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

- **Planning**
  - Capital Budget Request

- **Research**
  - Lean Events
  - Market Research

- **Business Requirements**
  - Business Analysis
  - Build/Buy/Enhance Decision

- **Procurement**
  - RFPs
  - Contracts

- **Implementation**
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

Planning
- Capital Budget Request

Research
- Lean Events
- Market Research

Business Requirements
- Business Analysis
- Build/Buy/Enhance Decision

Procurement
- RFPs
- Contracts

Implementation
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**...
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

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

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

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<td>Harmony</td>
<td>FEI Systems</td>
<td>Netsmart</td>
</tr>
<tr>
<td>Meditech</td>
<td>Deloitte</td>
<td>Microsoft CRM</td>
</tr>
<tr>
<td>Titan</td>
<td>Trizetto</td>
<td>Focus</td>
</tr>
</tbody>
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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