



Welcome to the AHRQ
Medicaid and CHIP TA Webinar
*Preparing for Multiple Health IT
Initiatives at Once Using Common
Project Management Techniques*
Monday, August 15, 2010, 2:00–3:30 p.m. Eastern

Presented by:

Andrea S. Danes, *Director, Healthcare & Human Services at CSG Government Solutions*

Paul Brannan, *Director of Portfolio Management, Alabama Medicaid Agency*

Moderated by:

Linda Dimitropoulos, PhD, *Director, Center for the Advancement of Health IT, RTI International*

*** Please note all participants were placed on mute as they joined the session.**

Funded by the Agency for Healthcare
Research and Quality



Overview

- **Welcome** – Linda Dimitropoulos, RTI
- **Before we begin**
- **Introduction**
- **Preparing for Multiple Health IT Initiatives at once Using Common Project Management Techniques**
 - Presented by:
 - Andrea S. Danes, Director, Healthcare & Human Services at CSG Government Solutions
 - Paul Brannan, Director of Portfolio Management, Alabama Medicaid Agency
- **Questions and Answers** – Linda Dimitropoulos
- **Closing Remarks** – Linda Dimitropoulos

Before We Begin

- Please note all participants were placed on mute as they joined the Webinar.
- If you wish to be unmuted, choose the “raise hand” option to notify the host.
- If you have a question during the presentation, please send your question to **all panelists** through the chat. At the end of the presentations, there will be a question and answer period.
- We are currently in the process of posting all of the TA Webinar presentation slides to the project Web site:
<http://healthit.ahrq.gov/Medicaid-SCHIP>
- A recording of this session will be posted on the project Web site.



Subscribe to the Listserv

- Subscribe to the AHRQ Medicaid-CHIP listserv to receive announcements about program updates and upcoming TA Webinars and Workshops.
- Follow the instructions below
 - Send an e-mail message to: listserv@list.ahrq.gov.
 - On the subject line, type **Subscribe**.
 - In the body of the message type **sub Medicaid-SCHIP-HIT** and **your full name**. For example, sub Medicaid-SCHIP-HIT John Doe.
- You will receive a message asking you to confirm your intent to sign up.



Evaluation

- Immediately following the Webinar, an evaluation form will appear on your screen.
- We would very much like to get your feedback; your input is extremely important to us and will help to improve future sessions to ensure we provide the best possible assistance to your agency.
- If you do not have time to complete the evaluation immediately following the Webinar or would rather receive the form via e-mail, please contact Diana Smith at dianasmith@rti.org
- As always, thank you!



Efficiency in a Multi-Priority Environment

August 15, 2011

Andrea Danes, CSG Government Solutions



Key Strategies

- Identify the landscape
- Deploy effective project management
- Invest in strategic planning
- Leverage federal guidance as a foundation

Identify the Landscape

- My agency has a firm grasp on **all** the federal initiatives, including deadlines





Identify the Landscape (cont'd.)

- Staff industry monitoring position(s)
- Participate in standards development
- Monitor listservs, Web announcements, industry papers
- Triage new initiatives to identify which are applicable
- Prioritize based on internal and external deadlines and goals
- Document findings
- Centralize updates

Identify the Landscape (cont'd.)

- CMS press releases
 - <http://www.cms.hhs.gov/>
- NMEH listserv
 - E-mail Kristi Grunewald Kristi.Grunewald@state.mn.us
- Medicaid Initiative timeline
 - <http://www.CSGdelivers.com/fhi>
- WEDI listserv, conferences
 - <http://www.wedi.org>
- Modern Healthcare/Health IT Strategist
 - <https://home.modernhealthcare.com/clickshare/addAccountFree.do?CSTargetURL=http://www.modernhealthcare.com/?trk=HITS>

Identify the Landscape (cont'd.)

The screenshot shows a Windows Internet Explorer browser window displaying the website <http://www.csghdelivers.com/timeline/nodes/FHI>. The page title is "Federal Healthcare Initiative: Medicaid Reform Timeline".

Navigation Menu (Left):

- Home
- Healthcare
- Unemployment Insurance
- Human Services
- Independent Verification & Validation
- Project Management Solutions

Main Content:

HOME > FEDERAL HEALTHCARE INITIATIVE: MEDICAID REFORM TIMELINE

Federal Healthcare Initiative: Medicaid Reform Timeline

CSG Government Solutions leads the Healthcare and Human Services industry through research and development in our Centers of Excellence. The timeline below outlines the impact of HITECH, ACA, and the Eligibility Modernization NPRM on a Medicaid Agency. The timeline focuses on Medicaid, so only provisions applicable to the Program are included. When the item is "actionable" it appears in [insert color here] and [insert color here] indicates "information only". Scroll through the years and click on the titles to see more details, including a working summary and direct link to the regulations, when available. Just like the healthcare reform initiative, this timeline is a work in progress. Check back frequently for updates and email your own suggestions for improvement to Andrea Danes via ADanes@CSGDelivers.com.

2011	2012
<ul style="list-style-type: none">Creation of a Center for Medicare and Medicaid InnovationEnhanced Medicare and Medicaid Program Integrity provisionsGrants to State Medicaid Agencies for Lowering Health RisksHealth Homes for Enrollees with Chronic ConditionsIncreased Medicare Coverage for Prevention ServicesSpecial FMAP Adjustment for States Recovering from a Major DisasterElectronic Health Record Incentive ProgramNew Information on Nursing Home WebsiteMedicare EHR Attestation Program BeginsMedicare EHR Payments BeginPayment Adjustments for Health Care Acquired Conditions	<ul style="list-style-type: none">Pediatric Accountable Care Organization DemHealth Plan IdentifierAmendment of Medicare, Medicaid, and SCHIPDemonstration Project to Evaluate Integrated CDSH allotments for HawaiiElectronic Health Record Incentive ProgramElectronic Health Record Incentive ProgramElectronic Health Record Incentive ProgramHIPAA Administrative Simplification 5010 andICD-10 Codes Level I ComplianceICD-10 Codes Level II Compliance

Done

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2:30 PM
2/3/2011

Deploy Effective Project Management

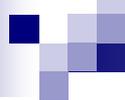
- My agency manages large-scale projects with documented project management artifacts.



Deploy Effective Project Management (cont'd.)

- Detailed project planning
- Managing:
 - Issues/risk/change
 - Communications
 - Schedule/cost
 - Quality
 - Configuration
 - Procurement
- Documentation





Deploy Effective Project Management (cont'd.)

- Centralize project management
- Federate project responsibilities
- Document reporting procedures
- Align various project schedules
- Establish overarching risk and issue management
- Facilitate cross-project status updates
- Clearly define governance

Engage in Strategic Planning

- My agency devotes adequate time to enterprise-wide strategic planning.



Engage in Strategic Planning (cont'd.)

- Clearly define governance
- Establish overarching goals and objectives
- Prioritize
- Engage in real-time revisions
- Allocate real resources
- Proactively communicate modernization plans and ongoing initiatives
- Report progress truthfully



Leverage Federal Guidance as a Foundation

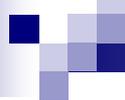
- My agency effectively leverages our MITA SS-A and other federal guidance to measure progress toward goals



Leverage Federal Guidance as a Foundation

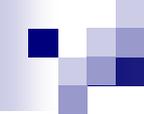
- Medicaid Information Technology Architecture (MITA)
- Developed by CMS in collaboration with the states and industry partners
- Initiative
- Framework 2.0 > 3.0
 - Business architecture
 - Information architecture
 - Technical architecture





Leverage Federal Guidance as a Foundation

- Business architecture
 - 8–10 business areas
 - 77–79 business processes
 - 77–79 corresponding business capability matrices
- Information architecture
 - In development/complete
- Technical architecture
 - In development/complete



Leverage Federal Guidance as a Foundation

- State self-assessment process
 - Establish enterprise goals and objectives
 - Map state processes to MITA definitions
 - Assess current maturity (as is) and establish future maturity (to be) for
 - business
 - information
 - technology
 - Develop roadmap/transition plan
 - Submit to CMS with APD for MMIS modernization
- State self-assessment goals
 - Dynamic planning tool
 - Measurement of progress towards stated goals
 - Communication tool
- Multiple analysis options

Leverage Federal Guidance as a Foundation

Seven Standards and Conditions

1. Modularity standard

- **Use of a modular, flexible approach to systems development.** Compliance is addressed by use of SDLC methodology, open interfaces and exposed APIs, use of business rules engines, and submission of business rules to HHS-designated repository.

2. MITA condition

- **Align to and advance increasingly in MITA maturity.** Compliance is addressed by performing an annual State Self-Assessment (SS-A), submitting a MITA 5-year roadmap for maturity progression, and implementing a concept of operations and business process models.

3. Industry standards condition

- **Ensure alignment with, and incorporation of, industry standards.** Compliance is met by implementing standards, such as HIPAA 5010. Additionally, states must implement practices and procedures for system development phases.

4. Leverage condition

- **Promote sharing, leverage, and reuse of Medicaid technologies and systems.** Solution examples include project collaboration with other states, implementation of commercial off-the-shelf (COTS) software, and identification of components for reuse by other states or within the state's Medicaid Enterprise components.

5. Business results condition

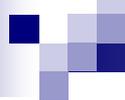
- **Support accurate and timely processing of claims.** Evaluation is based on the degree of automation, Web-based customer service for providers and beneficiaries, and the enactment of performance standards.

6. Reporting condition

- **Produce transaction data, reports, and performance information.** Solution examples include electronic transmission of program evaluation reports through open interfaces to management and federal agencies.

7. Interoperability condition

- **Ensure seamless coordination and integration with HIE and HIX and other federal agencies.** Systems must be built using standardized messaging, protocols, and architecture.



Leverage Federal Guidance as a Foundation

- Exchange Reference Architecture (ERA)
- Technical Guidance 2.0
- Pending regulations including
 - Performance metrics
 - Additional eligibility guidance
- TBD

Wrap Up

Whether you feel like this...



...or like this...



There are keys to moving forward.



Wrap Up

- Identify the landscape
 - Know what and when
- Deploy effective project management
 - Document to manage
 - Communicate
- Engage in strategic planning
 - Enterprise-wide
 - Dynamic
- Leverage federal guidance as a foundation
 - Path to the cash
 - Comprehensive tool

Wrap Up

Success is within reach.





Contact Information

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Avoiding Project Management Problems

Presented by:

Paul Brannan

Director of Portfolio Management

Alabama Medicaid Agency

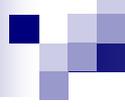


“This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it’s due in 15 minutes. At last, here’s your chance to really impress everyone!”



IT Projects Struggle to Succeed

- Only 32% are delivered on time, on budget with the required features (2009 Standish Group Chaos Report)
- Government IT is no exception
 - OMB and federal agencies have identified approximately 413 IT projects—totaling at least \$25.2 billion in expenditures for fiscal year 2008—as being poorly planned, poorly performing, or both (GAO-08-105IT)

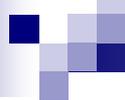


How Do We Fix Them?

- July 2005 Report of Ontario's Special Task Force on the Management of Large-Scale Information and Information Technology Projects recommendations:
 - Creating an executive position for project delivery
 - Managing smaller projects
 - Ensuring there is a solid business case
 - Establishing a professional project management capability
 - Limiting the number of significant initiatives taken on during any given period

Are the Problems or the Solutions a Surprise?





This Is Not Necessarily a Good Thing

- If we know the problems in managing projects, why do they continue to persist?
- If the recommendations are as reasonable as they appear, why are they not adopted by many organizations?
- What does this mean for project managers, and what can or should we be doing differently?



Insist on Accountability

- Active and involved leadership from the very top
- Sponsor is active and contributing participant to project governance, not a figurehead
- Cut through levels of bureaucratic decisionmaking



Understand Your Capacity

- Determine your capacity for large business transformation projects and limit the number and size of projects accordingly



Capacity Includes Measuring:

- Cost and the availability of financial resources
- Sufficient time to carry out the contemplated work
- Staff availability and resource capacity to conduct the work
- Staff capacity to absorb the impact of change as a result of the project being implemented



Change Your Culture

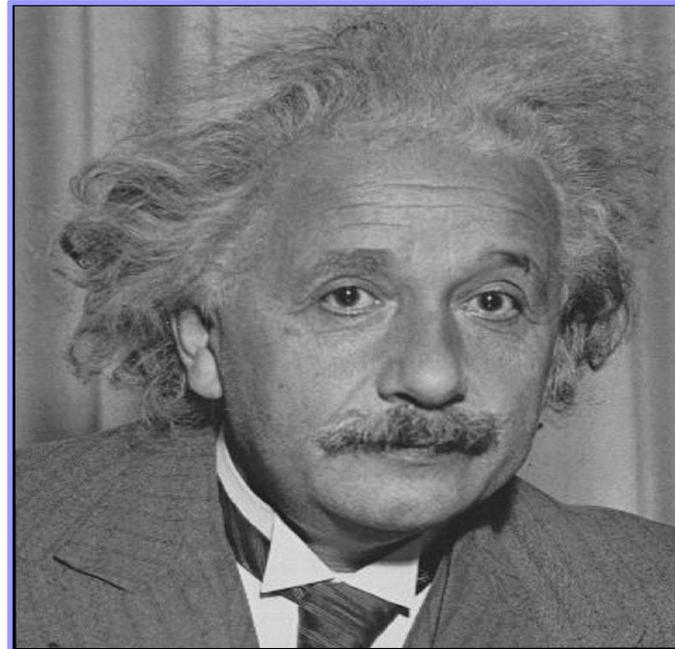
- We must be open and honest to shorten approval cycles, create objective reporting capabilities, and identify and use lessons learned and improvement opportunities.
- We have to operate in an environment that allows us to fail before we can learn from project failures.



Change Your Culture (2)

- Until we can acknowledge problems, we cannot resolve them.
- In an atmosphere where any project status beyond green is considered to be objectionable, the real truth about projects will be swept under the carpet.

Insanity: Doing the same things
over and over again and
expecting different results.-
Albert Einstein



Establish a Project Management Office

- Doing the right projects
- Doing projects right





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