Tech Debt in State Government:
Ditching the Blame Game
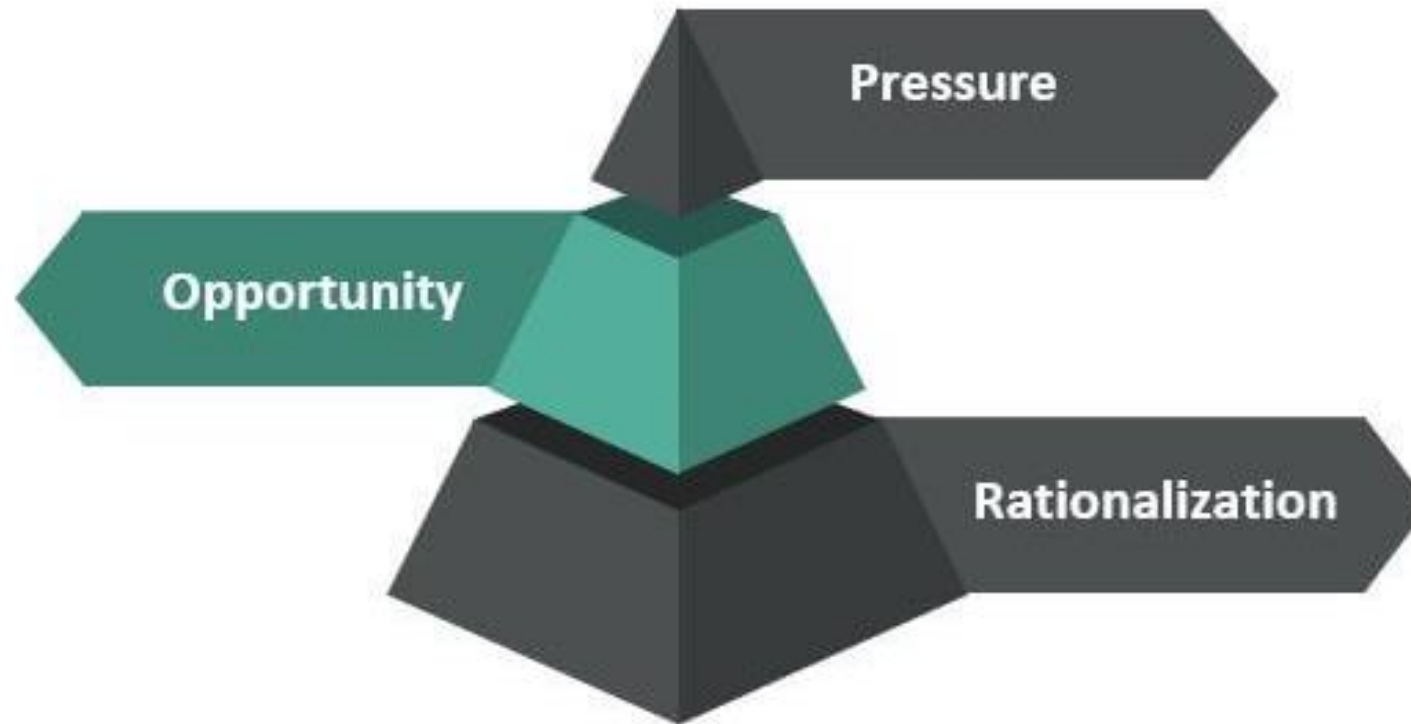
Chris Gordon, Department of Medical Assistance Services

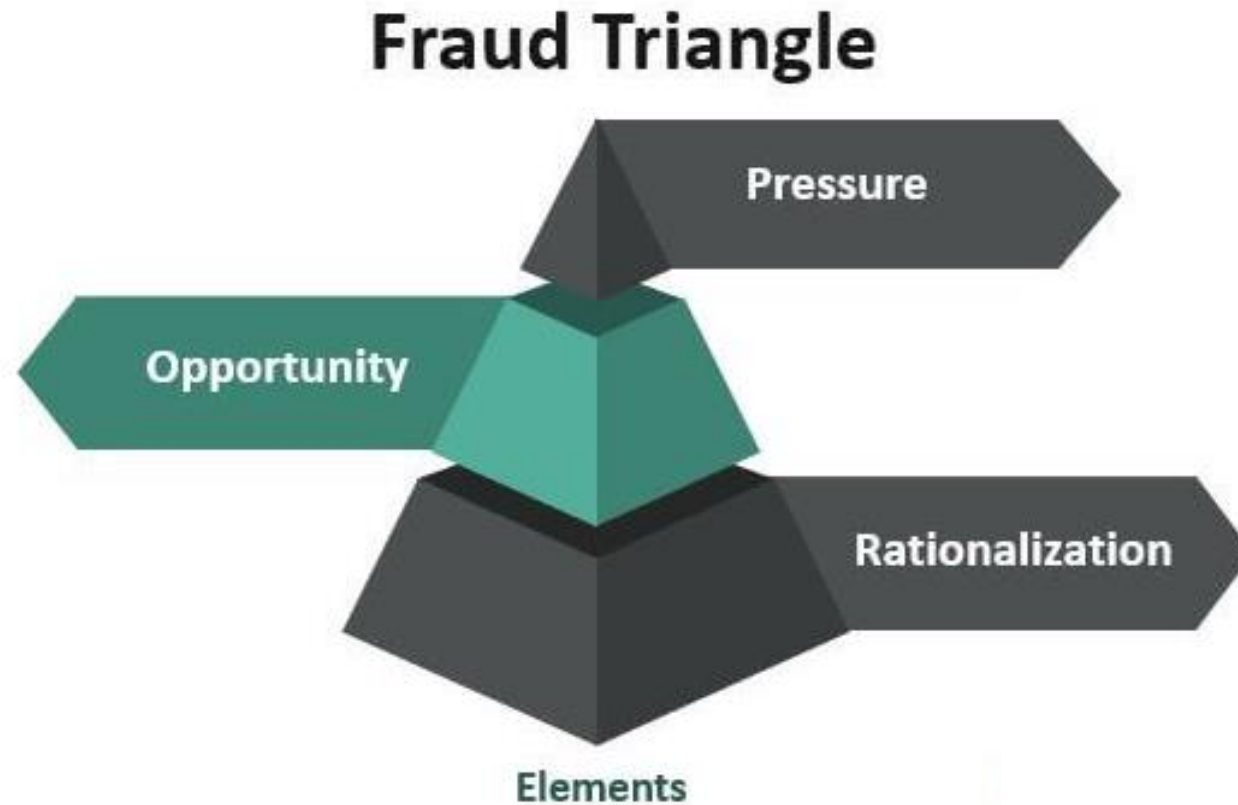# Overview

- **Tech debt**
  - **What is it**
  - **Impact**
  - **Consequences**

- **Information Security—opportunities and solutions**

Tech debt—another perspective

Pressure

Opportunity

Rationalization
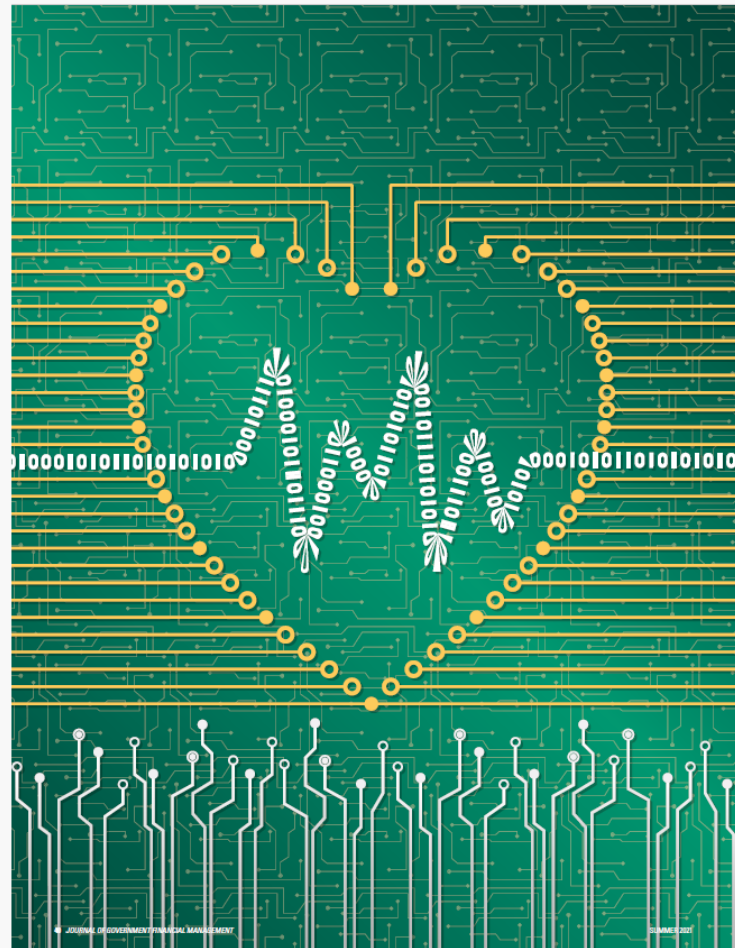
Tech debt—another perspective

Fraud Triangle

Tech debt—December 2019

- 3rd party vendor unauthorized access

- Greater than 500 Medicaid member claims accessed

- $500K re-routed from destination hospital to new bank account

- Cash intercepted by Virginia State Police Hi-Tech Crimes Unit

- Funds recovered

Tech debt—December 2019

Tech debt—August 2023

- 3rd party vendor unauthorized access

- No Medicaid member claims accessed

- $500K re-routed from destination hospital to new bank account

- Cash intercepted by Virginia Department of Treasury and Virginia State Police High-Tech Crimes Unit

- Funds recovered

CardinalCare
Virginia's Medicaid Program

Tech Debt—what changed?

- Turnover in vendors

- Turnover in staff

- Procedures changed

- New emphasis on oversight

CardinalCare
Virginia's Medicaid Program

Summary

- Solutions require acknowledgment of what didn't work

- Don't fall for the 'shiny, new thing'—go back to the basics

- Do ask for resources—*always*