians.

- All data sources and computing services are resources that must always be protected.
- The availability of state systems and applications is continuously required to support health and human services delivery to Californians.
- Ensuring security and privacy is the responsibility of all within the Agency.

These principles, and the subsequent approach laid out in this Plan, will align closely with the State's Cal-Secure Cybersecurity Governance Structure.<sup>3</sup>



**Figure 14. Principles governing IT security and data privacy**

Done well, the use of integrated systems across programs can help bolster IT security and data privacy by employing consistent standards and practices universally. To achieve this consistent and strong

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<sup>3</sup> For more information on California's Cal-Secure Plan, please visit: <https://cdt.ca.gov/wp->

[content/uploads/2021/10/Cybersecurity\\_Strategy\\_Plan\\_FINAL.pdf](content/uploads/2021/10/Cybersecurity_Strategy_Plan_FINAL.pdf)

cybersecurity posture, we will employ agency-wide efforts, captured in prioritized action plans, that match our expanding cybersecurity needs. These include:

- An agency-wide Cybersecurity Maturity Model, integrating it into all aspects of department IT design, development, and operations. This model will encompass advanced threat intelligence, proactive monitoring, and rapid incident response capabilities. It will be important for departments to regularly assess their cybersecurity maturity and to develop action plans for continuous improvement. This strategic shift ensures that our cybersecurity efforts are not only reactive but also predictive and preventative. This maturity is essential not only for compliance with state and federal regulations, but for maintaining our internal and external partners' trust and support.
- A comprehensive data loss prevention (DLP) strategy. Clearly defining and accepting data ownership, classifying data at the point of creation, continuous monitoring for data exfiltration risks, and robust encryption protocols for data at rest and in transit will be essential. We anticipate addressing this work through our solution architecture and design policies and principles and validating efficacy through our governance and strategic asset management foundations.
- A holistic security operations approach. Growing adoption of cloud-based infrastructure and innovative technologies that improve the quality and speed of digital services, such as Generative Artificial Intelligence (AI) and Internet of Things (IoT),

will require that departments extend security beyond technology and apply it to the operations, maintenance, and delivery of the services, including managing third party risk. At the same time, increasing ransomware attacks require greater collaboration and cooperation across the Agency. We can explore how AI and machine learning might contribute to our operational security capabilities, allowing for real-time threat detection and response.

- Adoption of Zero Trust (ZT) concepts and architecture. ZT constitutes an approach to achieve end-to-end security of data, infrastructure, and workloads. No approach can be practical without support from

people and governance. CalHHS will combine Cal-Secure’s three categories of people, process, and technology with the NIST Cybersecurity Framework<sup>4</sup> and the Zero Trust Maturity Model<sup>5</sup> to achieve its desired level of maturity. Every department will use the model to define its roadmap.

IT Security and Data Privacy must be supported through a cultural mindset oriented towards security, where everyone within CalHHS is made aware of and expected to play their role in maintaining security of CalHHS assets, solutions, and underlying data. As part our strategic asset management efforts, we’ll ask organizations to demonstrate that their

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<sup>4</sup> For more information about the NIST Security Framework, please visit:

<sup>5</sup> For more information on Zero Trust Maturity Model, please visit: [https://www.cisa.gov/sites/default/files/2023-04/zero\\_trust\\_maturity\\_model\\_v2\\_508.pdf](https://www.cisa.gov/sites/default/files/2023-04/zero_trust_maturity_model_v2_508.pdf)



strategic solutions incorporate and comply with security principles and regulations. Our ecosystem will only be as strong as the weakest solution and ensuring that we maintain the integrity of those solutions will require departments to collaborate with others who have or are developing other ecosystem components.

## **APPROACH**

Adopting a 'Secure by Design' methodology, will help ensure that security considerations are integrated at the outset of the solution development lifecycle, not as an afterthought. This approach significantly reduces vulnerabilities and aligns with our commitment to secure digital services and protected data for all Californians While we'll work to drive a cybersecurity mindset into all

that we do, we anticipate that our Governance, Strategic Asset Management, and Data foundations will have explicit security and data privacy components, incorporating standards, guardrails, processes, and assessments that will support our security and privacy requirements.





# 06

## **ACTION PLANS AND VALUE MEASUREMENT**

The success of this plan sits with all of us within CalHHS and our partners. Program, Data, and Information Technology leaders will all play a role in the effective planning and development of technology, data and integration capabilities. However, our success will be measured in how well those capabilities allow us to create a healthier California, with specific emphasis on improving the holistic well-being of those disproportionately impacted by adverse conditions and those previously

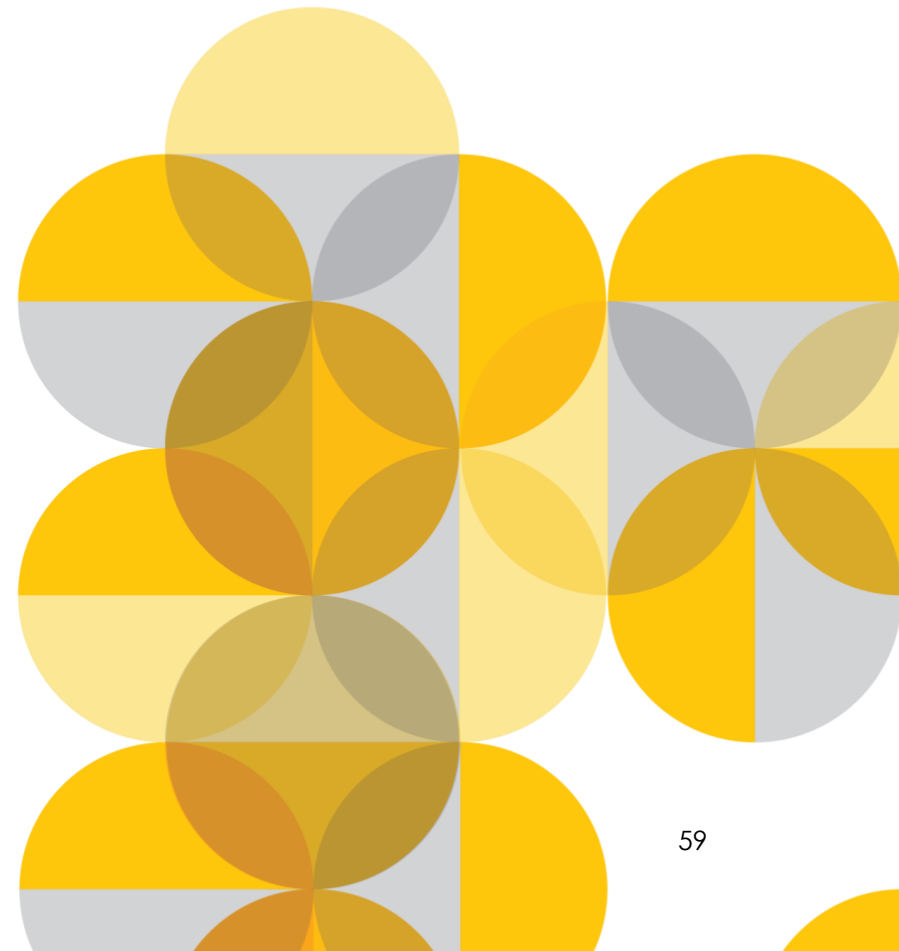
limited by systemic shortcomings that impacted inclusivity and service accessibility.

This plan cannot reasonably forecast the tactical effort needed to implement the essential foundations, nor is its intention to drive to that detail. As referenced within the document, the next step is to identify and prioritize Action Plans that will frame the work, define the anticipated value of the effort, and identify the skills and resources needed for each of the foundations and their subset activities. These plans will be developed and supported by diverse, collaborative teams that collectively offer the best thinking and delivery. Sometimes, these teams will reside in a single organization, selected because it best addresses the needs. At other times, cross-department teams will be formed through CalHHS' Interdepartmental Advisory Council (IDAC) or other communities of interest.

Agency and Department leaders are called upon to sponsor, resource, and support this work in support of the Agency mission and collective commitment to progress, recognizing however that it is unlikely that all this work can be absorbed by our organizations.

As mentioned, Agency will inclusively lead the development of a performance measurement program that focuses on the progressive value that our work creates in advancing the Agency goal of a Healthy California for All. In addition to using action plans as a barometer of progress, CalHHS will also identify and monitor indicators of shifts toward the objectives, including engagement by program, data and technology functions, cross-department collaboration, and the dedication of essential resources. Success is dependent upon the buy-in and active participation of all three

disciplines. While targeted metrics will be used to track successful process improvement, value and success will be defined in the context of the CalHHS strategic priorities, key program outcomes, and related equity and impact goals defined and tracked by Departments.





**07**  
**CALL TO  
ACTION TO  
CALHHS  
LEADERS**

Guided by the State’s vision of a “Healthy California for All,” this strategic plan represents CalHHS’ commitment to seize its unique opportunity to reimagine how the Agency serves Californians. It speaks to the role IT and data solutions can and must play to support and optimize programs and services to improve holistic wellness.

This strategic plan outlines a long-term vision that is ambitious, yet achievable. Bridging the gap between an aspirational vision and a realized success is the Agency’s challenge and it lands on all CalHHS and Department leaders to build that bridge in collaboration with their respective internal and external partners. Success of this plan will not be measured by process improvement and integrated data, but rather by departments’ success in achieving their prioritized programmatic outcomes—in furtherance of a Healthy California for all. Nothing short of full commitment from everyone will make this possible. Below is an outline of key actions from each stakeholder group to realize this vision:

**Figure 15. Key Actions of CalHHS' Stakeholder Groups**

<b>Stakeholder Group</b>	<b>Key Actions</b>
<b>Agency Leadership</b>	Champion and sponsor cross-departmental efforts; support initiatives that drive collaboration and sharing; provide clear and consistent support for prioritization of these objectives; convene partners from across Agency and external partners to solve critical challenges
<b>Department Leadership</b>	Champion and sponsor a culture of cross-department collaboration and an Agency mindset. Define desired programmatic outcomes for their populations served.
<b>Program Leaders</b>	Grow department understanding of the work you do, and how it can inform and be informed by other departments so that data and technology teams know how to best support your ability to meet Californians' holistic needs
<b>Chief Information Officers</b>	Prioritize understanding not only programs' needs, but the programmatic work being done in other departments. Leverage this understanding to create enterprise technology strategies and enterprise architecture designs while engaging cross-Agency stakeholders to support the Agency's objectives
<b>Chief Technology Officers</b>	Lead with program knowledge and an "art of possible" mindset to support program needs; ensure architecture design is in line with the enterprise approach and

	standards; collaborate with others, within and beyond CalHHS, to understand where to learn from and leverage the work of others
<b>Chief Data Officers</b>	Take a critical seat at the table in full recognition that data is so much more than a transactional input or byproduct; evangelize, educate, and collaborate, internally and with one another, to help everyone understand and respond to Californians' holistic needs
<b>Information Security Officers</b>	Continuously drive visibility and validate adherence to security requirements within respective departments to ensure the security of information systems and contained data
<b>Project Management Offices</b>	Contribute to and leverage the many available resources and expertise to lift Agency as a whole and allow others to reciprocate the support

# **TOGETHER WE WILL CREATE A HEALTHY CALIFORNIA FOR ALL**

Implementing this plan over time will result in transformations that touch all aspects of how we think about and deliver program, data, and technology capabilities in support of our Agency's mission. The technology itself is available and accessible; the transformation will be in our mindset, our workforce, our partnerships, and our culture. It will start with a prioritization of those foundations and related capabilities that can have the greatest impact on how we understand our existing portfolio, the gaps we must fill, and how that ultimately delivers healthier outcomes for Californians. We will use that understanding to identify

strategies and approaches to drive towards our Future Digital Ecosystem, that can expand our understanding of the Californians we serve. Using that understanding to improve our state's policies, programs, and services in the pursuit of improved outcomes is an exciting proposition to all of us with a shared passion of a healthy, thriving California.

This plan marks the beginning of the journey, with much work to be done. We look forward to joining together in collaboration, partnership, learning and leading to achieve our goals.

