



**Department of Health & Human Services**  
**Bureau of Developmental Services IT Remediation Plan**  
**Research Findings and Project Planning V2.0**

July 26, 2017  
Leslie Mason, DHHS PMO  
John MacPhee, DHHS Lean Team

# Meeting Agenda

1. **Goals For Meeting**
2. **Where We Are Today: Capital Budget & Research Efforts**
3. **Steps in a Technology Implementation**
4. **Requirements Development Process**
5. **Change Management: Human Factors**
6. **Review of Findings: LEAN Projects, Survey of States, RFI**
7. **Identifying Other Issues**
8. **Next Steps**

# Goals & Objectives

- **Overview of Project**
- **Understand the Process**
- **Recap of research to-date**

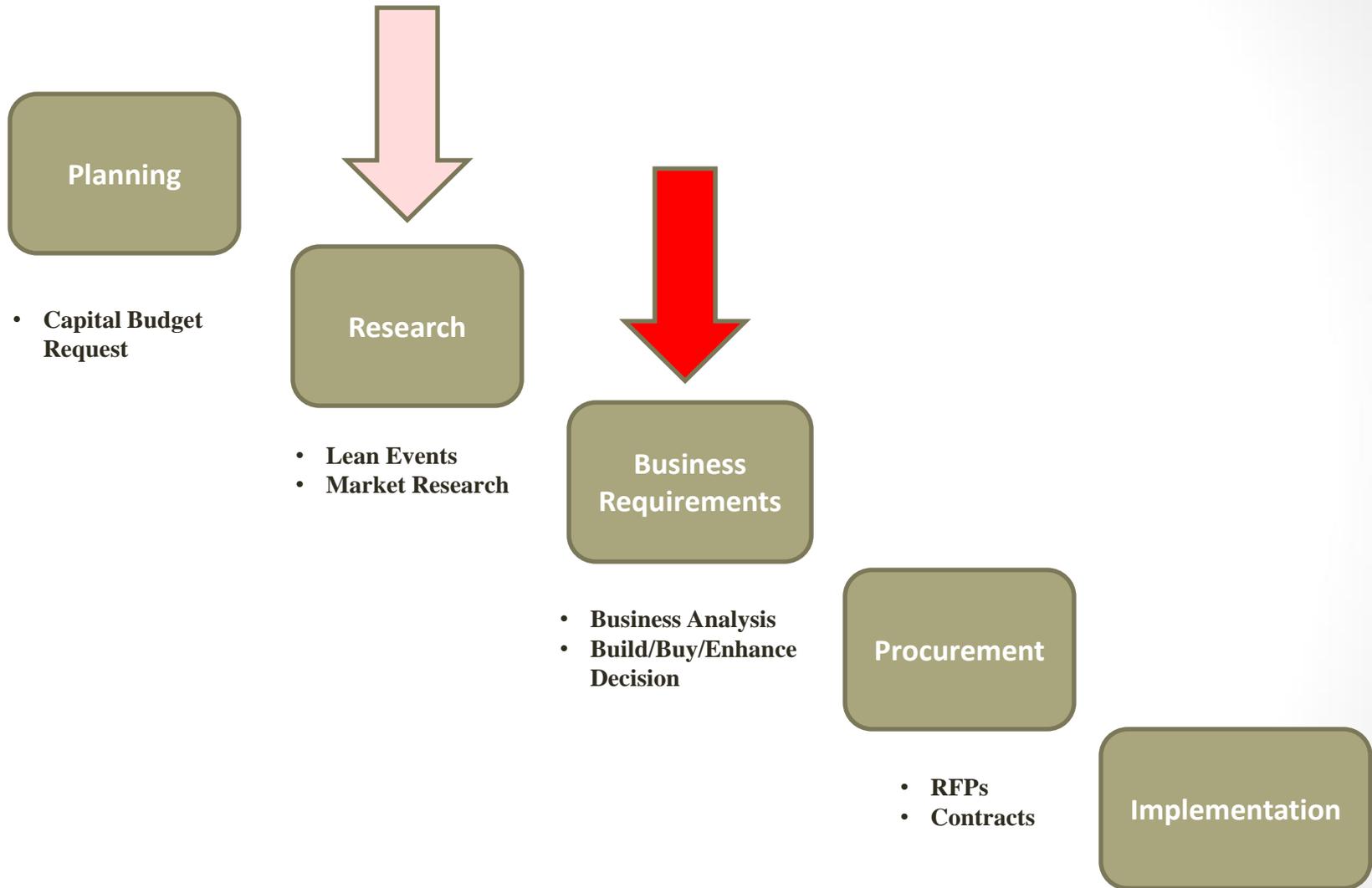
# Where Are We Today?

- **Project Funding**
  - Capital Budget request approved by NH Legislature in June
  - \$5.10 M for Developmental Services IT Remediation Plan
    - New integrated DD application
    - DHHS data infrastructure
    - Enhancements to New Heights & MMIS

# Where Are We Today?

- **Requirements Research Efforts**
  - DHHS Lean Project – May 2016
    - Document end-to-end data flow – New Heights through MMIS
    - Uncover gaps and deficiencies
  - AA/CSNI Lean Project – August 2016
    - Business oriented focus
    - Prior-authorization process & service budget approvals
    - Illuminated IT deficiencies
  - National Survey of States Systems
    - Survey issued to 50 states
    - Inquired about systems & vendors used for Developmental Services
  - Request for Information
    - Currently under development
    - Collect information on current market place
  - MMIS Enhancements
    - Interface Planned

# Industry Standard Project Methodology



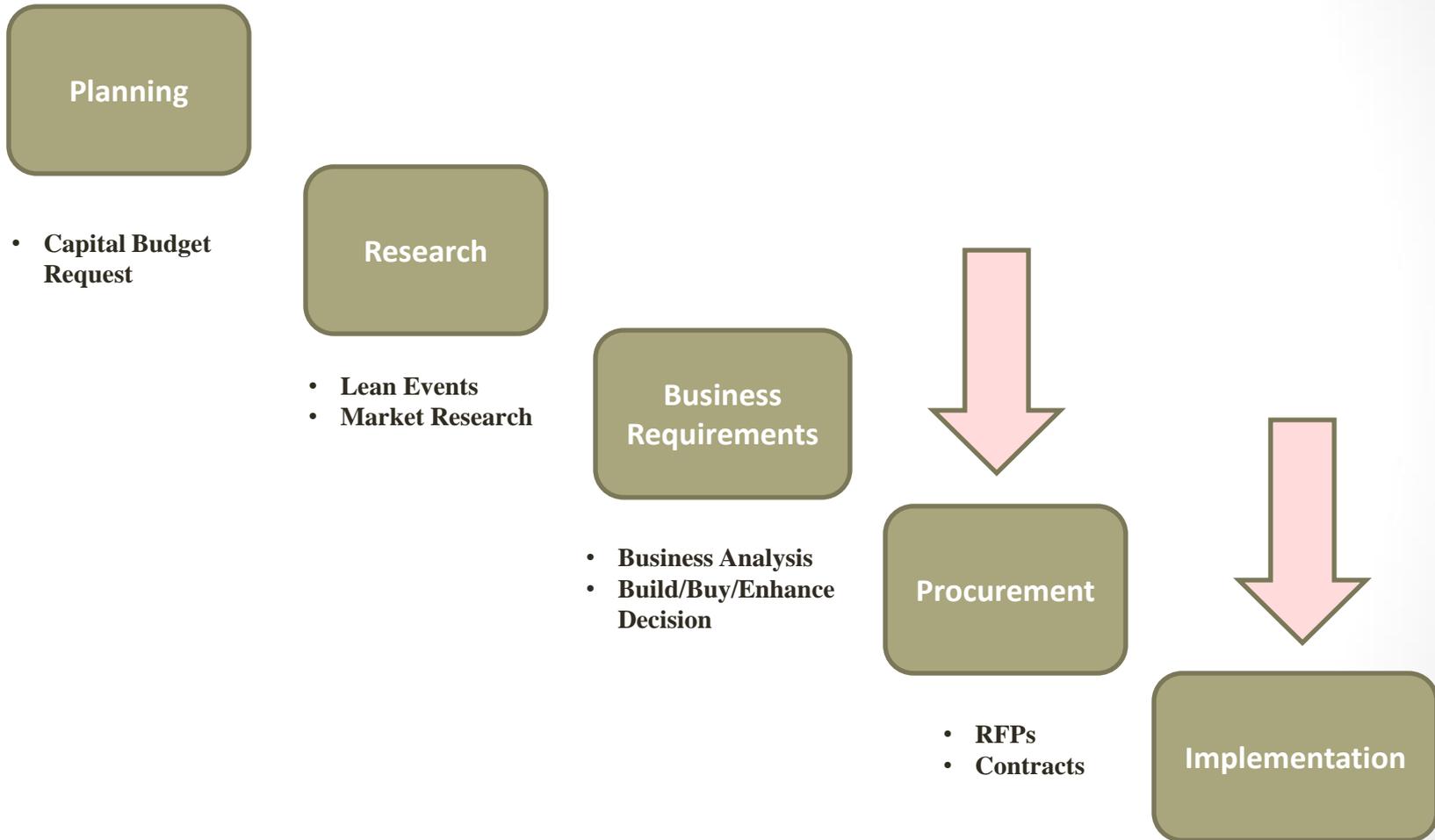
# Requirements Development

- **What are requirements?**
  - Requirements are a complete description of the system.
  - The requirements process is a thorough exploration of the intended system with the intention of determining the functionality and behavior of the system needed to support the goals of the organization.
  - Types of requirements
    - Functional/Non-Functional
    - Business/Technical
  - Used by engineers to design the system
    - Flow of data
    - System architecture

# Requirements Development

- **This Process Involves YOU!**
  - May be the MOST IMPORTANT phase of the project.
  - Require active and committed participation by all stakeholders
  - DHHS is issuing an RFP to hire consulting support to conduct further research and write the business and technical requirements.
  - Consultant will conduct interviews by function, organization, or other category
    - May request surveys or other exercises
    - Scheduled meeting times
    - Preparation required.

# Industry Standard Project Methodology



# Change Management

- **Change Management Planning – Human Factors**
  - Supporting the transition to a new system and business practices
  - Essential part of the overall project plan
    - Communication
    - System Training
    - System Roll-out support

# Approximate Process Timeline

- **Fall 2017 – Requirements development**
- **Winter 2018 – Issue system procurement RFP**
- **Summer 2018 – Contract approved by G&C**
- **Fall 2018 – Commence system implementation**
- **Summer 2019 – System deployment**

# Review of Findings – DHHS LEAN Project

- **Overview of LEAN – John MacPhee**
  - The 5 phases of the Lean event
    - Charter, Assessment, Brainstorming, Findings & Action Plan
  - Benefits of Process Improvement
    - Reduced Processing Time
    - Eliminate Waste
    - Empower the workforce
    - Standardization
    - Improved Quality
    - Increased Service Delivery Performance to our Customers

# Review of Findings – DHHS LEAN Project

- **Scope**

- A current state assessment of operational process was performed with team members from the Bureau of Developmental Services and Area Agencies
- The primary focus of the Lean assessment was to map procedures from Intake through MMIS Billing.

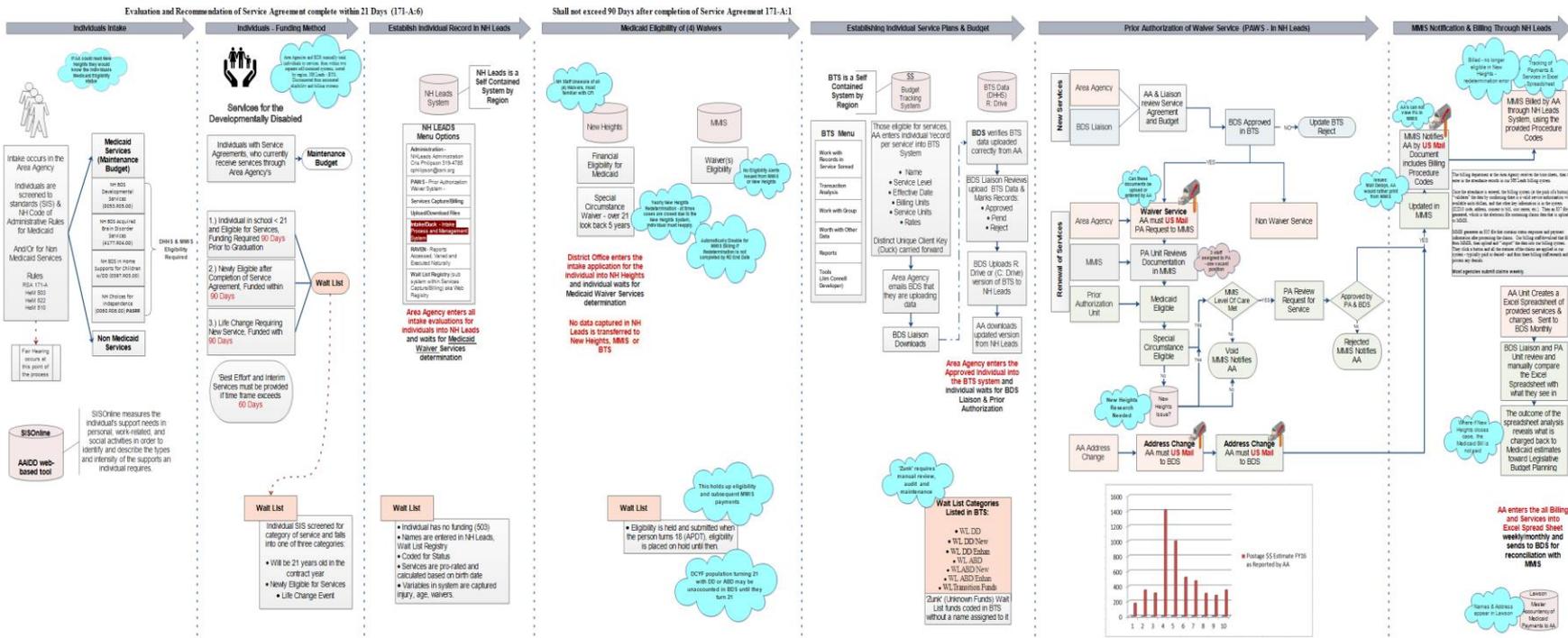
- **Results...**



NH Department of Health & Human Services  
Bureau of Developmental Services  
Services for NH Citizens with Developmental Disabilities and/or Acquired Brain Disorders

Current State of NHRSA TMA Services for the Developmentally Disabled

July 2016 - Current State



DEMOGRAPHIC
SERVICES FOR DEVELOPMENTAL DISABILITIES AND ACQUIRED BRAIN DISORDERS
INDIVIDUALS OVER 13 YEARS OR UNDER 13 YEARS OF AGE
90% MEDICAID
FINANCIAL ELIGIBILITY REQUIRED: DRHS DISTRICT OFFICES
MEDICAL ELIGIBILITY REQUIRED: MMS
DETERMINATION OF MEET LEVEL OF CARE
SERVICES FUNDED BY LEGISLATIVE BUDGET LINE ITEM
FUNDS ASSIGNED TO REGIONAL AREA AGENCY BY BUREAU OF DEVELOPMENTAL SERVICES CALCULATION
SERVICES PROVIDED BY AREA AGENCY OR BY SUB-CONTRACTED SERVICE PROVIDERS
OPTION AVAILABLE TO SELF-DIRECTED SERVICES (POMS)
PRIOR AUTHORIZATIONS ARE CAPPED OFF
SERVICES TRACKING WITHIN BUDGET TRACKING SYSTEM (BTS)
PAYMENTS FOR SERVICES MANAGED THROUGH MMS SYSTEM
IN HOME SUPPORTS BIRTH TO 21

AREA AGENCY'S
Non-profit 501 (c) (3) Organizations
Northern Human Services Pathways of the River Valley Lakes Region Community Services Community Bridges Manchester Developmental Services Gateway Community Services More Center Services One Sky Community Partners Community Partners Community Crossroads
DETERMINE THE INDIVIDUAL'S NEEDS & DEVELOP SERVICE PLAN (21 DAYS) 171-A-6
WRITTEN INDIVIDUAL SERVICE AGREEMENT (4 DAYS) 171-A-12
ASSIST WITH SELF-DIRECTED SERVICES, PARTICIPANT DIRECTED AND MANAGED SERVICES (16 M-12)
ENTER ALL INDIVIDUALS AND SERVICE PLANS INTO NH LEADS & BUDGET TRACKING SYSTEM (BTS)
PROVIDE SERVICES, OR PLAN FOR CONTRACTED SERVICES (90 Days)
MONITOR SERVICES - ANNUAL PERIODIC REVIEW (171-A-11)
ALL UTILIZE DIFFERENT BUSINESS PROCEDURES
INDEPENDENT UNIQUE BILLING SYSTEMS
AREA AGENCIES BILL MEDICAID IN NH LEADS
INDIVIDUAL AREA AGENCY SYSTEMS OFFER NO BREAKOUT FOR MAINTENANCE OR PAID LATER CHARGES
CREATION OF THE WAIT LIST FOR FUTURE SERVICES

BUREAU OF DEVELOPMENTAL SERVICES
http://www.dhs.nh.gov/dhs4040/4040.nsf
800-431-4334 603-271-2100 603-271-2104 1-800-785-2644 1-800-785-2148
MAINTENANCE AND WAIT LIST BUDGET AVAILABLE AND PLANNING
ALLOCATE LIBERALITY FUNDS DOLLARS TO (6) AREA AGENCIES
LIASONS ASSIGNED AREA AGENCIES
LIASONS ARE A SECOND SET OF EYES TO EACH INDIVIDUAL PLAN AND APPROVE/REJECT INDIVIDUAL PLAN BUDGET
MANAGE AND MONITOR ALL BUDGET WITHIN BTS
MAINTENANCE BUDGET SPEND DOLLARS TO WAIT LIST FUNDS ARE UTILIZED
MOBILITY SERVICE PLAN INVESTIGATIONS AND REEVALUATION OF FUNDS BUDGET
INDIVIDUALS VISIT THE AREA AGENCY
FINANCE CONTACT & COORDINATE
AREA AGENCY SITE VISITS
EDUCATE WAITER REQUEST THE NECESSARY ADMINISTRATIVE SERVICES
QUALITY IMPROVEMENTS
COORDINATOR - FINANCIAL ACCOUNTABILITY
RE ORGANIZATION OF AREA AGENCIES
OVER TIME REPORTING - TRAIL - TRACKING
MEMBERSHIP, BIRTH, INTAKE, DEATH, AND TRANSFER OF FUNDS
CHIEF LIASONS - QUALITY LEADERSHIP
RULE DEVELOPMENT - FINANCIAL
MEDICAID COMPLIANCE

**Wait List Oversight**

- BOS Allocates VI, Funds to Regions
- BOS over sees the global planning for Wait List Funds
- VI, Funds are Annualized for future projections
- BOS Liaisons review and suggest reallocation within AA
- Projected VI, Funds initiate Legislative Budget
- Legislative Funds the VI, Budget
- From that budget, AA - BOS Contract Created yearly

**Sentinel Event**

A sentinel event is an unexpected occurrence involving the death or serious, physical or psychological injury, or risk thereof, signaling the need for immediate investigation and response, or other serious event.

**Intersystem Collaboration**

Community Support Network, Inc. (CSNI) <http://www.csni.org>  
not-for-profit organization that works in support of the ten Area Agencies

New Hampshire Council on Developmental Disabilities

(10) Regional Area Agencies, and three Board of Directors

Bureau of Developmental Services, Agency Liaisons

Bureau of Developmental Services, Prior Authorization Unit

Bureau of Developmental Services, Administrative Rules

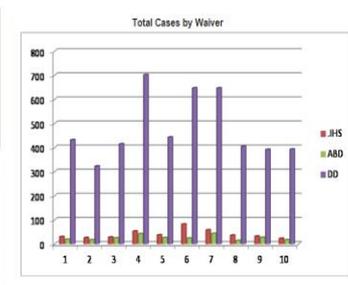
Bureau of Developmental Services, Client and Legal Services

New Heights, MMS Systems, NH Leads, BTS Database, Lawson

NH Revised Statutes Annotated (NHSA)

NH Code of Administrative Rules (N-H-M)

Managed Care - Oversight by MCO. Future, no date set at this time



- Northern Human Services
- Pathways of the River Valley
- Lakes Region Community Services
- Community Bridges
- Manchester Developmental Services
- Gateway Community Services
- More Center Services
- One Sky Community Services
- Community Partners (Electronic Health Record)
- Community Crossroads

Occurs In:	Named Entered Manually into Systems:	Definitions:
Area Agency, Helms	NH Leads	AA
DHS District Office	New Heights System	AARD
BTS by BOS Liaison	Budget Tracking System	BOS
BTS by BOS Liaison	Budget Tracking System	CSNI
BOS Prior Authorization	MMS	DD
Medicaid Authorization		DUCK
		H-M
		HM-C
		MMS
		NH Code of Administrative Rules
		Medical Management System
		NH Inter Agency Coordinating Council
		NH Revised Statutes Annotated
		On The Waiver
		PA
		Prior Authorization
		Supports Intensity Scale
		VI
		Wait List
		Wait List Funds in BTS without an individuals name

# Review of Findings – DHHS Lean Project

- **Summary**

- Multiple systems tracking the same client data
- Manual transmission of client data (U.S. Mail)
- Multiple data entry points of same client data
- Lack of automation; many manual processes
- Excess workflow processing time
- Increased decision making time
- Inconsistent data formats
- Lack of Training and documentation
- Poor transparency

# Review of Findings – DHHS Lean Project

#	Deficiency Area	Current Standing	Strategic Objective	Proposed Action	Current Status
1	Overall Process	Data is manually entered into (4) systems; NH Leads, New Heights, BTS and MMIS. Spreadsheets are also created to control process.	Clean Data	Explore feeding demographic data between New Heights, NH Leads, MMIS & BTS (date match on which set of data is most recent.)	Research and requirements development effort underway for modernized IT system.
2	Overall Process	Individual Tracking occurs in 4 systems	Master Client Record across systems	Seek alternative IT solutions	Research and requirements development effort underway for modernized IT system.
3	Overall Process	No formal Procedures Manual	Documentation	Build an Index from topics in this project to create BDS Procedures Manual	This process is underway. BDS has created an index for a user's manual for the Budget Tracking System. In addition, BDS is in the process of developing an index for the PA Procedures Manual. The development of this procedures manual is contingent on the outcomes of the implementation of the BTS Lean analysis.
4	Overall Process	Staffing/Vacancy	Increase processing volume	Hire/Train	BDS has finalized the supplemental job description for the PA Supervisor position. Once this SJD is approved, BDS will recruit and train. In addition, a Finance Director vacancy has been posted and recruitment is currently underway.
5	Overall Process	No Procedure Change Control Mechanism	Clear Communication, understanding	Create a change procedure, documentation for controls	With the leadership at BDS (recently appointed BDS Director) this policy will be developed under the direction of the new Director.
6	Overall Process	No central web site for laws, process, information and training	Clear Communication, understanding	Explore potential for web page - external access critical	Exploring location for central document repository.
7	Overall Process	DCYF clients turning 21 may need DD or ABD, currently not on the BDS/AA Radar	Automation - faster decision making and turn around	Seek alternative IT solutions	Research and requirements development effort underway for modernized IT system.
8	Overall Process	Can NH Easy offer this system/method any relief	Automation - faster decision making and turn around	Seek alternative IT solutions	Completed technology demonstrations. Currently working with New HEIGHTS to develop requirements for enhancements.
9	Establishing Service Plan & Budget	Upload/Download of data moved between NH Leads, DHHS R: Drive and Area Agencies is not automated	Automation	Explore automated data transfers methods for BTS	Research and requirements development effort underway for modernized IT system.
10	Establishing Service Plan & Budget	NH Leads & Budget Tracking System are self-contained systems.	Breakdown the silos	Seek alternative IT solutions	Research and requirements development effort underway for modernized IT system.

# Review of Findings – DHHS Lean Project (continued)

11	Medicaid Eligibility of Waivers	Area Agencies are unable to view New Heights Eligibility Determination and/or Case Status	Transparency, Save Time	Attain views into New Heights for Area Agency	Completed technology demonstrations. Currently working with New HEIGHTS to develop requirements for enhancements.
12	Medicaid Eligibility of Waivers	New Heights & MMIS Eligibility and Procedure Codes are not passed into the NH Leads & Budget Tracking System	Automation - faster decision making and turn around	Explore passing eligibility data from New Heights into NH Leads & BTS (see note from CSNI)	Research and requirements development effort underway for modernized IT system.
13	Medicaid Eligibility of Waivers	New Heights System challenges with components required to determine 1915c Waivers	Automation - faster decision making and turn around	Seek alternative IT solutions	Completed technology demonstrations. Currently working with New HEIGHTS to develop requirements for enhancements.
14	Medicaid Eligibility of Waivers	Generalist New Heights case workers have limited awareness/training with Waivers (1915C)	Training	Procedures Manual on Waivers	BDS is planning additional training for district office (DO) staff.
15	Medicaid Eligibility of Waivers	No Alert System when eligibility is established	Automation - faster decision making and turn around	Seek alternative IT solutions	Research and requirements development effort underway for modernized IT system.
16	Medicaid Eligibility of Waivers	Eligibility is not standardly processed on under the age of 18 Waitlist Individuals	Automation - faster decision making and turn around	Procedure Change	With the leadership at BDS (recently appointed BDS Director) this policy will be developed under the direction of the new Director.
17	Prior Authorization of Waiver Services	Area Agencies must send (U.S. Mail) in waiver request to MMIS	Save Postage \$\$\$, Save Time	Find solutions to mailing documents into MMIS	Discussions underway with MMIS group to explore options for short term improvements and long term enhancements.
18	Prior Authorization of Waiver Services	No Feed of PA downstream to NH Leads & BTS	Automation - quicker decision making	Explore modifications to NH Leads & BTS to allow for prior authorization data feed from MMIS	Discussions underway with MMIS group to explore options for short term improvements and long term enhancements.
19	Prior Authorization of Waiver Services	Limited access to run MMIS query reports	Transparency	Explore Ad Hoc reporting possibilities within MMIS	Discussions underway with MMIS group to explore options for short term improvements and long term enhancements.
20	Prior Authorization of Waiver Services	Address change, mailed to BDS then sent onto MMIS to update record	Save Postage \$\$\$, Save Time	Seek alternative IT solutions	Discussions underway with MMIS group to explore options for short term improvements and long term enhancements.
21	MMIS Notification & Billing	MMIS notifies Area Agencies through U.S. Mail, which contains Service Eligibility & Billing Procedure Codes	Save Postage \$\$\$, Save Time	Find solutions to MMIS Mailing documents to Area Agency's	Discussions underway with MMIS group to explore options for short term improvements and long term enhancements.
22	MMIS Notification & Billing	New Heights Determination timing can closes cases, MMIS billing rejected	Transparency	Seek alternative IT solutions	Research and requirements development effort underway for modernized IT system.

# Review of Findings – AA/CSNI Lean Project

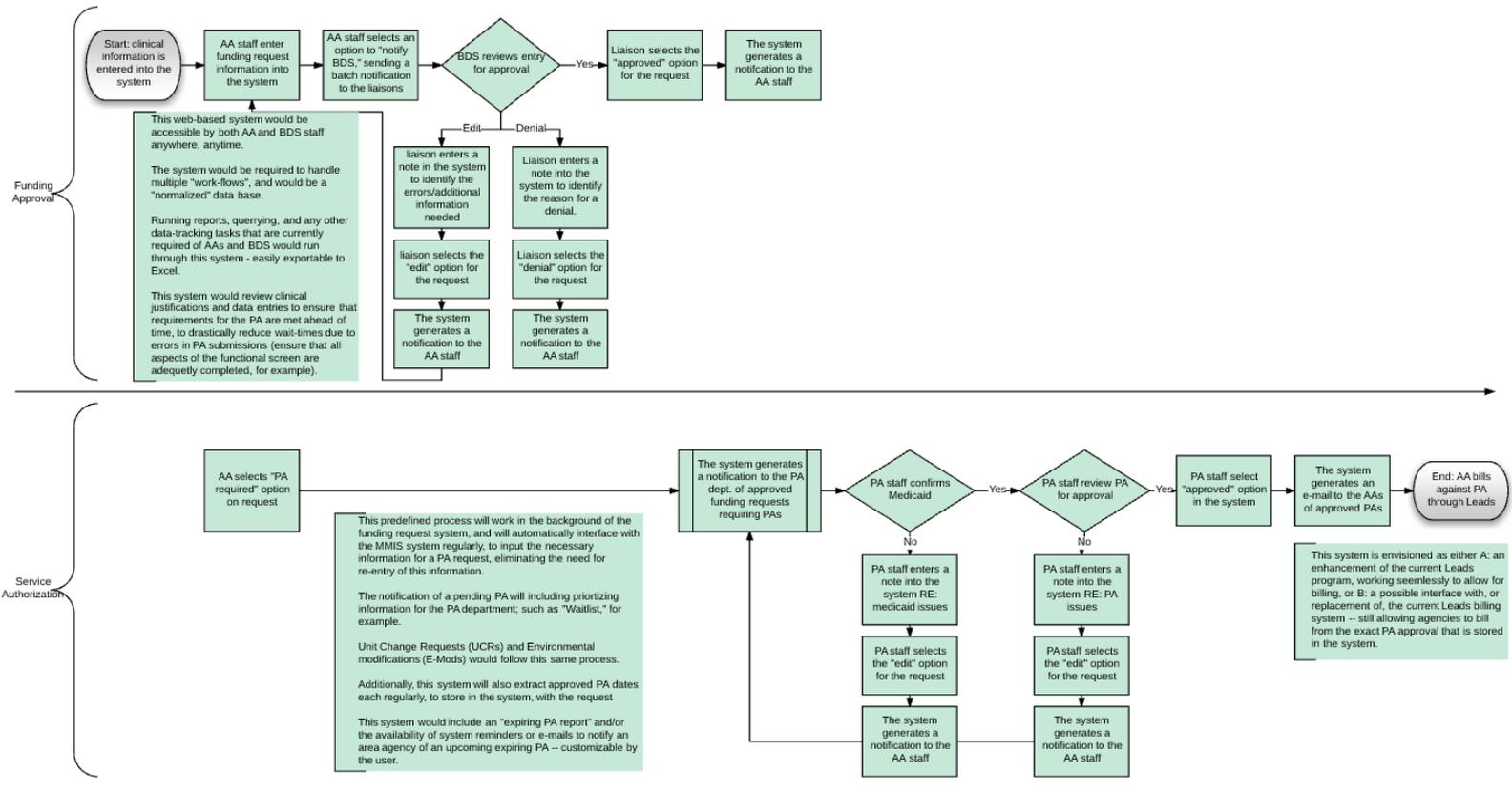
- **Scope**
  - Lean Process Improvement Event for **Budget Tracking System (BTS)** and **Prior Authorization (PA)** process
  - Facilitated by CSNI & David Jenkins Associates and included team members from the Bureau of Developmental Services and Area Agencies
- **Results...**

# Review of Findings – AA/CSNI Lean Project

## Future State Process Mapping:

Gray = start/end

Blue = “true north” future state



## Submitted by:

Jessica Caron & David A. Jenkins

David A. Jenkins & Associates

# Review of Findings – AA/CSNI LEAN Project (continued)

- **Scope – Prior Approval and Budget Approval Processes**
- **Recommendations**
  - Business Oriented Recommendations
    - More Training
    - Earlier entry of prior-authorizations
    - Standardization of forms
    - More access to eligibility information
    - Electronic submission and responses for prior-authorizations
    - Written system documentation
    - Visibility of PA status notes
  - Technology Recommendations
    - Integrated systems allowing continuous data flow
    - Enhancements to MMIS to eliminate use of postal mail
    - Enhance systems to allow better tracking
    - Address current performance issues with Budget Tracking Systems
    - Single database architecture
    - Automated workflow, notifications, & approvals
    - Enhanced reporting capabilities

# Survey of States

- **Methodology**

- BDS issued national survey to investigate what technology other states are using

- **Survey Results & Value**

- 31 states responded
- 14 have COTS systems & 17 have custom developed systems
- Current contact information for further research
- Identified systems currently in use
- Current RFP with fully developed requirements
- Vendor recommendations
- List of potential vendors

Harmony	FEI Systems	Netsmart
Meditech	Deloitte	Microsoft CRM
Titan	Trizetto	Focus

# Request for Information - RFI

- **Developing an RFI to allow vendors to come forward and let us know what they have to offer**
- **Gain valuable information about the current market**
- **Quicker & less formal than an RFP**
- **Plan to issue in September**

# Identifying Other Issues

- **Other Important Issues**
  - Electronic Visit Verification (EVV)
  - Waitlist Tracking
  - Incident Reports
  - Integration With Quality Measures
  - Electronic Verification Requirements
  - eStudio
  - Other??

## Next Steps

- **Issue RFI for Market Research**
- **Issue RFP for Consultant Services**
- **Project Planning**
- **Stakeholder engagement**
  - Consultant sessions targeted for Fall
  - Feedback and input is welcome any time