Information Technology Strategic Plan 2015-2020

Prepared by: George Reynolds
              Chief Information Officer

Approved by Executive Committee: March 3, 2016

Revised: October 6, 2016

Table of Contents

Vision Statement

This Strategic Plan will move our organization toward our collective vision of providing technology that is Interactive, Accessible, User-friendly and Dynamic. How do we do that? We first define goals which align to that vision then align our actions to the goals and finally we set and measure our progress with annual performance measures. In essence, this Strategic Plan will be our foundation for implementing continuous improvement, which will fulfill our vision of the future.
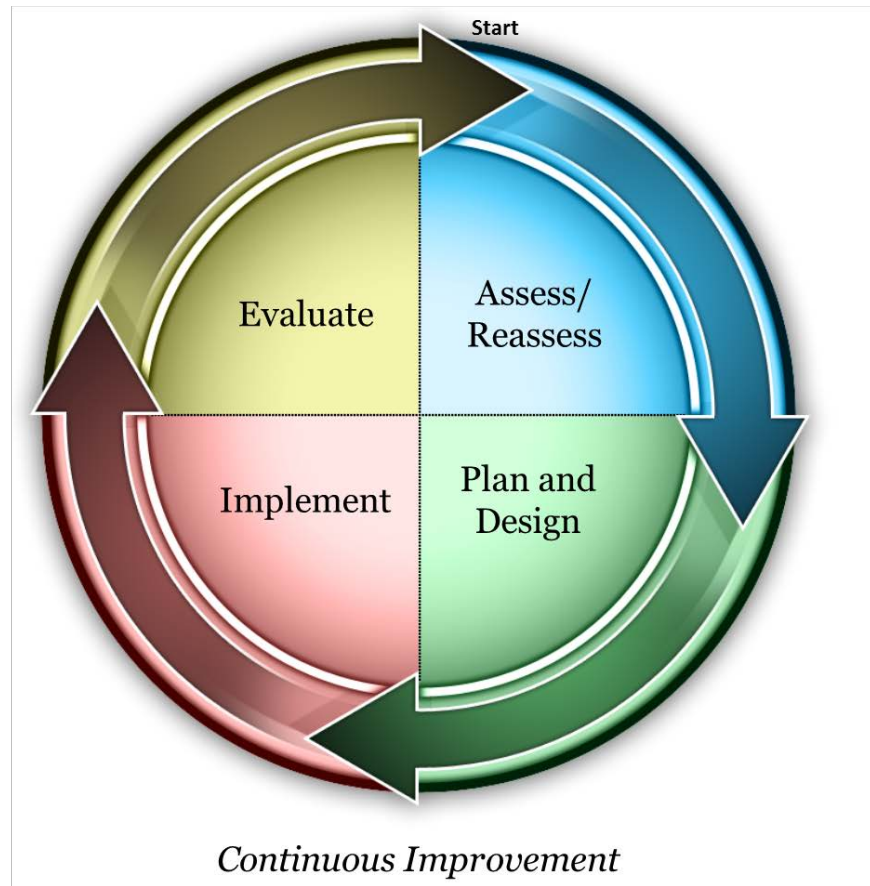
The EIA will provide technology that is:

- **Interactive,**
- **Accessible,**
- **User-friendly, and**
- **Dynamic**

Executive Summary

1. Background

This Strategic Plan started as an idea with the Teraflop Committee and in turn by the Executive Committee who wanted a 5-7 year plan that defined where EIA technology is going and how to incorporate those efforts with those of our broker, Alliant.

The EIA Committee chairs and Executive Committee met with EIA and Alliant staff during the 2015 Strategic Retreat. During one of the sessions at the Strategic Retreat, staff led a SWOT Analysis and goal setting session to focus on the current Strengths, Weaknesses, Opportunities, and Threats for the EIA as they relate to technology. The information gathered during that session and the audience poll of "what one thing should EIA technology do?" is the basis for the following Strategic Plan. Additional information was obtained during follow-up conversations with other EIA departments.

2. Objectives

All of the projects and plans below are colored with the Vision Statement that was created during the 2014 Strategic Retreat. Additionally, the projects and plans have been prioritized to focus on the Strategic Objectives defined through the SWOT Analysis that was done at the 2015 Strategic Retreat.

Current State: Where are we now?

The CSAC Excess Insurance Authority's mission is a member-directed risk sharing pool of counties and public entities committed to providing risk coverage programs and risk management services which are:

Competitive: Providing programs which are competitive in scope and price over the long term.

Available: Endeavoring to make available programs which are flexible in meeting member needs.

Responsive: Delivering quality, timely services in claims management, loss control, education and communications.

Equitable: Allocating costs and services between various members in a fair and consistent manner.

Stable: Ensuring cost-effective, fiscally prudent operations and staffing which maintain financial strength and solvency.

Our plans will align with that mission by implementing a methodical approach approved by representatives of the membership. The plans will be supported with resources based on an approach that has been vetted and deemed to be economic and efficient.

Some of the items in this plan are already in motion, due to the efforts of previous committees and project approvals but will be included to create a complete picture of the efforts to fulfill the needs to implement this strategic plan.

Information Technology Department Teams

The Information Technology (IT) department is a team of teams. We operate as part of the greater EIA team but operationally we also exist in teams that have been defined to support the systems and services that we provide. The EIA IT department is currently made up of 11 staff members broken into 4 major teams: Claims System Support, Digital Content, Infrastructure, and Special Projects.

1. **Claims System Support**

   The purpose of the CLAIMS SYSTEM SUPPORT team is to provide employees and members who contract with EIA for Systema SIMS support with a single point of contact for the resolution of any technology-related workflow interruption so that members can experience maximum business continuity.

2. **Digital Content**

   The purpose of the DIGITAL CONTENT team is to provide management and support of the entire website and pool management system life-cycle to provide single point of connection for all member communication, and services to support data consumption.

3. **Infrastructure**

   The purpose of the INFRASTRUCTURE team is to provide electronic communication systems for staff so that they can interact and conduct business and to provide management and support of the entire desktop life cycle for staff so that they can benefit from a stable computing platform.

4. **Special Projects**

   The purpose of the SPECIAL PROJECT team is to provide management and support for the miscellaneous systems not covered under one of the other teams. This includes that document management system, certificates of insurance management system, and backup of the CSR process and Loss Data Collection.

Additional EIA departments such as Data and Analytics and Member Services will be also mentioned in this Strategic Plan as they will also be supporting or leading some of the major efforts defined herein.

The Data Analytics Department consists of three staff members. Their primary focus is Loss Data Collection, Scheduled Reporting – Claim Summary Report, Loss Portfolio Transfer, and Bordereau Reports, and Data Analysis.

The Member Services Department is a combination of Member Services and Loss Prevention. The team is made up of nine staff members. The Member Services Team was just developed and

is currently growing and defining their responsibilities. The Loss Prevention Department has been focused on member training, best practices, and other resources for the members' risk managers.

Future State: Where do we want to be?

The technology vision for EIA is:

> *The EIA will provide technology that is:*
> - **Interactive,**
> - **Accessible,**
> - **User-friendly, and**
> - **Dynamic**

All of the goals that are defined below will have this vision as an underlying theme that will be considered as the action plans for those goals are created and implemented.

Using the data derived from the Strategic Planning retreat, the goals of the EIA IT can be broken down into four categories; Data Consumption, Marketing and Communications, Member Experience, and Automation Tools.

Strategic Objectives

1. **Data Consumption**: Provide tools and techniques, which support effective use of the EIA/Member data

2. **Marketing and Communication:** Develop a marketing and communication plan, which promotes the services that EIA provides

3. **Member Experience:** Provide a streamlined, effective interface between EIA and the Members

4. **Automation Tools:** Provide efficiency through the use of automation tools

Data Consumption: is the submission of data, the access to the data, the analysis of the data, the interpretation of the data, and the improvement in the quality of the data. EIA has a wealth of information and we need to seek out ways to get the most value out of that data.

Marketing and Communication: is the manner in which we promote our services to current and future members, is growing our members so that they can be more experienced, and how these services support the mission of EIA. EIA has a vast number of services, which can help the members, and we need to seek ways to be more effective in marketing and delivering those services.

Member Experience: is how the members feel after using the EIA tools to interact with the services that EIA provides, how easy and intuitive the interfaces are which they interact with, and the ease at which members can find the resources they need to do their jobs. EIA members are required to perform a number of functions to support the programs that they participate in. EIA needs to streamline these process, contact points, and ease of use so that members can provide the necessary data in a timely manner.

Automation Tools: are the tools the members use to interact with the services that EIA provides, how the systems operate with each other, appropriate technology use (ex. new technology vs. tried-and-true), evaluating if the tools make the members job easier, and whether data flows with the least amount of member involvement. EIA needs to evaluate the tools that are used to improve the data flow from the members to EIA and/or Alliant to support the mission of EIA.

The Strategic Planning committee agreed that initiatives to support the previously mentioned categories should be evaluated so that the value is greater than the effort. These efforts will be vetted through the various committees within EIA and added to future updates of this Strategic Plan.

Action Plans: How do we get there?

The purpose of the Action Plans is to break the Strategic Goals into initiatives which staff can work toward accomplishing. This also allows progress to be monitored and modification to be recommended as the progress unfolds.

Using the Strategic Goals as they are outlined, the current project plans are provided with target dates.

1. **Data Consumption:**

   a. **Loss Data Security**

   EIA IT conducted a complete review of the servers in 2015, which function as a file location for data uploads to support member applications. The review also ensured that all security processes are being followed including best practices for data encryption. Annually this review will be updated to verify best practices continue to be followed.

   b. **Loss Data Analysis/Benchmarking**

   The Data and Analytics Department was created in July 2015 and a number of their goals support the Strategic Goals. The Data and Analytics department has or soon will be working toward: 1) streamlining the loss data collection process, 2) where possible, automating loss data processing, 3) creating new reports, dashboards, and other analytic tools to help review and analyze member data 4) increasing the frequency and availability of information productions, and 5) supporting efforts for data standardization to improve the quality of the data.

c. Data Standardization

The IT department is supporting the efforts to standardize data via implementation of the EIAGL Code Standard for General Liability and the "California EDI Implementation Guide for First and Subsequent Reports of Injury" for "Body Part," "Cause of Injury," "Nature of Injury," and "Class Code" for Worker's Compensation. The Claims Support team is implementing these codes for all implementations of the SIMS claim system. Additionally, they work with member's IT staff to implement on non-SIMS systems so that they can receive the benefits once the Benchmarking tools are created. It is expected that once the backlog of system implementations are completed staff will have more time available to help other members.

d. Application submission review process

The application submission process needs to be evaluated to locate areas where a reduction in data entry, reusing data from the previous year, or feeding data in from additional sources can be accomplished. The IT department will create an evaluation document during the 2016 calendar year, which will spotlight areas where improvements can be made.

e. Data Access

Members want improved methods for accessing their data through the web site, through mobile devices with a similar web interface, and eventually through a mobile application. The current plan is to incorporate a mobile internet application interface into the web design overhaul. Due to the size of the current project an estimate for this functionality has not been estimated.

Access to the future created analytic tools, benchmarking reports and dashboards, will be incorporated into the website so members can access their information from one location in a similar manner as the other available tools. Development of this access will coincide with the analytic tool development.

A review of the feasibility of purchasing a mobile application to access member data or alternatively develop a mobile application will be reviewed and discussed during the 2016 fiscal year by the Technology Committee.

2. Marketing and Communication:

a. Promote services – current and future members

The Member Services department was created to fulfill this need. The Chief Member Services Officer (CMSO), Rick Brush, was hired at the end of November 2015. The CMSO will coordinate the marketing and communication for EIA through initiatives in support of those goals. EIA IT will continue to manage the resources that are used for the electronic communication such as the Website, EssentiaLink, and Blog with the CMSO's direction. EIA IT will work with Member Services to promote the IT supported automation services; the Certificates of Insurance Management system and the Claims Management system.

b. Education of members

The Member Services department, when it was formed, added the Loss Prevention Services department under its purview. This will allow the CMSO and Loss Prevention Services Manager to coordinate their efforts in providing education and services that are being managed for the membership.

c. EIA IT and Member IT communication and collaboration

The IT department will actively reach out to the IT staff of its members to provide coordinated services, which support the members. Initially this has been started through projects that share a joint responsibility between EIA and the Member IT department.

The EIA Chief Information Officer is currently vice chair of the CAJPA Technology Committee. The expectation is that he will be the chair in September 2016. The EIA IT department will join the state associations for Member IT departments (CCISDA – California County Information Services Director Association and MISAC- Municipal Information Systems Association of California) to create a personal network, which will continue to support members.

3. Member Experience:

a. Website improvements

The IT department has embarked on a multiple-year goal of improving the EIA Website. The first phase of this was completed in May 2015 with the migration to a new website vendor and Content Management System. The second phase is a website refresh, which is expected to have an updated look-and-feel, easier navigation, and a better organization of data. This is planned for the beginning of March 2016. Additional mini-projects to enhance the Employee Benefits area and reorganization of the Loss Prevention areas are occurring simultaneously and expected with the March rolled out. The third phase is a complete website overhaul which is expected to take more than a year to complete and will include user interface design and user experience design updates, a more logical data layout with quicker access, and more personalized options for managing the home landing page.

b. File Management System

The File Management System (FMS), which is the repository for all EIA documents like agendas, is being replaced as part of the larger website improvement project. The current system was based on the old EIA Content Management System, which is no longer supported. The FMS is being redesigned based on feedback that has been received from the members. Key areas of focus are layout, navigation, and ease of use as well as access to all documents. The planned roll out is March 2016.

c. Streamlining the application process

The IT department recognizes that the program application process is cumbersome and requires an excessive amount of data entry. EIA needs to analyze the data stream and determine which areas can be improved. This data flow includes data that is sent to or from Alliant to provide broker services. The goal for 2016 will be to map out the data

flow for all applications, determine if data can be reduced or re-used from previous years, and to create an implementation plan for streamlining the process.

4. **Automation Tools:**

Areas of focus under this topic include seeking opportunities to automate, using new technologies to improve user engagement, and improving access through automation.

a. **Risk Self-Assessment tool**

The Loss Prevention department is working with a vendor, in2vate, to create a Risk Self-Assessment tool. The tool will consist of assessments for Risk Management, Human Resources, Health and Safety, and Operations and will allow the member the ability to see how their organization compares to best practices. This web-enabled application is expected to be piloted later in 2016.

b. **Claims Management System**

A number of years ago, it was envisioned that EIA and a number of our Third Party Administrators (TPAs) would be on the same claims management system. The goal was to purchase a system that could be individually maintained by the TPAs but the data would electronically update the EIAs system. Since going "live" on Systema SIMS in January of 2014, the claim support team has migrated the Medical Malpractice TPA and the largest Primary Worker's Compensation (PWC) TPA. Projected goals for completing the PWC TPAs are currently 2nd TPA – May 2016, 3rd TPA – July 2016, 4th TPA – December 2016, and 5th TPA – June 2017. Once those are completed, the plan is to continue forward with the Primary General Liability (PGL) TPAs with projected goals of 1st PGL TPA – December 2017 and 2nd PGL TPA – June 2018. Additional discussions with the PGL Committee will occur in advance to verify alignment with committee goals.

IT staff have been helping members who wish to piggyback on the EIA's reduced pricing contract with Systema. Santa Barbara County is planning to "go-live" in January 2016 and Santa Cruz County is expecting to go-live in July 2016. Other members who have previously migrated are Madera County, Tulare County, Stanislaus County, Fresno County, San Mateo County Schools Insurance Group, Humboldt County, Mendocino County, Sonoma County, and the City of Sacramento. Most of these members are supported post "go-live" by the EIA IT department.

The EIA Finance Department set a goal of adding two interface processes between the claim system and the accounting system. These two interfaces will reduce the amount of duplicative data entry, improve accuracy, and lessen the already expanding workload. EIA IT will work with the necessary vendors to implement a EWC to PWC reimbursement process and insurance reimbursement posting process. The goal to have these two interfaces completed is June 2016.

c. **Pool Management System**

The Pool Management System is an information management system, which EIA uses to manage the day-to-day business in an efficient and effective manner. It includes functionality and capabilities found in both a customer relationship management (CRM)

and a policy administration system (PAS). This multi-faceted system will essentially allow for management of the insured lifecycle, including varying aspects of the quoting, rating, policy issuance, renewal, amendment, cancellation and reinstatement processes. The organization will significantly benefit by having a centralized data source, automated workflow and business process management, as well as features that ensure successful collaboration and communication amongst members, Alliant, vendors (TPAs, carriers, etc.), and EIA Staff.

Although this sounds somewhat simple, this is a very complicated system and EIA has been unsuccessful at purchasing a system, which could do everything EIA needs it to do. In 2015, EIA, after determining that the current off-the-shelf product could not meet our long-term goals, decided to redevelop the system into the website. This system is also used to do renewal applications so timing for implementation will coincide with the annual process to provide a smooth transition for members. The current pool management system's contract was synchronized to allow termination once the new system is complete.

The pool management system is a big connection point for EIA and our Broker, Alliant. A great deal of improvements can be obtained through developing a pool management system with functionality for managing new prospects, member visits, program renewals, adding additional named insureds, and automating reporting needs like the Broker Activity Report. An area of concentration that has been lacking for many years has been the Property Application and integration to Alliant's Oasysnet. This new system will be designed so that functionality is built-in. All of these details will be architected and described in the evaluation document, which will be produced later in the 2016 calendar year.

Because the website and pool management system are integrated, some of the development has already started with the File Management System, estimated to be completed March 2016. Additionally, staff has been working with Alliant on creating the business requirements for the Named Insured Tool. Goal dates will be added to this strategic plan as development is more clearly defined.

d.   Infrastructure Upgrades

Starting in 2015, the EIA IT department started an effort to simplify and strengthen its computing platform. Efforts continue to make the infrastructure faster, more secure, and more easily accessed.   In December 2015, EIA upgraded the relative bandwidth of the Internet connection from 10mb to 100mb. In 2016, the infrastructure team will install a monitoring system that will automatically check the servers, storage, and network for possible potential issues in both hardware and software. This will allow the team to proactively recognize situations that could prevent staff from doing their work.

The infrastructure team will also be blueprinting the servers and applications so staff can ensure systems are updated and upgraded on a more structured schedule.

The Human Resource system has reached its capacity so it is time to upgrade or replace. EIA IT will work with the HR Manager to install a solution, which will grow with EIA

into the future. This will include help preparing an RFP, evaluate products, and eventually implementing a new system. These activities will correspond with the budget cycle and system purchase will occur at the beginning of the FY16-17 year.

e.   Internal System Evaluation

Starting in 2017, the EIA IT department will evaluate all of the internal EIA systems to determine areas where automation can improve processing. The output from this evaluation will be document listing of projects, which can then be prioritized for implementation. The goal will be to have that complete by the end of the fiscal year.

f.   Information Technology Policy Review

Starting in 2017, the EIA IT department will review and update all of the IT policies/procedures/processes/plans as part of a regular evaluation in support of best practices for a mature cyber secure environment. The goal is to have policies updated by the end of the fiscal year.

Next steps: How do we continue to make progress?

In order to continue to make progress toward our strategic goals, we need to recognize our accomplishments, re-evaluate our progress, add additional initiatives, as they have been deemed valuable, work the new initiatives, and then start the process all over again. This cycle can easily be incorporated into the annual cycle of EIA with the budgeting process recognizing the accomplishments, the Technology Committee evaluating initiatives for value, and the Executive Committee providing the approval and final evaluation, which will add the new initiatives to support the strategic goals.