

2018



Department of Health and Social Services Response to
Health Information Infrastructure Plan
Recommendations



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Executive Summary

Beginning in early 2017, efforts began to review and analyze the “As-Is” state of many health information technology related topics throughout the State of Alaska. This effort was largely driven and informed by Section 56 of the Medicaid Redesign Senate Bill 74 (2016) which requires the Department of Health and Social Services (DHSS) to develop a plan to strengthen the health information infrastructure, including health data analytics capability. DHSS contracted with HealthTech Solutions, LLC via a competitive solicitation process to provide technical assistance in the creation of the Alaska Health Information Infrastructure Plan as defined in SB 74. The purpose of the Health Information Infrastructure Plan is to support the movement of the health information infrastructure within the State of Alaska from the current “As-Is” state to the desired “To-Be” state by providing a thorough understanding of the current state, needs, and gaps, resulting in the creation of a roadmap to serve as a guide to move forward.

To ensure the Health Information Infrastructure Plan was truly reflective of the needs of the stakeholders, a series of six workgroup sessions were held to allow stakeholders the opportunity to provide background, input, and suggestions. Information shared during these sessions was an integral part of the development of this plan. The workgroup sessions were held between the spring of 2017 and summer of 2018 and included a broad range of stakeholders from the Alaskan healthcare landscape including representatives from healthcare facilities, provider practices, medical associations, tribal entities, mental health practices, the statewide Health Information Exchange (HIE), and DHSS. The workgroups were open forum discussions guided by defined topics and facilitated by the HealthTech Solutions’ project team. They resulted in an enhanced understanding of the current state of the infrastructure and future needs as expressed by the stakeholders.

Throughout the course of the workgroup discussions, several common themes arose and were used to inform the creation of this Health Information Infrastructure Plan. These common themes included:

- Inconsistent rate of adoption and lack of interoperability of Electronic Health Record systems;
- Limitations in functionality and capabilities of healthconnect Alaska, the statewide HIE;
- Limited use of telehealth throughout the state and ways to increase telehealth use;
- Lack of data governance policies and standards;
- A high degree of redundancy in reporting requirements within the State;
- Limitation of data analytics capabilities;
- Lack of a comprehensive statewide provider directory/registry; and
- Limitations of public health systems

A gap analysis of the “As-Is” and “To-Be” state was completed following the workgroup sessions. The gap analysis formed the basis for recommendations that will support the movement from the current “As-Is” state to the desired “To-Be” state. The following table provides a high-level plan for DHSS to implement the proposed recommendations in the Health Information Infrastructure Plan.

DHSS Assumptions and Constraints regarding the Health Information Infrastructure Plan

DHSS has made some assumptions and identified constraints regarding the Health Information Infrastructure Plan in Appendix A:

- DHSS evaluated all recommendations for system design, development and implementation based on the concept of purpose driven data exchange.
- DHSS is already moving forward with a number of these recommendations with federal funding support approved by the Centers for Medicare and Medicaid Services (CMS) through the department's HITECH Implementation Advanced Planning Document (IAPD) and the State Medicaid Health IT Plan.
- Many of the plan recommendations would require significant investment, responsibility, and authority across healthcare stakeholders, non-healthcare stakeholders, DHSS, and other state agencies.
- Most of the recommendations will require a long term commitment, including maintenance and operations of any implemented technology.
- Most of the recommendations require manual or human components, and cannot be fully automated through technology implementation.
- Some of the recommendations will require legislative support.
- 90 percent federal funding would potentially be available for system design, development and implementation of projects that support the Medicaid Program. Items in this document for which costs are estimated are likely eligible for 90/10 federal funding participation.
- The word Enterprise is used throughout the Health Information Infrastructure Plan. The use of this word is most commonly referring to the entire DHSS Medicaid Program that spans multiple divisions within the department and not just the Enterprise Medicaid Management Information System (MMIS).
- DHSS views Medicaid Information Technology Architecture as a business process framework that is evolutionary. This is a framework that allows DHSS to evaluate our maturity as we implement new technology.
- DHSS assumes Data Governance is the discussion of how data is collected, processed, and disseminated across the department. A Data Governance board should discuss what data is collected, who can access data, usage limitations, retention requirements, and other similar topics. The main focus for DHSS in Data Governance is to develop processes department wide, and address quality and consistency of all data within the department's purview or influence.

DHSS Responses and Implementation Plan for Recommendations

1. Health Information Exchange Platform Modernization

Recommendation summary from plan: Focus on improvement of core services, including connection to the broad range of electronic health records in use across Alaska. Institute data validation to ensure accuracy of available data. Continue onboarding efforts across all provider types and consider including additional data sources such as social determinates of health. Add support for high value use cases.

DHSS Plan	<p>This recommendation falls under the purview healthConnect Alaska, the organization contracted to manage Alaska’s statewide Health Information Exchange (HIE).</p> <ul style="list-style-type: none"> • DHSS is responsible for the statewide HIE under AS 18.23.300, and contracts the function to healthConnect Alaska, a non-profit created to develop and administer the statewide HIE. • The HIE is expected to develop financially viable and sustainable solutions that meet the business use cases of the Alaska health care system. • DHSS supports this recommendation in concept, with the caveat that the health care community must also support it through participation in the HIE in order for it to be successful.
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2. Medicaid Information Technology Architecture Related Projects

Recommendation summary from plan: complete a Medicaid Information Technology Architecture State Self-Assessment.

DHSS Plan	<p>Complete a Medicaid Information Technology Architecture 3.0 State Self-Assessment for:</p> <p>Medicaid Management Information System Alaska’s Resource for Integrated Eligibility Services Senior and Disabilities Services Harmony Health Information Technology for Economic and Clinical Health (HITECH) technology</p> <p>Identify and add DHSS systems to an ongoing state self-assessment</p>
Responsible Party	<ul style="list-style-type: none"> • DHSS Division of Health Care Services • DHSS Division of Public Assistance • DHSS Division of Senior & Disabilities Services • DHSS Health Information Technology Office • Other DHSS Divisions identified at future dates
Timeframe	<p>September 2018 – December 2018</p> <ul style="list-style-type: none"> • Issue RFP to solicit professional services and technology to support

	<p>state self-assessment</p> <ul style="list-style-type: none"> • Contract awarded • Requirements and documentation gathering for business processes impacted by Medicaid Management Information System and Alaska’s Resource for Integrated Eligibility Services technology <p>December 2018 – April 2018</p> <ul style="list-style-type: none"> • Complete state self-assessment for the Medicaid Management Information System and Alaska’s Resource for Integrated Eligibility Services systems <p>April 2018 – August 2018</p> <ul style="list-style-type: none"> • Requirements and documentation gathering for business processes impacted by Harmony and Health Information Technology for Economic and Clinical Health technology • Updated state self-assessment for Harmony and Health Information Technology for Economic and Clinical Health (HITECH) technology <p>August 2018 – forward</p> <ul style="list-style-type: none"> • Identify other DHSS systems to evaluate for Medicaid Information Technology Architecture business process impacts and maturity to add to the state self-assessment
Estimated Costs	<p>Total \$1,500,000 for 4 systems impacting Medicaid Information Technology Architecture business processes:</p> <ul style="list-style-type: none"> • Medicaid Management Information System: \$883,000 • Alaska’s Resource for Integrated Eligibility Services: \$272,000 • Harmony: \$225,000 • Health Information Technology for Economical and Clinical Health: \$121,000 • As additional systems are identified, DHSS will negotiate a new budget and scope to be based on the rates set forth in the original contract

3. Master Client Index (MCI)

Recommendation summary from plan: Establish a single enterprise wide master index for use across the organization to ensure consistent and accurate data. Establish data governance processes.

DHSS Plan	<p>Upgrade current technology to latest version</p> <p>Define and document when and how the Master Client Index will be used across DHSS systems</p>
Responsible Party	<ul style="list-style-type: none"> • DHSS Health Information Technology Office • DHSS Financial & Management Services - Information Technology • Office of Information Technology
Timeframe	<p>September 2018 – December 2018</p> <ul style="list-style-type: none"> • Complete Master Client Index system upgrade • Define and document in DHSS Enterprise Strategic Information

	Technology Framework and DHSS Enterprise Information Technology Roadmap usage for Master Client Index
Estimated Costs	Contract value for Master Client Index upgrade is approximately \$118,000

4. Fraud, Waste, and Abuse

Recommendation summary from plan: Obtain a high functioning fraud waste and abuse detection solution to improve discovery of fraud waste and abuse. Obtain a case tracking solution with automated workflows in order to increase the efficiency of DHSS work force.

DHSS Plan	<p>DHSS has implemented a Surveillance and Utilization Review Subsystem, J-SURS, to support the Medicaid Program. The solution that has been implemented is a Truven Health Analytics product that produces the required surveillance and utilization reports.</p> <p>DHSS is evaluating implanting additional technology to support the DHSS/Medicaid Program Integrity office.</p> <p>DHSS is implementing a fraud case management solution as a case tracking tool for investigations and is a source for state and federal reports. The solution that is being implemented is by the vendor Customer Expressions Corporation dba i-Sight.</p> <p>DHSS will be implementing an Eligibility Verification System under AS 47.05.105 pending release of a Request for Proposals and a competitive solicitation process.</p>
Responsible Party	<ul style="list-style-type: none"> • DHSS Division of Health Care Services • DHSS Program Integrity • DHSS Division of Public Assistance
Timeframe	<ul style="list-style-type: none"> • DHSS HCS JSURS: already implemented as module within the Medicaid Management Information System (MMIS) • DHSS/Medicaid Program Integrity Case Management System: solutions are being evaluated • DHSS Division of Public Assistance Fraud Case Management System: Go-live date for investigative functions is scheduled for 11/15/2018, post go-live completion of potential integration with Master Client Index and claims functionality is scheduled for 12/31/2018
Estimated Costs	<ul style="list-style-type: none"> • DHSS Division of Health Care Services JSURS: \$2,800,000 • DHSS Program Integrity Case Management System: \$1,500,000 • DHSS Division of Public Assistance Fraud Case Management System: \$1,144,000 • Eligibility Verification System: estimates for solution will be identified during solicitation process

5. Secure Identity and Access Management

Recommendation summary from plan: Conduct a gap analysis of the myAlaska solution to identify gaps in the system’s functionality and explore the feasibility to utilize the system across the Medicaid Enterprise. Consider including a complete security and risk assessment of the myAlaska portal.

DHSS Response	This recommendation falls under the purview of the legislature, Department of Administration, and Office of Information Technology.
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6. Eligibility and Enrollment Related Projects

Recommendation summary from plan: Include eligibility and enrollment components in the Medicaid Information Technology Architecture 3.0 State Self-Assessment to ensure identification of all needs and inclusion in roadmap and planning documents. Prioritize solutions to allow providers to utilize Presumptive Eligibility opportunities and automate eligibility for deemed newborns. Obtain an Eligibility/Asset Verification System.

DHSS Plan	<p>Medicaid Information Technology Architecture State Self-Assessment for eligibility and enrollment business processes: See recommendation #2 above</p> <p>Eligibility/Asset Verification System: DHSS has plans to implement an Eligibility/Asset Verification System under AS 47.05.105. Request for Information has been publically shared to seek out potential options for system implementation.</p>
Responsible Party	<ul style="list-style-type: none"> DHSS Division of Public Assistance
Timeframe	SFY 2020 – SFY 2021 for more defined requirements and project plans
Estimated Costs	<ul style="list-style-type: none"> Medicaid Information Technology Architecture State Self-Assessment: see recommendation #2 for details Eligibility Verification System: estimates for solution will be identified during Request for Information process

7. Referral Management Module

Recommendation summary from plan: Obtain a referral management module to close referral loops and greater transparency of referral patterns.

DHSS Response	This recommendation falls under the purview healthConnect Alaska, the organization contracted to manage Alaska’s statewide Health Information
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	<p>Exchange (HIE).</p> <ul style="list-style-type: none"> • DHSS is responsible for the statewide HIE under AS 18.23.300, and contracts the function to healthConnect Alaska, a non-profit created to develop and administer the statewide HIE. • The HIE is expected to develop financially viable and sustainable solutions that meet the business use cases of the Alaska health care system. • DHSS supports this recommendation in concept, with the caveat that the health care community must also support it through participation in the HIE in order for it to be successful.
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8. Care Management

Recommendation summary from plan: Obtain a Care Management Module to improve and support care coordinate efforts.

<p>DHSS Response</p>	<p>This recommendation falls under the purview healthConnect Alaska, the organization contracted to manage Alaska’s statewide Health Information Exchange (HIE).</p> <ul style="list-style-type: none"> • DHSS is responsible for the statewide HIE under AS 18.23.300, and contracts the function to healthConnect Alaska, a non-profit created to develop and administer the statewide HIE. • The HIE is expected to develop financially viable and sustainable solutions that meet the business use cases of the Alaska health care system. • DHSS supports this recommendation in concept, with the caveat that the health care community must also support it through participation in the HIE in order for it to be successful.
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9. Provider Directory

Recommendation summary from plan: Obtain a robust Provider Directory Module to support care management and telehealth.

<p>DHSS Response</p>	<p>This recommendation falls under the purview healthConnect Alaska, the organization contracted to manage Alaska’s statewide Health Information Exchange (HIE).</p> <ul style="list-style-type: none"> • DHSS is responsible for the statewide HIE under AS 18.23.300, and contracts the function to healthConnect Alaska, a non-profit created to develop and administer the statewide HIE. • The HIE is expected to develop financially viable and sustainable
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	<p>solutions that meet the business use cases of the Alaska health care system.</p> <ul style="list-style-type: none"> • DHSS supports this recommendation in concept, with the caveat that the health care community must also support it through participation in the HIE in order for it to be successful.
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10. Document Management System

Recommendation summary from plan: Obtain an electronic Document Management System and workflow management system to improve efficiencies across DHSS.

DHSS Response	New funding would be required to implement this solution, and it is not a top budget priority at this time given the department’s current fiscal constraints.
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11. Telehealth

Recommendation summary from plan: Establish and communicate clear Telehealth policies and enterprise wide tools. Provide technical support and assistance to increase adoption of Telehealth. Increase funding available for providers to offset the cost of technologies to support telehealth.

DHSS Response	<p>DHSS does reimburse for services delivered via telehealth modes through the Alaska Medicaid Program.</p> <p>DHSS convened a stakeholder workgroup who proposed recommendations to reduce barriers to telehealth in an FY 2018 report to the department. That report and DHSS’s response to the telehealth recommendations can be found on the Medicaid Redesign, telehealth workgroup webpage at: http://dhss.alaska.gov/HealthyAlaska/Pages/Initiatives/Initiative-12.aspx</p>
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12. Provider Enrollment and Management

Recommendation summary from plan: Evaluate the feasibility of implementing a statewide common credentialing program for professional licensure to increase automation and streamline the enrollment process for providers across all payers.

DHSS Response	This recommendation falls under the purview Department of Commerce, Community, and Economic Development.
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13. Electronic Health Records Adoption

Recommendation summary from plan: Continue outreach and education to support and encourage electronic health records adoption.

DHSS Response	DHSS conducts outreach and education as part of the Alaska Medicaid Electronic Health Record Incentive Payment Program to encourage healthcare organizations to adopt EHR technology. DHSS also collaborates with healthConnect Alaska to support and encourage the adoption of electronic health record technology and connection to the statewide Health Information Exchange.
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14. Public Health Modernization

Recommendation summary from plan: Modernize Public Health registries.

DHSS Plan	DHSS is conducting requirements gathering and project planning for initiatives to connect Public Health databases and systems to the statewide Health Information Exchange. These initiatives include: <ul style="list-style-type: none"> • Connecting the Trauma Registry • Connecting the AURORA system • Connecting the Health Facilities Data Reporting system DHSS is also conducting discovery meetings to evaluate the ability for the statewide Health Information Exchange to provide ad-hoc reporting for Public Health sections.
Responsible Party	<ul style="list-style-type: none"> • DHSS Health Information Technology Office • DHSS Division of Public Health • healthConnect Alaska
Timeframe	SFY 19 – SFY 20
Estimated Costs	<ul style="list-style-type: none"> • Trauma Registry connection: \$195,000 • AURORA system connection: \$630,000 • Health Facilities Data Reporting system connection: \$200,000 - \$500,000 depending on vendor costs

15. Data Governance

Recommendation summary from plan: Implement data governance activities across DHSS to promote interoperability and data sharing capabilities across the Department.

DHSS Plan	DHSS has implemented an Information Technology Governance Committee that is considered a data governance board of executive sponsors from each Division and overall executive leadership.
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	<p>DHSS has implemented an Information Technology Governance Sub-Review Committee that is considered a data steward council along with identified data stewards from each division. DHSS has implemented a Project and Portfolio Management Review team to be technical advisors for all Information Technology Governance processes. Additionally, DHSS has active involvement from Division staff and subject matter experts to identify business needs and requirements for technology and data within a division.</p> <p>DHSS will continue to evaluate data and Information Technology governance processes and make improvements to processes.</p> <p>DHSS will update and finalize the project charter for all Information Technology Governance processes and committee roles and responsibilities.</p>
Responsible Party	<ul style="list-style-type: none"> • DHSS Information Technology Governance Committee • DHSS Information Technology Governance Sub-Review Committee • DHSS Project & Portfolio Management Review Team • DHSS Divisions • DHSS Health Information Technology Office • DHSS FMS – Information Technology Leadership team • Office of Information Technology
Timeframe	Ongoing

16. Enterprise Architecture

Recommendation summary from plan: Convene an Enterprise Architecture group to steer the technical architecture of the DHSS Enterprise.

DHSS Plan	DHSS will utilize the existing Project & Portfolio Management Review team to make meaningful decisions regarding information and technical architecture of DHSS’s technology structure.
Responsible Party	DHSS Project & Portfolio Management Review Team
Timeframe	Ongoing

17. Enterprise Project Management Office

Recommendation summary from plan: Establish an Enterprise Project Management Office.

DHSS Plan	<p>DHSS has implemented a Project Management Office that supports all information technology initiatives for the department. The DHSS Information Technology Project Management Office has been created to serve the Department with the specific purposes of:</p> <ul style="list-style-type: none"> • Delivering information technology project support to the department and its clients through guidance in project management processes and
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	<p>methodologies in a manner that is efficient, consistent, and standardized using the DHSS Information Technology Governance processes in line with the DHSS Enterprise Information Technology Strategic Framework and DHSS Enterprise Information Technology Roadmap.</p> <ul style="list-style-type: none"> • Providing mentoring and coaching in an effort to improve project management practices of the department which in turn improve outcomes and results for information technology initiatives. <p>Due to the current state fiscal climate the department has had to make reductions in staffing and funding and does not currently have the resources to support a broader Project Management Office that would include skilled projects managers who are dedicated to approved initiatives and daily oversight of all new system development.</p>
Responsible Party	<ul style="list-style-type: none"> • DHSS Health Information Technology Office • DHSS FMS Information Technology Project Management Office • Office of Information Technology
Timeframe	Ongoing

18. Independent Verification and Validation

Recommendation summary from plan: Procure an Independent Verification and Validation vendor for utilization across all Medicaid Enterprise implementations.

DHSS Plan	DHSS is planning to implement Independent Verification & Validation through a robust contract to support multiple initiatives across the entire department.
Responsible Party	<ul style="list-style-type: none"> • DHSS Grants and Contracts • DHSS Division of Public Assistance • DHSS Division of Health Care Services • DHSS Office of Children’s Services • Other DHSS Divisions identified at future dates
Timeframe	Contract award in early calendar year 2019
Estimated Costs	<ul style="list-style-type: none"> • Initial contract costs to support DHSS Division of Public Assistance Alaska’s Resource for Integrated Eligibility Services are: \$275,000 for two years • As additional DHSS Independent Verification and Validation needs are identified, DHSS will negotiate a new budget and scope to be based on the rates set forth in the original contract.

19. Testing and Quality Assurance Services

Recommendation summary from plan: Identify dedicated State testing staff to lead all testing efforts as modules are obtained, contract with a dedicated testing vendor, and utilize automated testing tools.

DHSS Response	Due to the current fiscal climate in the state DHSS has had to make reductions in staffing and funding and does not currently have the resources to support department wide Testing and Quality Assurance services. Testing and Quality Assurance will be evaluated and implemented by individual project or initiative as needed.
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20. Systems Integrator

Recommendation summary from plan: Obtain a System Integrator.

DHSS Plan	DHSS is planning to implement Systems Integrator through a robust contract to support multiple initiatives across the entire department.
Responsible Party	<ul style="list-style-type: none">• DHSS Grants and Contracts• DHSS Division of Health Care Services• DHSS Division of Public Assistance• DHSS Health Information Technology• DHSS Financial & Management Services – Information Technology• Office of Information Technology
Timeframe	Contract award in calendar year 2019
Estimated Costs	Depending on the number of DHSS systems to be included in contract, costs are estimated to vary: \$1,500,000 - \$10,000,000.

Appendix A - Health Information Infrastructure Plan



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