



**HEALTH CARE**  
INFORMATION TECHNOLOGY

# 5 Year IT Strategic Plan

2022 - 2027

Our job is making sure you have the right tools to do your job.



## OUR VISION

COLLABORATIVELY PROVIDE INNOVATIVE, SECURE AND SEAMLESS INFORMATION TECHNOLOGY SOLUTIONS THROUGH A RELIABLE AND ROBUST INFRASTRUCTURE, EXCEEDING CUSTOMERS' EXPECTATIONS.

## OUR MISSION

PROVIDE EXCEPTIONAL CUSTOMER SERVICE, DELIVER INNOVATIVE TECHNOLOGY SOLUTIONS, SUPPORT DATA-DRIVEN STRATEGIES, AND FOSTER A CULTURE OF CREATIVITY AND GOVERNANCE IN A SECURE ENVIRONMENT.



**CALIFORNIA CORRECTIONAL  
HEALTH CARE SERVICES**



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### A MESSAGE FROM THE CIO

I am pleased to present the California Correctional Health Care Services (CCHCS) Five-Year Information Technology (IT) Strategic Plan for 2022 to 2027.

This strategic plan reflects the commitment of the Information Technology Services Division (ITSD) to advance the mission of CCHCS by implementing innovative technology solutions that support the secure delivery of health care services for patients who reside at all California Department of Corrections and Rehabilitation (CDCR) institutions statewide.

The 2022 to 2027 CCHCS IT Strategic Plan takes effect on July 1, 2022. There are six focus areas:

- Integrate Cloud Solutions and Standards
- Continuously Enhance Customer Experience
- Cultivate Employee Engagement
- Leverage Emerging Technology to Innovate
- Enable Data-Driven Decision Making
- Enhance IT Security and Resiliency

Guided by this plan, ITSD will work to transform CCHCS's business operations through digital innovation and investments in modern technologies. We will provide easy, reliable and scalable access to new computing

resources. We will develop data management and governance processes to facilitate improved decision-making and operational efficiency. And we will deliver fast, easy-to-use, secure IT services to the CCHCS workforce.

This new plan builds on our previous five-year plan by reaffirming ITSD's commitment to service—serving our customers by providing excellent support services and serving our employees by providing robust opportunities for career development, recognition, and succession planning.

While the coronavirus pandemic has forever changed the way we work, the importance of our mission and the work we do remain unchanged. As together we have met the challenges of the last couple of years, we look forward to working with our CCHCS partners to provide new tools and develop processes to address the issues and meet new opportunities in the next chapter of our journey.



#### **Cheryl Larson**

Chief Information Officer  
Director, Information  
Technology Services  
Division  
California Correctional  
Health Care Services



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## STRATEGIC PLANNING PROCESS

The Information Technology Services Division completed an exciting and engaging strategic planning process in the development of this strategic plan document, in alignment with the requirements of SAM 4900.2. All components of the plan align to statewide policies and strategic direction for IT.

ITSD began the strategic planning process with a benchmark and multiple collaboration sessions with ITSD leadership to assess and evaluate current strengths and weaknesses, as well as to identify emerging threats and opportunities. During this evaluation, ITSD leadership collaborated to ensure the IT vision, goals and objectives developed as a part of the planning process align to support and promote an effective partnership in the attainment of the underlying business strategy.

## BUSINESS CONTEXT AND ALIGNMENT

California Correctional Health Care Services provides health care that includes medical, dental, and mental health services to California's incarcerated population at all California Department of Corrections and Rehabilitation (CDCR) institutions statewide.

The Information Technology Services Division supports the mission of CCHCS by delivering innovative technology solutions; providing secure, reliable network infrastructure; and supporting the information technology systems, devices, and applications for the organization.

### **CCHCS Vision**

*We enhance public safety and promote successful community reintegration through education, treatment and active participation in rehabilitative and restorative justice programs.*

### **CCHCS Mission**

*To facilitate the successful reintegration of the individuals in our care back to their communities equipped with the tools to be drug-free, healthy, and employable members of society by providing education, treatment, rehabilitative, and restorative justice programs, all in a safe and humane environment*



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### BUSINESS CONTEXT AND ALIGNMENT

The goals of the IT Strategic Plan for 2022 to 2027 were selected to support the mission of CCHCS and are aligned with the focus areas identified for the new CDCR strategic framework.

#### Goal 1: Integrate Cloud Solutions and Standards

*Driving operational effectiveness*

This goal is in alignment *with Infrastructure and Technology Improvements* and in support of *Care and Treatment*.

#### Goal 2: Continuously Enhance Customer Experience

*Driving operational effectiveness*

Working to continuously enhance our customers' experience is in alignment *with Infrastructure and Technology Improvements*.

#### Goal 3: Cultivate Employee Engagement

*Investing in our workforce*

Working to support and engage our employees is in alignment *with Workforce Support and Development*.

#### Goal 4: Leverage Emerging Technology to Innovate

*Driving operational effectiveness*

Leveraging emerging technology to innovate is focused on harnessing *Infrastructure and Technology Improvements* to positively impact *Care and Treatment*.

#### Goal 5: Enable Data-Driven Decision Making

*Guiding decision making through evaluation*

Enhancing data collection and analysis to enable data-driven decision making is in alignment *with Program Effectiveness*.

#### Goal 6: Enhance IT Security and Resiliency

*Building trust*

Taking action to enhance IT security and ensure resiliency is in alignment *with Transparency and Accountability*.

### CDCR STRATEGIC FOCUS AREAS



- I. Workforce Support and Development  
*Investing in our workforce*
- II. Care and Treatment  
*Connecting to community*
- III. Transparency and Accountability  
*Building trust*
- IV. Infrastructure and Technology Improvements  
*Driving operational effectiveness*
- V. Program Effectiveness  
*Guiding decision making through evaluation*



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## BACKGROUND

The coronavirus pandemic changed the way we live, the way we work, the way we interact with colleagues, friends, and family. Almost overnight ITSD introduced new tools and developed processes to keep all of us working together while many of us had to stay apart. We implemented new digital technologies to keep teams connected and improve upon the important work CCHCS does.

### Protecting the health & safety of patients & staff

**Less clicks, more care.** In December 2020, CCHCS automated batch ordering for COVID-19 tests and the delivery of patient notification letters with lab results. These solutions have been critical tools for implementing quarantine surveillance to detect and help prevent the spread of COVID-19 in California's adult correctional institutions. During an outbreak, test orders may be required for entire patient populations—hundreds or thousands of patients at once. Eliminating the need manually to enter thousands of test orders and lab results letters each week has saved more than 14,000 hours of data entry time and enabled our health care providers to dedicate more time to direct patient care.

### *The right stuff for COVID-19 Data Response Teams.*

CCHCS's Quality Management and CDCR's Office of Research partnered with public health agencies to provide critical tracking systems to help manage COVID-19 outbreaks. These efforts helped track the health status of all institutions while providing transparency to the public and external stakeholders.

**A near real-time picture.** The COVID-19 Population Tracker draws information from multiple data sources several times a day. This tool displays the impacts of COVID-19 in CDCR institutions in an easy-to-read format that allows almost anyone with a computer or smartphone to see and track confirmed cases and outcomes.

### ***Caring for patients with substance use disorders.***

A new ASAM (American Society for Addiction Medicine) data exchange enables our Integrated Substance Use Disorder Treatment (ISUDT) program to better assess and care for patients with substance use disorders (SUD) and co-occurring conditions. As of January 2022, the ISUDT team screened 64,690 people for SUD, assessed an additional 38,638, and prescribed medication-assisted treatment (MAT) to treat 22,558 individuals.



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## BACKGROUND

### Supporting CCHCS staff

CCHCS has more than 18,000 employees, most of whom work in the 34 correctional institutions scattered across the state. ITSD worked to prepare our infrastructure and network to enable our workforce to have better mobility with those working remotely and communicating virtually with the outside health care community. We replaced teleconference lines with video conferencing as the primary tool for meetings; deployed over 650 additional mobile phones and more than 3,700 laptops to enable staff to work remotely; and implemented DocuSign with electronic review and signatures replacing the requirement for signing paper documents such as timesheets. The logistics of a more virtual work environment are now the norm and we will continue to support our employees, no matter where they are working.

**Expanding and enhancing services.** Utilizing ServiceNow, the CCHCS Service Portal has evolved to handle Human Resources recruitment requests in addition to IT Services and Business Operations Services support. Additional automation supports processing for telework agreements, secondary employment, employee separations, and a new HR Personnel Data and Position Management System.

New ServiceNow modules including Asset Management will track ITSD's 110,000 IT assets from cradle to grave; Problem Management/Major Incident Management will track major incidents that affect a large number of users or deprive the organization of one or more crucial services; and Security Operations Management will help security and IT teams respond faster and more efficiently to incidents and vulnerabilities.

**Security: Job #1.** Enhancing IT security is paramount as we continue to improve and implement tools that will secure our data from cyberattacks and security breaches. We have adopted longer, more secure passwords; transitioned to new software to prevent, detect, and eliminate malware and viruses; and implemented new systems to help protect CCHCS's networks in the event of a disaster and reduce the risk of a security breach. A new emergency notification system will enhance communications to non-institutional staff for responding to and recovering from critical events and emergencies.

### **Moving forward!**

These are just a few of the many solutions ITSD is working on to support our customers and the patients we serve and ensure access to the critical systems necessary to support our mission and vision.



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### GOAL 1: INTEGRATE CLOUD SOLUTIONS AND STANDARDS

Integrate cloud solutions and standards to provide easy, reliable and scalable access to computing resources and IT services that support the secure delivery of health care services.

#### OBJECTIVES

- 1.1 Maximize cloud opportunities to deliver business solutions.
- 1.2 Modernize infrastructure to provide high-availability solutions by using cloud technologies.

### GOAL 2: CONTINUOUSLY ENHANCE CUSTOMER EXPERIENCE

Strive to continuously enhance our customers' experience through centralized service delivery management.

#### OBJECTIVES

- 2.1 Empower customers with self-service opportunities.
- 2.2 Provide employees with the tools and capabilities needed to excel in customer service.
- 2.3 Standardize service offerings where possible and provide transparency through performance reporting.



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### **GOAL 3: CULTIVATE EMPLOYEE ENGAGEMENT**

Increase employee engagement and job satisfaction by continuing to assess and enhance culture, focusing on diversity and inclusion, valuing employees as individuals, and celebrating employee achievement.

#### **OBJECTIVES**

- 3.1 Recruit and retain the right people with the right skills to be successful.
- 3.2 Provide employees with learning, growth, and career development opportunities.
- 3.3 Actively plan and prepare for employee succession.

### **GOAL 4: LEVERAGE EMERGING TECHNOLOGY TO INNOVATE**

Transform business operations and IT services through digital innovation and investments in modern technologies.

#### **OBJECTIVES**

- 4.1 Accelerate digital transformation to streamline business operations.
- 4.2 Enable sustainable innovations to align with evolving business needs.
- 4.3 Adapt emerging technologies to drive innovation and accelerate changes to the business operations.





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### **GOAL 5: ENABLE DATA-DRIVEN DECISION MAKING**

Develop data management and governance processes to facilitate improved decision-making and operational efficiency.

#### **OBJECTIVES**

- 5.1 Establish data governance framework and principles.
- 5.2 Leverage data as a tool to deliver business values and enable data-driven operations.

### **GOAL 6: ENHANCE IT SECURITY AND RESILIENCY**

Deliver easy-to-use, fast, dependable and secure Information Technology service offerings to program users.

#### **OBJECTIVES**

- 6.1 Refine processes and technology for cyber event detection, incident response, and vulnerability management.
- 6.2 Enhance and refine application and cloud security capabilities and associated supporting processes and controls.
- 6.3 Modernize department cybersecurity capabilities supporting and maintaining the confidentiality, integrity, and availability of the department's mission-critical information systems.