ETS STRATEGIC PLAN (2025-27)

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Washington State
Health Care Authority

ETS PLAN FOR EXCELLENCE

Vision

Goals

Objectives

Initiatives

Mission

STRATEGY

People / Processes / Values / Principles

What ETS Aspires To

We will be a **trusted partner** who **creates lasting value** by way of our **agility, service, and innovation**

Our intuitive and easy to use solutions will help…
- improve access to care,
- promote health equity,
- enhance the experience of residents and providers

Why ETS Exists

We enable HCA to deliver its programs through **secure, fast, and reliable technology**

THE FOUNDATION ON WHICH WE BUILD

PLAN FOUNDATION

THE BASE ON WHICH WE BUILD
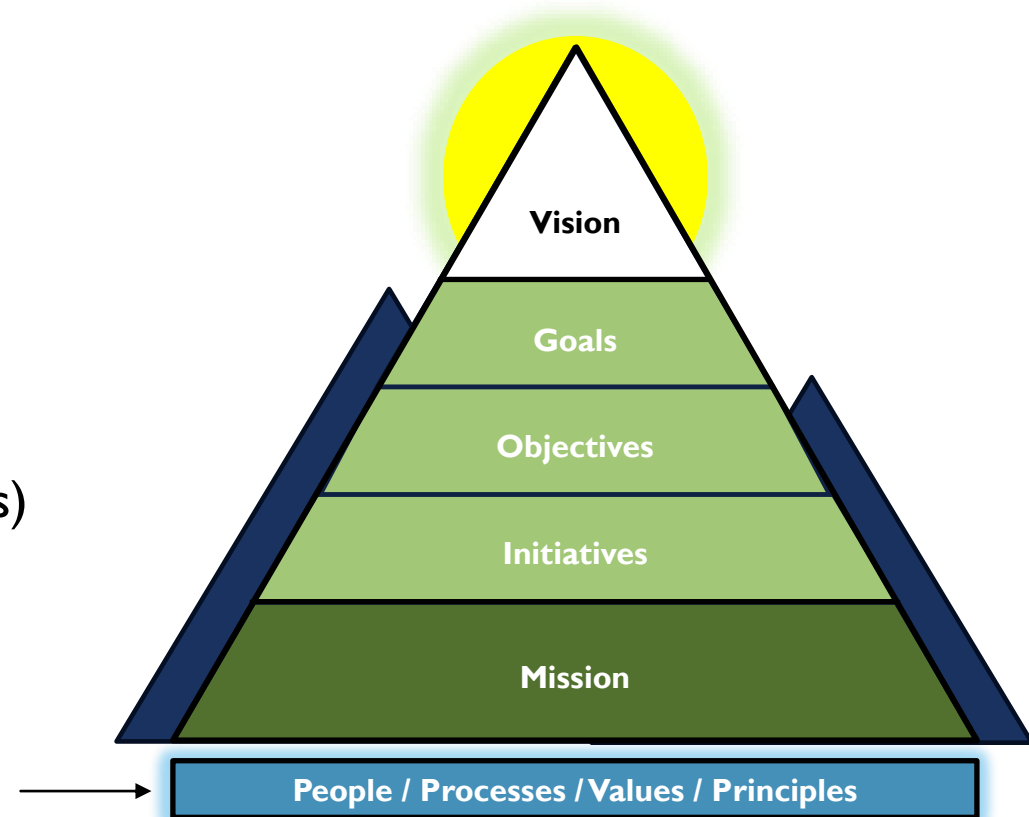
PLAN FOUNDATION

People:

    Staffing/Organizational Structure

    Development (Technical/Professional/Career)

    Team Oriented

    Engagement/Culture

Processes:

    Governance (Optimize Resources & Investments)

    Project Management

    Change Management

    Service Management

    Continuous Performance Improvement

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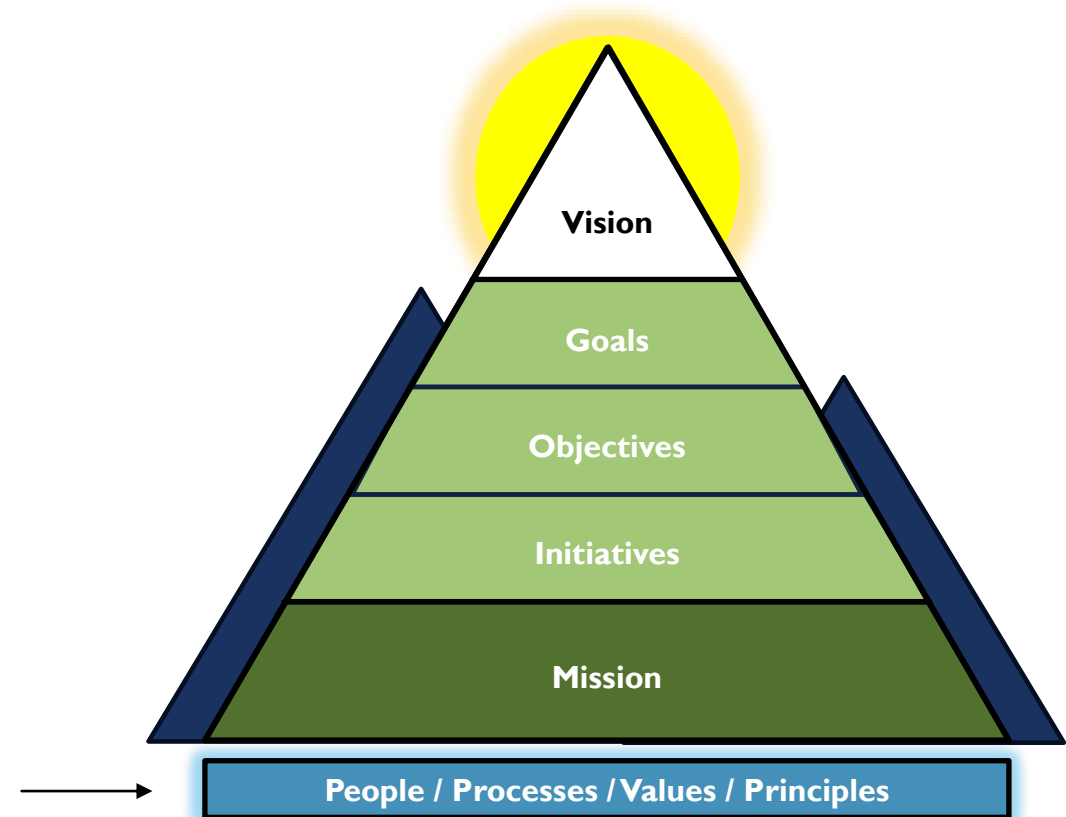People / Processes / Values / Principles

PLAN FOUNDATION

ETS Values:

Innovation

Customer Experience

Collaboration

Agility

Critical Thinking Skills

PLAN FOUNDATION

Guiding Principles:

1. Mission-Driven Technology
"IT serves the public interest and advances agency missions."
- Technology initiatives must align with statutory mandates, public service goals, and agency strategy.
- Focus on improving citizen outcomes, not just operational efficiency.

2. Secure and Compliant by Design
"Protect sensitive data and ensure compliance with federal and state regulations."
- Prioritize cybersecurity, privacy, and risk management across all solutions.
- Build security into architecture and processes from the outset.

3. Commonality and Natural Boundaries
"Favor simplicity, reuse, and standardization over complexity and customization."
- Reduce technical debt by minimizing unique solutions and point-to-point interfaces.
- Enable speed and flexibility (buy before build).

4. Data is a Strategic Asset
"Data is managed as an enterprise asset to drive insights and decisions."
- Promote data governance, quality, accessibility, and ownership.
- Enable analytics, AI, and evidence-based decision-making.

5. Enterprise-Wide Thinking
"Promote an integrated, enterprise-wide approach to technology."
- Share platforms, solutions, and data across the agency where possible.
- Avoid duplication and fragmentation through centralized governance.

6. Digital Equity and Accessibility
"Ensure digital services are intuitive, accessible, and available to all citizens."
- Continuously improve user satisfaction and engagement.
- Design services for underserved, rural, and low-bandwidth populations.
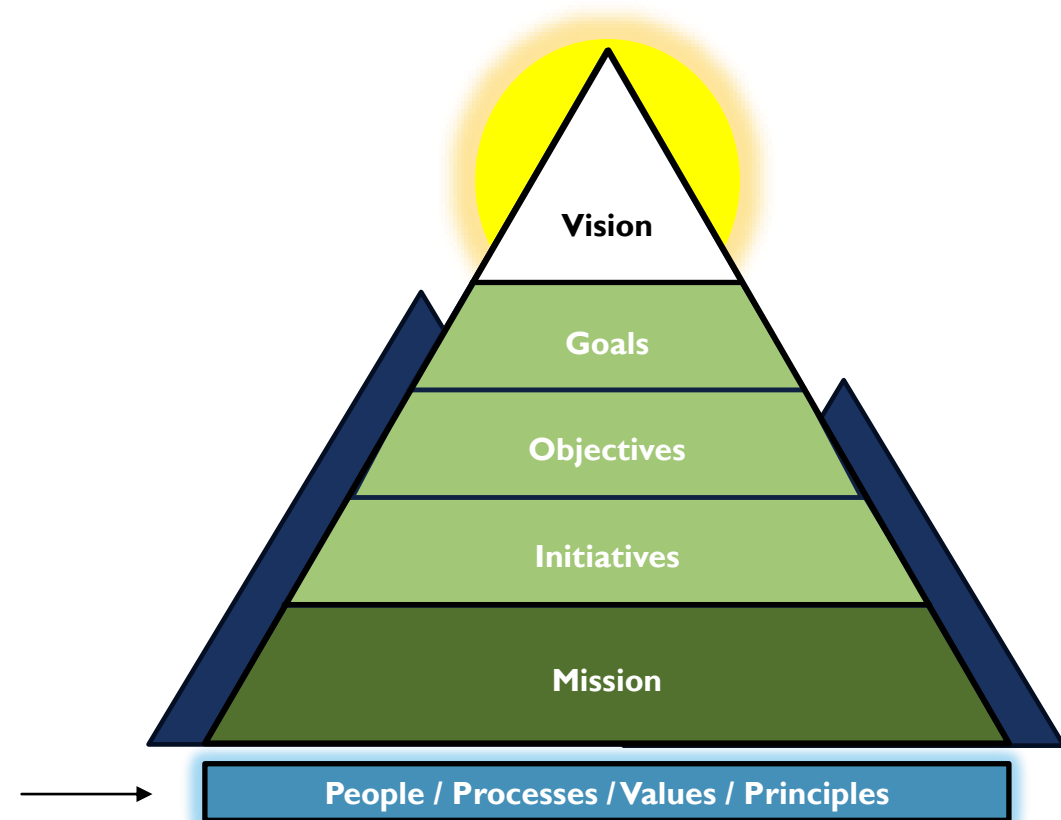
PLAN FOUNDATION

Guiding Principles:

7. Transparency and Accountability
"Operate with openness and responsible stewardship of public funds."
- Make technology decisions visible to stakeholders.
- Measure and report on outcomes, value, and return on investment (ROI).

8. Human-Centered Design
"Deliver services around the needs of the user, not the structure of technology."
- Prioritize simplicity, usability, and multi-channel access (web, mobile, in-person).
- Use feedback and analytics to continuously improve digital services.

9. Workforce and Vendor Enablement
"Invest in skills, partnerships, and sustainable delivery capacity."
- Support continuous learning for IT staff and business leaders.
- Foster vendor ecosystems that align with state values and standards.

10. Cloud-First, Where Sensible
"Prioritize cloud solutions to increase agility and scalability."
- Evaluate cloud options before on-premises solutions.
- Ensure alignment with security, performance, and cost objectives.

11. Agility and Continuous Improvement
"Embrace adaptability, innovation, and rapid learning."
- Promote DevOps, agile methods, and feedback loops.
- Iterate quickly based on business and user input.

12. Governance and Accountability
"Clearly define ownership, responsibilities, and decision rights."
- Align IT governance with corporate governance.
- Ensure transparency and accountability for all technology initiatives.

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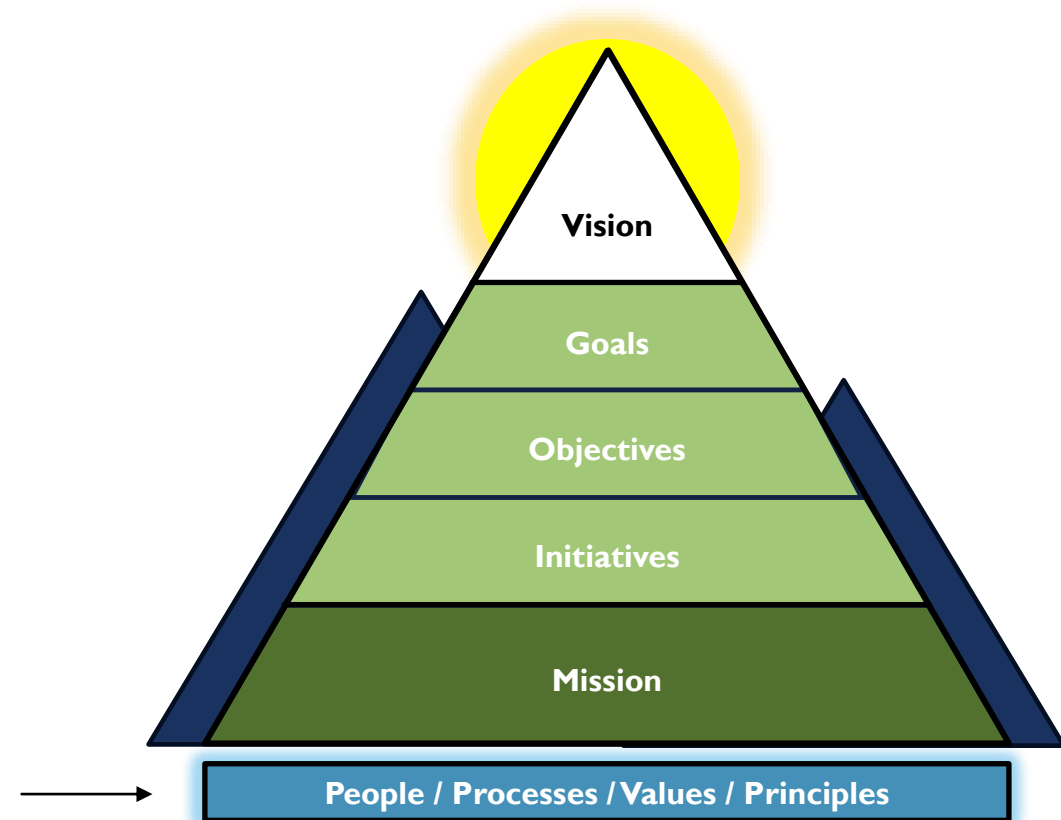
GOALS

CORE AREAS OF FOCUS TO ENABLE LASTING VALUE

ETS GOALS

Long-term outcomes that will deliver lasting value to HCA
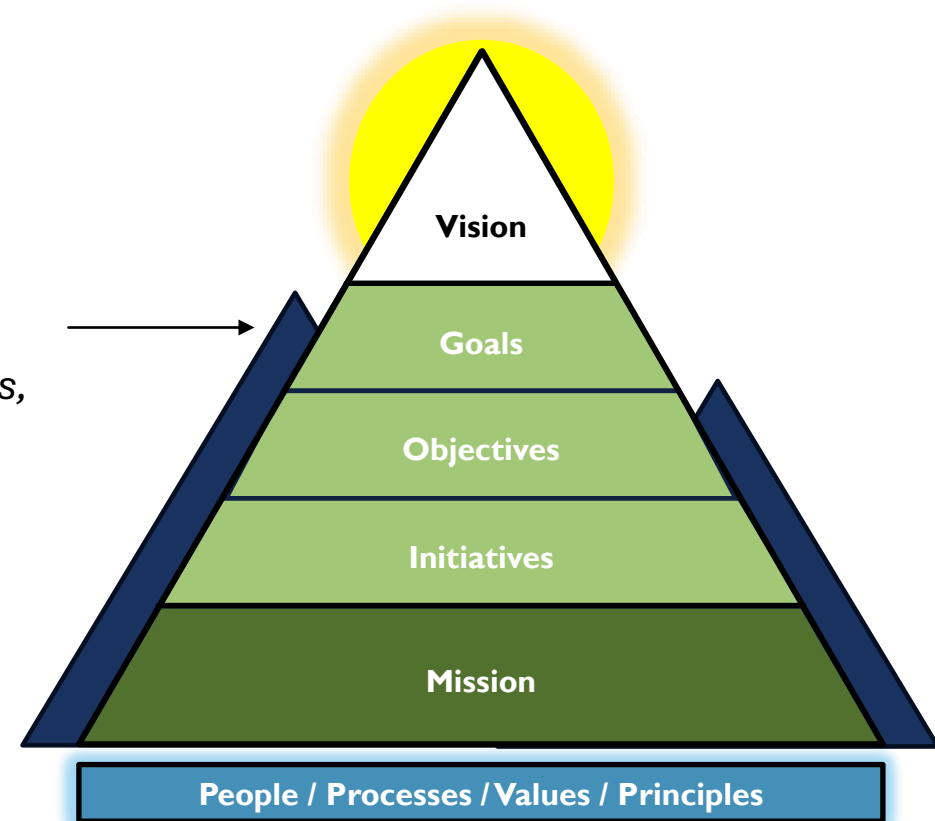
Customer Experience

Enhance the digital experience for all users of HCA systems by delivering intuitive, accessible, and intelligent IT services.

Digital Transformation

Leverage emerging technologies, modern development practices, and data-driven insights to deliver intelligent, high value digital solutions.

Stable Infrastructure

Ensure system reliability, security, and adherence to regulatory requirements.

OBJECTIVES

TARGETS THAT ADVANCE GOALS

ETS OBJECTIVES

Customer Experience

Enable Digital Equity

Optimize Workflows

Mature IT Service Delivery

Digital Transformation

Exploit Emerging Technology

Advance Interoperability

Evolve Data Architecture

Stable Infrastructure

System Modernization / Scalability / Redundancy

Secure Access to Systems/Data

Ensure Application Performance

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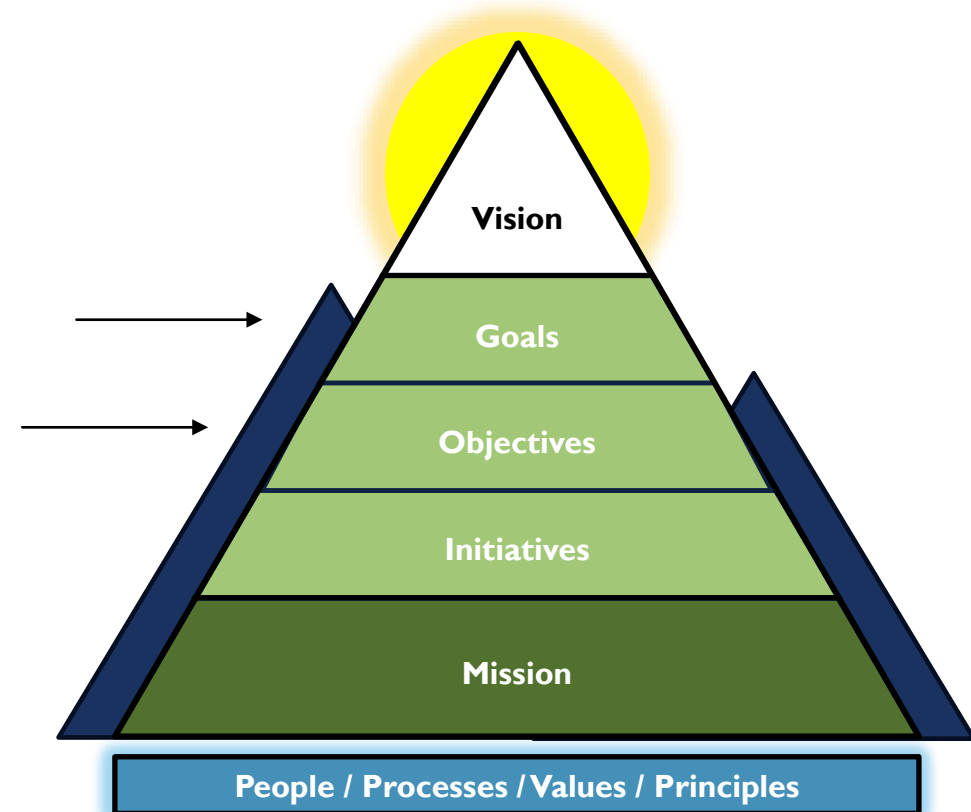
STRATEGIC ALIGNMENT
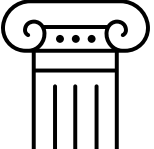
CONNECTION TO HCA STRATEGY

HCA STRATEGY ALIGNMENT

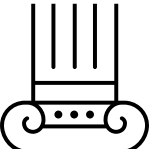| HCA Goal	ETS Objective
Ensure equitable access to integrated, whole person care	Enable Digital Equity
	Advance interoperability
Achieve value-based care through aligned payments and systems	Evolve Data Architecture
	Optimize Workflows
Build person and community-centered systems	Mature IT Service Delivery
	Exploit Emerging Technology

Stable Infrastructure is the Foundation of ETS Services

System Modernization/ Scalability/Redundancy

Secure Access to Systems/Data

Ensure Application Performance

INITIATIVES

SPECIFIC EFFORTS THAT ENABLE OBJECTIVES

SFY26 KEY INITIATIVES

- **Goal**: Customer Experience
  - **Objective –** Digital Equity
    - Initiative – Access to Technology
    - Initiative - Digital literacy
  - **Objective -** Optimize Workflows
    - Initiative - Service Request Intake
    - Initiative – Workflow Automation
    - Initiative – Electronic Visit Verification
  - **Objective** – Mature IT Service Delivery
    - Initiative – Service Level Agreements
    - Initiative – Surveys
    - Initiative - ITIL Service Catalog

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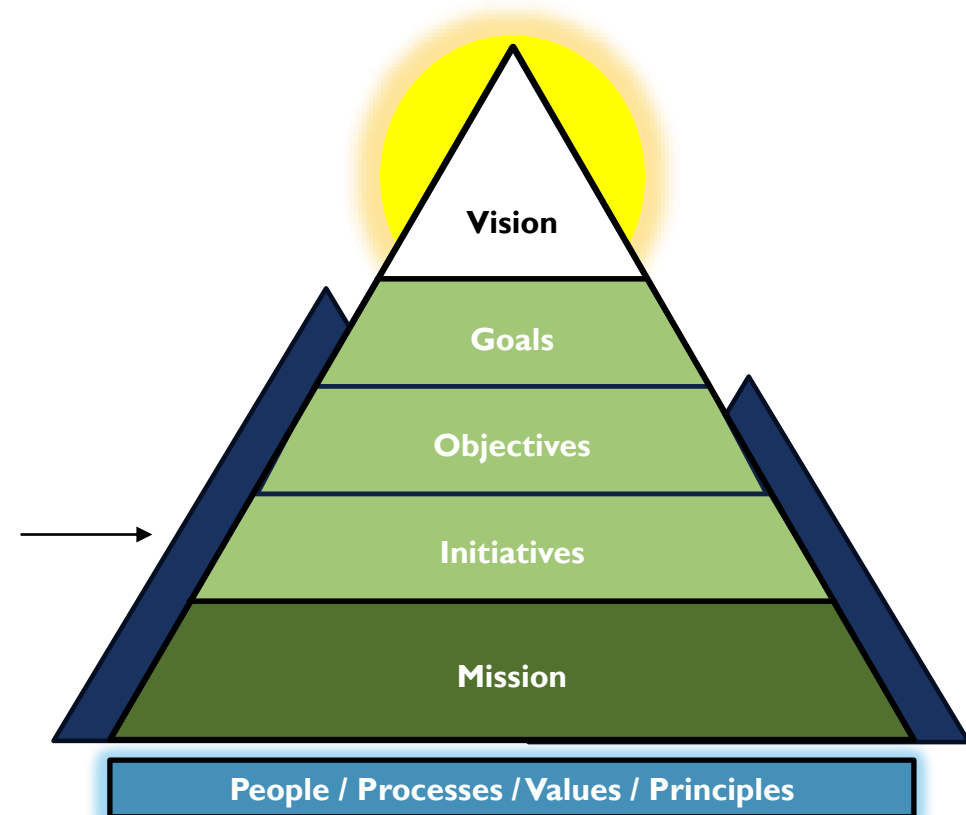
- **Goal:** Digital Transformation
  - **Objective** – Exploit Emerging Technology
    - Initiative – Artificial Intelligence (RPA, CoPilot, …)
  - **Objective** – Advance Interoperability
    - Initiative – 988 Crisis Care Continuum
    - Initiative – Community Information Exchange (CIE)
    - Initiative – HCMACS
    - Initiative – Master Person Index (MPI)
    - Initiative – Electronic Consent Mgmt (ECM)
    - Initiative – Prior Auth API
  - **Objective** – Evolve Data Architecture
    - Initiative – GIS
    - Initiative – BH Data System Modernization
    - Initiative – Business Rules Engine

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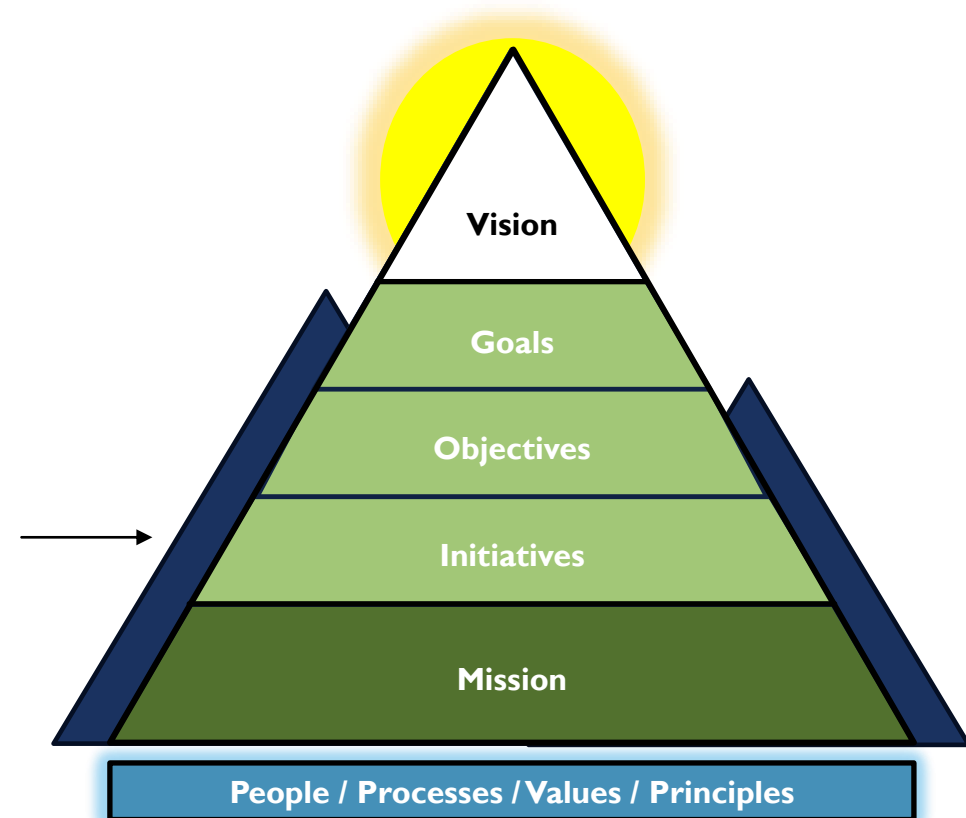
- **Goal:** Stable Infrastructure
  - **Objective –** System Modernization/Scalability/Redundancy
   - Initiative – Benefits 24/7 (*sunset Pay 1*)
    - Initiative – IE&E (*sunset ACES mainframe*)
    - Initiative – OneWashington (WorkDay) (*sunset AFRS*)
  - **Objective –** Secure Access to Systems/Data
    - Initiative – Update Policies and Procedures
    - Initiative – Audit Compliance
  - **Objective –** Ensure Application Performance
    - Initiative – Benefits 24/7 Stabilization

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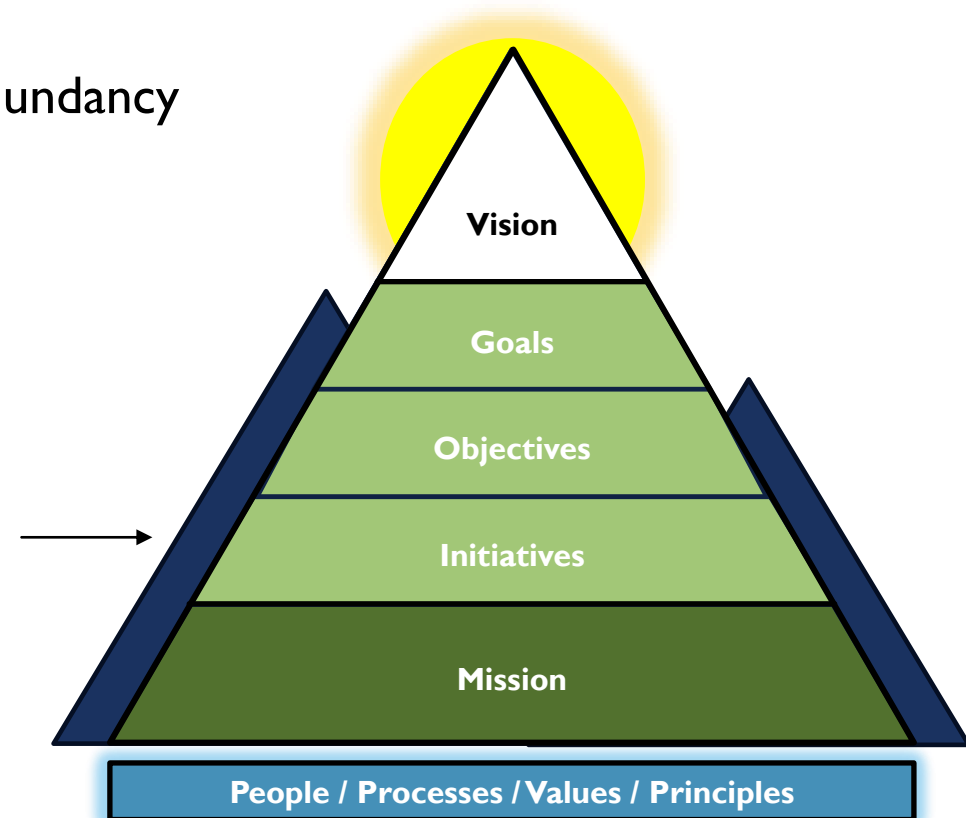
METRICS

MEASURES TO TRACK PROGRESS/SUCCESS

PERFORMANCE METRICS

- Customer satisfaction survey scores (annual, ticket closure)
- Cost Containment/Savings
- Projects completed on time and within budget
- Staffing turnover (retention)
- System/Service Uptime (%)
- Ticket Volume & Resolution Time
- Security Audit remediation
- Security incident volume and severity
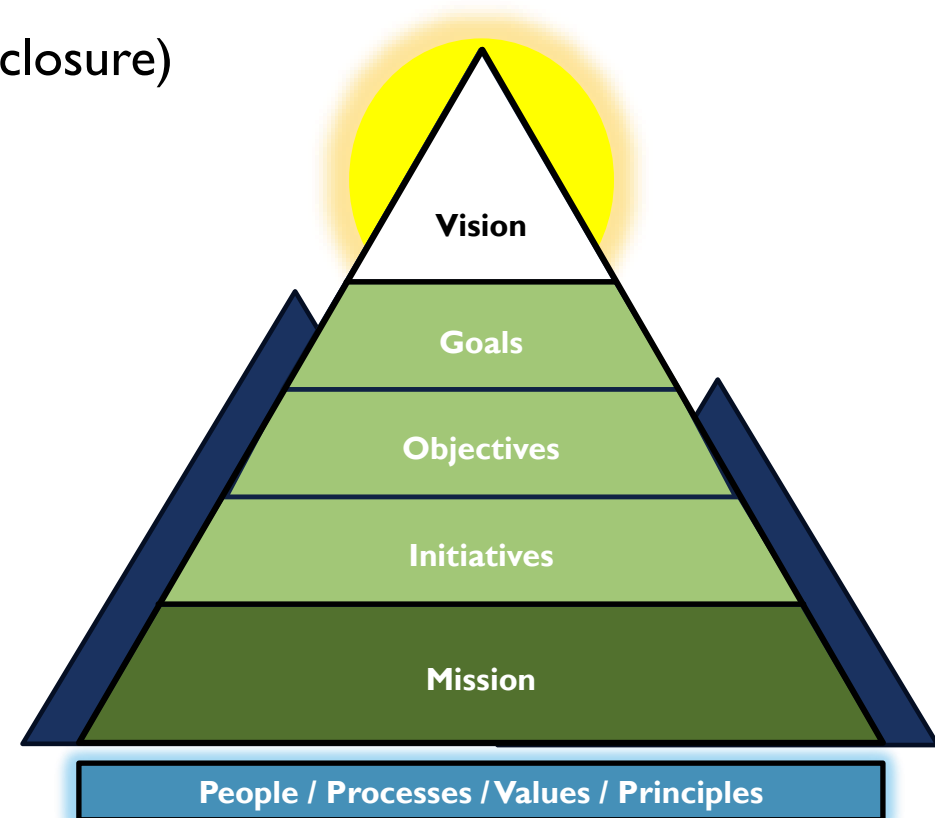
PLAN SUMMARY

ETS PLAN FOR EXCELLENCE

VISION: We will be a **trusted partner** who **creates lasting value** by way of our **agility, service, and innovation**

GOALS	OBJECTIVES	SFY26 INITIATIVES
Customer Experience *Enhance the digital experience for all users of HCA systems by delivering intuitive, accessible, and intelligent IT services.*	Enable Digital Equity Optimize Workflows Mature IT Service Delivery	Access to Technology / Digital Literacy Service Request Intake / Workflow Automation / Electronic Visit Verification Service Level Agreements / Surveys / ITIL Service Catalog
Digital Transformation *Leverage emerging technologies, modern development practices, and data-driven insights to deliver intelligent, high value digital solutions.*	Exploit Emerging Technology Advance Interoperability Evolve Data Architecture	Artificial Intelligence 988 / CIE / HCMACS / MPI / ECM / Prior Auth API GIS / BHDS / Business Rules Engine
Stable Infrastructure *Ensure system reliability, security, and adherence to regulatory requirements.*	System Modernization / Scalability /Redundancy Secure Access to Systems/Data Ensure Application Performance	Benefits 24/7 / IE&E / OneWashington Update Policies and Procedures / Audit Compliance Benefits 24/7 Stabilization

MISSION: <u>We enable</u> HCA to deliver its programs through **secure, fast, and reliable technology**
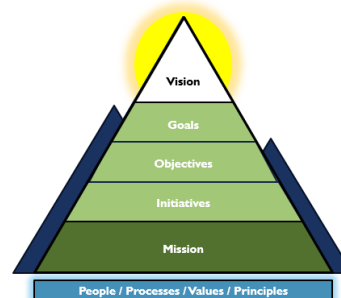
ETS Values:
- Innovation
- Customer Experience
- Collaboration
- Agility
- Critical Thinking Skills

ETS Strategy:

Our intuitive and easy to use solutions will help…
- improve access to care,
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