



**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

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**STRATEGIC VISION & OPERATIONAL EFFICIENCIES  
INITIATIVE QUARTERLY UPDATE**

**November 5th, 2021**

## Executive Summary

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This report includes a summary of quarterly progress on the initiatives outlined in the Strategic Vision and Operational Efficiencies contract established as of July 2021, including an executive-level timeline for Year 1 of the contract and associated highlights, as well as additional detail oriented around the key tasks and associated milestones for each initiative.

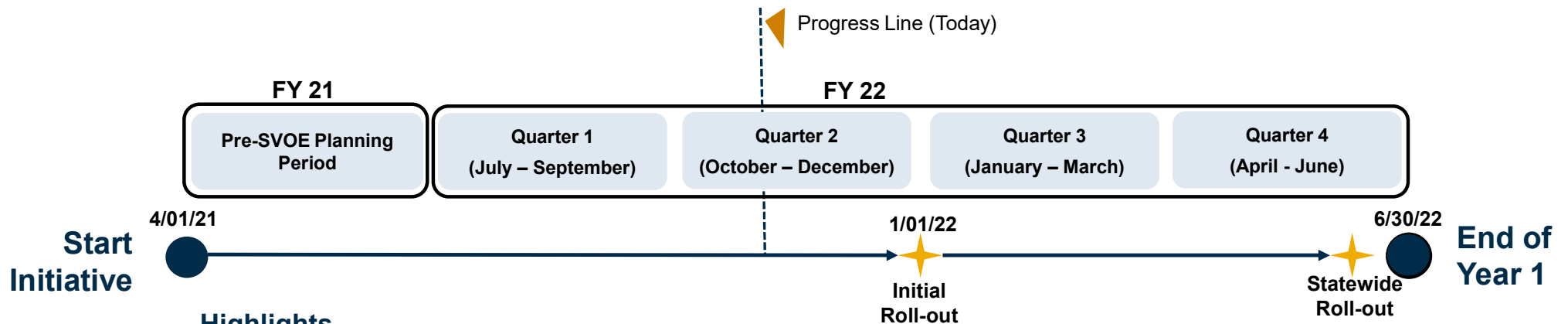
Overall, initiative teams have achieved significant progress since the July kick-off, with much of the planning activity starting in April. The Critical Time Intervention initiative is well on the way to a successful pilot launch in January 2022, and the Institution for Mental Diseases (IMD) Waiver application has been successfully submitted and is currently under CMS review. The Developmental Disabilities (DD) Redesign and Medicaid Management Information System (MMIS) Modernization initiatives, both longer-term in scope, are making steady progress in the areas of strategic planning and stakeholder engagement.

The Department has included the milestone list provided to the Council in June as an appendix item to reference, noting that the work plans for each initiative have evolved since then, particularly with respect to the MMIS modernization.



## Initiative Update – Year 1 Timeline (CTI)


The timeline below depicts illustrative examples of the progress achieved since the launch of the initiative.



### Highlights

- *Designed program parameters (i.e., client demographics)*
- *Developed program governance, roll-out plan, and budget*
- *Recruited and hired CTI Director; Project Manager*
- *Contracted with CTI subject matter expert (PSU)*
- *Completed CMHC contracts for January Cohort roll-out*
- *Drafted Phoenix codebook for CTI metrics capture*
- *Developed preliminary CTI rate for July statewide roll-out*
- *Actively developing program operations with CMHCs and partners*

#### Key

 = Major Milestone



## Initiative Update – Progress (CTI)

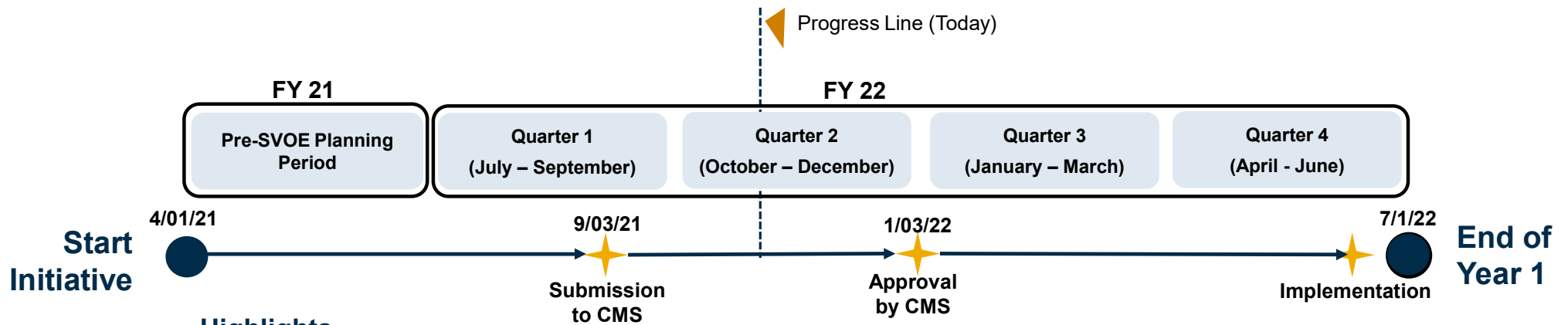
**Summary:** The team has laid the groundwork with the four initial pilot providers for the January launch and has initiated longer-term tasks required to implement for the broader launch in July.

#	Task	Milestones	Progress
1.	<b>Contracting</b>	<ul style="list-style-type: none"> <li>Completed contracting with PSU</li> <li>Completed January Cohort CMHC contracts</li> <li>Begun planning for July Cohort contracts</li> </ul>	<ul style="list-style-type: none"> <li>Successfully navigated complex internal contracting process for 5 separate contracts (PSU + 4 CMHCs).</li> <li>Begun discussions with Contracts and Finance teams for developing 10 new rate-based CMHC contracts, to go into effect July 2022.</li> </ul>
2.	<b>Program Development</b>	<ul style="list-style-type: none"> <li>Actively engaged partners on regular basis</li> <li>Begun development of program components</li> </ul>	<ul style="list-style-type: none"> <li>Kicked off CTI program internally at DHHS and externally with January Cohort CMHCs. Regular meetings to occur monthly.</li> <li>Cultivated relationships with NHH and DRF personnel and supporting cross-organization networking and workflows.</li> <li>Regular meetings with CMHCs to develop program components.</li> </ul>
3.	<b>CTI Metrics</b>	<ul style="list-style-type: none"> <li>Developed 10 key metrics for tracking CTI program performance</li> <li>Drafted CTI Codebook for CMHCs</li> </ul>	<ul style="list-style-type: none"> <li>Crafted 10 key performance metrics for CTI program and then translated into appropriate coding format for Phoenix reporting.</li> <li>Shared with CMHCs and began education process so CMHCs can adjust their EHRs to capture CTI metrics.</li> </ul>
4.	<b>CTI Rate Development</b>	<ul style="list-style-type: none"> <li>Collaborated with Milliman to draft preliminary CTI rate for July 2022</li> <li>Developed rate risk models to project impact of rate on CTI program budget</li> </ul>	<ul style="list-style-type: none"> <li>Developed preliminary CTI rate with Milliman and begun socializing internally with key DHHS stakeholders for input/feedback.</li> <li>Built rate risk modeling tools to project total cost of CTI rate and potential impact on CTI program budget.</li> </ul>
5.	<b>Project Manager</b>	<ul style="list-style-type: none"> <li>Interviewed candidates for key PM role</li> <li>Extended offer to candidate; accepted and expected to begin November 19<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>Offered role to internal candidate who accepted; begun preparing for transition of various PM responsibilities upon start.</li> </ul>



## Initiative Update – Year 1 Timeline (IMD Waiver)

The timeline below depicts illustrative examples of the progress achieved since the launch of the initiative.



### Highlights

- Established project Steering Committee
- Engaged project SMEs across DHHS
- Developed draft SMI Amendment application
- Managed public comment period
- Drafted initial 50-page Implementation Plan
- Submitted application to CMS for review

Key



= Major Milestone



## Initiative Update – Progress (IMD Waiver)

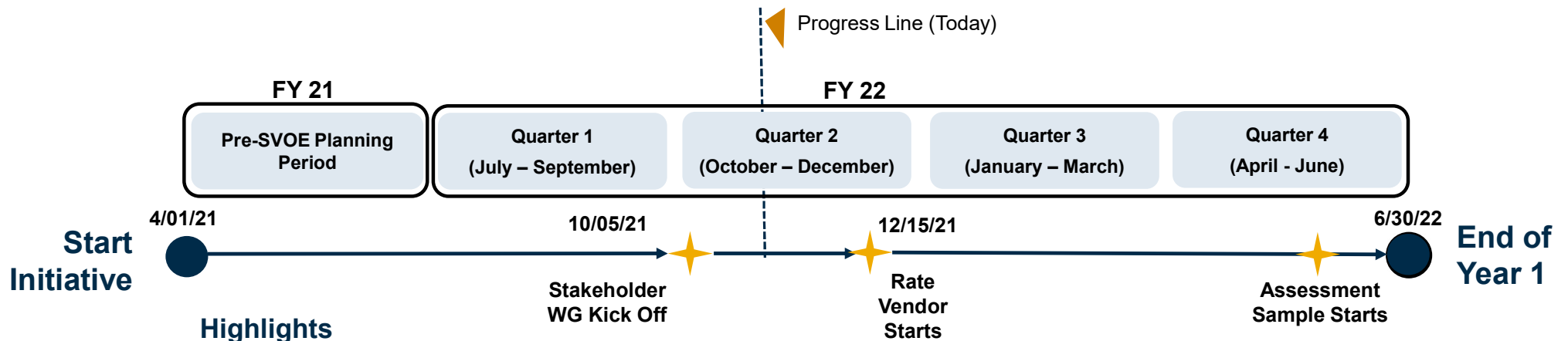
**Summary:** The team has submitted the application for the SMI Amendment to the SUD-TRA Demonstration, which CMS is currently reviewing. We are targeting an approval date of January 3, 2022, and currently building out a project plan for implementation by July 1, 2022.

#	Task	Milestones	Progress
1.	<b>Application Submission</b>	<ul style="list-style-type: none"> <li>Submitted application for the SMI Amendment following public comment period</li> </ul>	<ul style="list-style-type: none"> <li>Application submitted to CMS on September 3, 2021</li> <li>CMS Notice of Completeness received on September 16, 2021</li> </ul>
2.	<b>Workplan Development</b>	<ul style="list-style-type: none"> <li>Drafted initial workplan with tasks to support July 2022 implementation</li> <li>Conducted meetings with subject matter experts to refine tasks</li> <li>Hosted Steering Committee meeting to validate approach, discuss progress</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to build out the workplan based on DHHS SME feedback</li> <li>Adding new tasks and scheduling additional meetings with new SMEs identified through initial meetings</li> <li>The workplan has proven to be more complex to develop than originally envisioned and will continue to be refined over the next few weeks</li> </ul>
3.	<b>CMS Approval</b>	<ul style="list-style-type: none"> <li>CMS approval is targeted for 1/3/22</li> </ul>	<ul style="list-style-type: none"> <li>Federal public comment period concluded 10/21/21</li> <li>Federal partner engagement will take place through 11/18/21</li> <li>A&amp;M will support ongoing engagement with CMS to negotiate satisfactory STCs and secure approval with a targeted date of 1/3/22</li> </ul>
4.	<b>Waiver Renewal</b>	<ul style="list-style-type: none"> <li>Application needs to be submitted by 12/31/22</li> <li>Hosted Steering Committee meeting to discuss proposed timelines</li> </ul>	<ul style="list-style-type: none"> <li>A&amp;M recommends beginning to plan for the renewal application around March 2022, with an increased focus by SMEs and leadership beginning in July 2022</li> <li>Steering Committee identified actuarial support as a key priority to manage the risk of a new actuary taking over in July 2022 (RFP currently in process)</li> </ul>
5.	<b>Implementation</b>	<ul style="list-style-type: none"> <li>The SMI Amendment is targeted to become effective on July 1, 2022</li> </ul>	<ul style="list-style-type: none"> <li>A workplan is in development to identify necessary tasks and resources to support on-time implementation and operationalization of the demonstration authority (workplan will cover the period from December 2021 – July 2022)</li> </ul>



## Initiative Update – Year 1 Timeline (DD)

The timeline below depicts illustrative examples of the progress achieved in the past 6 months on the initiative.



### Highlights

- Stakeholder Workgroup Processes Developed and Implemented
- Rate Setting RFP Released
- Assessment Tool Selection In Progress
- IT Development In Progress

**Key**

★ = Major Milestone



## Initiative Update – Progress (DD)

**Summary:** Initiative workplan is tracking three key tasks and associated milestones.

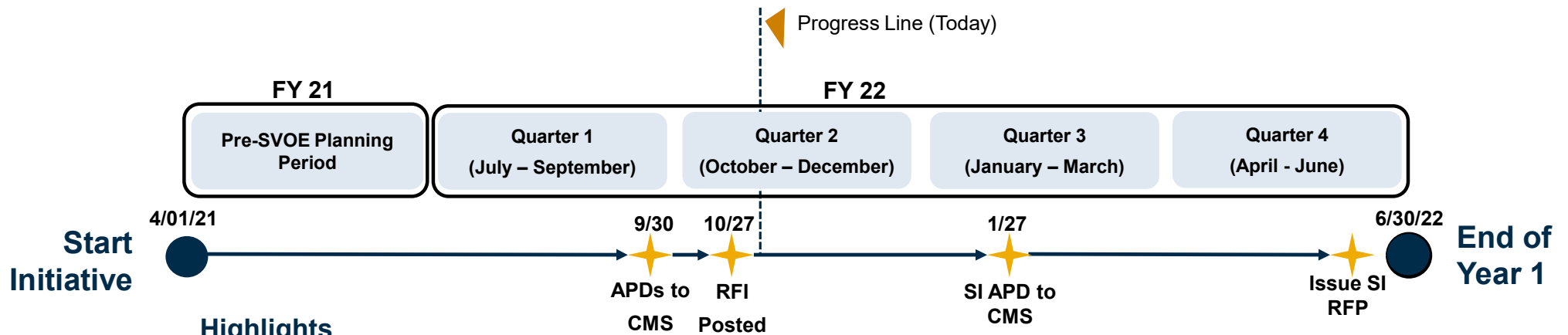
#	Task	Milestones	Progress
1.	<b>Waiver Redesign</b>	<ul style="list-style-type: none"> <li>• Waiver WG Met 10/05 for Kick off</li> <li>• Review of current waiver services, definitions and requirements underway</li> <li>• Workforce training and credentialing opportunities identified</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing stakeholder education being developed to highlight the opportunities at hand</li> <li>• Research of other state Support Waivers completed and aggregated to identify potential services under new waiver structure</li> <li>• Stakeholder WG reviewing services and provider qualifications for potential modifications going forward</li> <li>• Workforce stabilization activities being reviewed</li> </ul>
2.	<b>Rate Development</b>	<ul style="list-style-type: none"> <li>• Rate Setting RFP Released</li> <li>• Assessment tools reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• RFP for rate vendor closes 11/4 – G&amp;C 12/15 (estimate)</li> <li>• Assessment pilot to be conducted by third party vendor – completion by Oct 2022 (estimate)</li> </ul>
3.	<b>IT Modernization</b>	<ul style="list-style-type: none"> <li>• Deloitte has conducted job shadowing</li> <li>• Coordination across workstreams underway</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte planning to develop intake and eligibility functionality in CY 2022 and service components in CY 23. Planning is underway.</li> </ul>





## Initiative Update – Year 1 Timeline (MMIS)

The timeline below depicts illustrative examples of the progress achieved since the launch of the initiative.



### Highlights

- Completed and submitted A&M APD to CMS for Reimbursement
- Completed and submitted EVV APD to CMS
- Established Steering Committee
- Implemented framework for monitoring MES portfolio progress
- Drafted initial workplan
- Conducted system module prioritization
- Released RFI to market
- Kicked-off SI module requirements development

**Key**

★ = Major Milestone



## Initiative Update – Progress (MMIS)

**Summary:** Initiative workplan is tracking key tasks and associated milestones oriented around the array of modules that need to be prioritized, procured, and implemented as part of the broader initiative; summary view below captures the emerging prioritization of those modules.

#	Task*	Milestones	Progress
1.	<b>APDs</b>	<ul style="list-style-type: none"> <li>APD for A&amp;M work</li> <li>APD for EVV work</li> </ul>	<ul style="list-style-type: none"> <li>Submitted to CMS for approval on 9/20/2021</li> <li>Submitted to CMS for approval</li> </ul>
2.	<b>Enterprise RFI</b>	<ul style="list-style-type: none"> <li>RFI posting</li> </ul>	<ul style="list-style-type: none"> <li>RFI was posted 10/27/2021</li> <li>RFI responses are due 11/30/2021</li> </ul>
3.	<b>System Integration</b>	<ul style="list-style-type: none"> <li>APD development</li> <li>RFP development</li> <li>Contract award</li> <li>System implementation</li> </ul>	<ul style="list-style-type: none"> <li>APD planning underway, but development has not started</li> </ul>
4.	<b>Future MMIS Modules</b>	<ul style="list-style-type: none"> <li>APD development</li> <li>RFP development</li> <li>Contract award</li> <li>System implementation</li> </ul>	<ul style="list-style-type: none"> <li>Outstanding decision whether Provider or Pharmacy Benefits Management will follow the SI procurement</li> </ul>

*\*Definitions of each module captured in the Initiative Smartsheets dashboard*



# Appendix



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**State of New Hampshire  
Department of Health and Human Services**

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**DHHS Strategic Initiatives Contract**

June 2021

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## DHHS Strategic Initiatives Contract

**The Executive Council has requested a summation of what will be achieved in partnership with A&M as part of the Strategic Initiatives Contract.**

1. A detailed description of the five initiatives, and the activities for which A&M will be responsible is contained in Exhibit B of the proposed contract between the Department and A&M.
2. As part of the contractor's project management responsibilities, A&M will develop workplans that outline milestones and timelines for each initiative; this task is already underway for the CTI and IMD initiative.
3. The Department has provided a chart depicting milestones and timelines within the 2-year scope for each initiative (see slides 3-4) which reflect current estimates; milestones and timelines are subject to change based on completion of workplans, and milestones reflect contributions from all necessary stakeholders, inclusive but not limited to or exclusively dependent upon, the A&M activities and responsibilities, as laid out in Exhibit B.
4. The June milestone list did not include timeline estimates for the MMIS modernization given that the budget had not yet been approved and significant planning exercises had not yet kicked-off. Additionally, the main tasks and workstreams around which we have oriented our initiative workplans may have changed since the pre-planning period in June, however, the overall progress we committed to has been achieved.



# DHHS Strategic Initiatives Contract

### Initiative Milestone Notes

1. Exhibit B of the proposed contract with A&M contains detailed activities outlining the support which A&M will provide in order to achieve the milestones above.
2. CTI and IMD workstreams have begun hitting initiative milestones during the current contract and will continue progress along established work plans.
3. Workstreams will reevaluate pre-established works (1 - 2) and establish workplans as necessary (3 - 5) as outlined in Exhibit B.

## DHHS Strategic Initiative Milestone Estimates

Initiative	Milestone	Year 1				Year 2				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. CTI	Facilitate stakeholder engagement	X	X	X	X	X	X	X	X	
	Develop initial CTI rollout strategy and budget	<i>On track to complete by 6/30/21</i>								
	Support CTI training and education for DHHS and providers	X	X	X	X	X				
	Advise on CTI governance at DHHS and between providers	X	X	X	X	X				
	Support the establishment and evaluation of CTI provider teams		X	X	X	X	X			
	Develop CTI data reporting infrastructure and analysis	X	X			X	X			
	Identify potential future funding strategies for CTI			X	X	X	X	X	X	
	Support State CTI team with project management needs	X	X	X	X	X	X	X	X	
	Assist with CTI program evaluation				X	X	X	X	X	
2. IMD Waiver	Submit Draft Demonstration Waiver Application for Public Comment	<i>On track to complete by 6/30/21</i>								
	Submit Draft IMD Waiver Submission to CMS and Secure Approval	X	X	X	X	X	X			
	Support Waiver Implementation and Operationalization		X	X	X	X	X	X	X	
	Assess MCO and HIT Readiness			X	X	X	X	X	X	
	Support Quarterly Evaluation Reports					X	X	X	X	
	Assist in Renewal / Expansion of dual SUD and SMI IMD waiver					X	X	X	X	
	Implement Alternatives for psychiatric inpatient capacity (support)								X	
3. DD Redesign <i>(continued on next page)</i>	Facilitate stakeholder engagement	X	X	X	X	X	X	X	X	
	Establish Comprehensive Cross-Stream Workplan	X								
	Develop 1915(c) Waiver Application(s)		X	X	X	X				
	Submit final waiver application(s) to CMS and Secure Approval						X	X	X	
	Assess waiver eligibility processes and reconcile with draft waiver application(s)			X						
	Review and Select Assessment Tool for Level of Need and Rate-Setting	X	X	X						
	Advise on the Procurement of a Rate Setting Vendor	X	X							
	Initiate Case Management Process Review				X	X	X			
Review Individual Support Plan processes and inputs		X	X	X						



# DHHS Strategic Initiatives Contract

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## DHHS Strategic Initiative Milestone Estimates

Initiative	Milestone	Year 1				Year 2			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3. DD Redesign (cont.)	Support Development of Grant Program for ITS Transition							X	X
	Finalize review / reconciliation of operations under new waiver and rate structures				X	X	X		
	Support the Redesign and Testing of Waiver Rates			X	X	X	X	X	
	Develop / Plan Implementation Strategy given established rates and waiver modifications							X	X
	Monitor and Finalize IT Requirements			X	X	X	X		
4. MMIS Modernization	Establish roadmap and workplan	Quarterly milestones and timelines will be established during Y1 Q1							
	Map As-Is and To-Be architecture								
	Develop a governance and PM Structure								
	Develop a procurement strategy								
	Draft/vet/issue series of RFP/APD per the roadmap, including CMS approval								
	Draft/test/refine metrics for project development and operations								
	Develop requirements for various MMIS modules								
	Establish/refine procedures for collecting metrics regarding project performance								
	Manage project risks and action items								
Develop user training plan and artifacts									
5. Organizational Change Management	Conduct SWOT analysis & strategic planning	X							
	Review/refine organizational structure/functions to support transformation	X	X						
	Review/develop Key Performance Indicators (KPI)		X	X					
	Review leadership performance management protocols			X	X				
	Assess organizational change readiness and risk	X							
	Develop/implement change management plans		X	X	X	X	X	X	
	Collect and analyze change related feedback				X	X			
	Assess/manage change resistance					X	X		
	Evaluate change KPI, refine change strategy as needed							X	X

