

FDA USES EA TO STANDARDIZE AND SAVE WITH CONSOLIDATION EFFORT

FDA PROFILE

The Food and Drug Administration (FDA), an operating division of the Department of Health and Human Services with 10,000 employees, has mission objectives ensuring, foods, drugs, and cosmetics are safe and properly labeled; drugs and medical devices are safe and effective; blood is safe and in adequate supply; and equipment that uses radiant energy, such as X-ray machines, is safe. The department has an annual IT budget of \$200 million.

THE SITUATION

In support of the President's Management Agenda, HHS established its "One HHS" initiative to consolidate, streamline, and standardize administrative programs. They faced challenges including:

- ❖ The need to align information technology (IT) with the Agency business strategy;
- ❖ Limited funding and resources;
- ❖ FDA's eight service centers and offices operated in a decentralized manner;
- ❖ Lack of standardized processes and systems to share and exchange information;
- ❖ Corporate culture resistant to change;
- ❖ High expectations of FDA divisions.

THE SOLUTION

FDA turned to Enterprise Architecture (EA) to serve as the methodology to design its desired state of efficiency and effectiveness. FDA's Office of the Chief Information Officer (OCIO) reorganized, establishing the Office of IT Shared Services which allowed the department to focus on the agency's core business, goals, and objectives. They added the role of Chief Enterprise Architect (CEA) to work with stakeholders in the development of operating centers and FDA Enterprise baseline and target architectures. FDA developed a communications strategy which demonstrated the use and value of EA to all agency stakeholders. This effort resulted in FDA having a federated IT approach, meaning all centers are expected to follow the same framework and approach as set forth at the Agency level.

THE RESULTS

EA driven IT consolidation has enabled FDA, despite IT budget constraints, to use fewer resources while operating more efficiently and providing better services to citizens. FDA is moving forward with its plans for technology refresh, containment and retirement. Systems and technology are still being consolidated. The key results and outcomes of this effort include:

- ❖ **Increased cost savings.** Over the next five years, IT consolidation will help FDA avoid \$10 million in additional IT costs.
- ❖ **Documented and standardized business processes.** Using the EA framework, over 85% of Agency-wide processes to-date have been documented. FDA has plans to standardize common IT processes such as requirements analysis and capacity planning.
- ❖ **Consolidation of IT infrastructure.** The EA effort was able to identify and reduce number of applications, including decreasing correspondence tracking systems from 24 to 2. FDA plans to decrease its current server inventory of 778 in half by 2010.
- ❖ **Improved communication and efficiency.** The EA initiative provided the forum to improve communications among stakeholders. FDA reduced decision-making levels to four. Consolidation of administrative functions was aimed at improving headquarter cost and effectiveness.
- ❖ **Improved decision making.** EA was integrated with other Agency processes allowing portfolio managers to decide where to spend IT dollars across its 31 investment areas and reducing the number of OMB Exhibit 300's from 37 to 13.

"We have an agency view of EA – we can analyze business processes and identify duplicate technologies. Our stakeholders are represented at all FDA locations."

- Gary Washington,
FDA Chief Architect