



NEW HAMPSHIRE
DHHS
DEPARTMENT OF
HEALTH & HUMAN SERVICES

Bureau of Information Services Presented to House Finance Division III

February 3, 2023

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Denis Goulet, Commissioner DoIT

Agenda

- **Overview of Bureau and Directions**
- **Department Wide Strategic Initiatives**
- **Key Programs / Services**
- **Division Strategic Technology Initiatives**
- **Project List**

Bureau of Information Services

- Department Unique Identifier: BIS
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Overview – Information Services

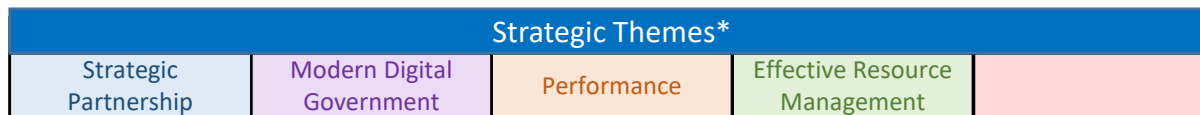
The Bureau was created to coordinate and implement interoperable and integrated solutions across the department to promote a individual centric services model by blending and braiding the information system needs of each individual bureau/program throughout DHHS for the State of New Hampshire.

The Bureau (20 employees) includes:

- Strategic Planning, Design & Interoperability (3 employees),
- Project Management Office (9 employees),
- Information Security and Awareness (3 employees),
- Enterprise Business Intelligence (3 employees), and
- Application and Hardware Lifecycle Management (2 employee).

Bureau of Information Services

- Provide seamless and efficient individual care services at point of care without unnecessary duplication or delay
 - IT Strategic Themes: Modern Digital Government and Effective Resource Management*
- Provide better services for individuals and drive improved outcomes through enhanced decision making and productivity
 - Decisions should be data driven, leveraging technology initiatives to drive alignment.
 - Increase DHHS productivity by empowering staff with mobile technology to allow for point of care services
 - Staff should have access to data when and where they need it to serve the individuals.
 - IT Strategic Themes: Performance*
- Reduce the cost of operating the core services extending the capacity of the agency
 - Implement interoperable systems and consolidate by leveraging enterprise platforms.
 - Improve utilization of patient, client, citizen and provider systems and data to achieve service delivery for reporting, payment processing, case management, collaboration, and provider services through consolidation and integration
 - IT Strategic Themes: Strategic Partnership, Modern Digital Government and Effective Resource Management*

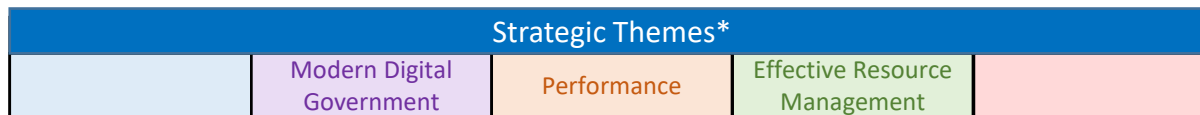


* State of New Hampshire Strategic Information Technology Plan Alignment



Department Wide Strategic Initiatives

- Relationship Management - Leverage enterprise management platform (Salesforce) to continue the digital transformation of services.
- Project and Resource Management - Establish and transform Contract, Project Management and Portfolio Management including prioritization and resource capacity planning to align to DHHS goals and objectives.
- Data Management - Expand the Enterprise Business Intelligence platform for data reporting, analytics, and visualizations.
- Human Services Management – Implement referrals, care plans, and event notifications through a network of providers across the state.
- Collaboration – Expand functionality to share documents, build workflows, surveys, and document management for both internal and external users.



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Key Programs / Services

Strategic Planning, Design and Interoperability

DHHS utilizes over 130 applications to support the programs and services offered. To improve services, efficiencies, privacy and security this group, in partnership with seven information services teams embedded in the program areas is tasked with evaluating the opportunities to digitally transform the current solutions.

Key Areas of Focus

- Data Governance
 - Policies & Standards
 - Privacy & Security
 - Processes & Practices
 - Architecture

- Case Management
 - Intake & Assess
 - Plan & Implement
 - Coordinate & Monitor

- Enterprise Architecture
 - Map Technology assets & processes
 - Standards & Unified Technology
 - Depict and Manage duplicate opportunities and gaps
 - Manage obsolescence and identify fit for purpose

Projects

- Data Governance & Analytics
- Salesforce Integration
- Systems Documentation & Lifecycle Plan

Project Management Office

Our mission is to become universally recognized across DHHS as the Center of Excellence for teaching and providing Project Management, Portfolio Governance and Business Analysis services where team experience is strategically leveraged to accelerate the delivery of prioritized DHHS projects which help Clients achieve health and independence

Goals

1. Implement project management governance
2. Design, develop and implement standardized technology for department utilization for project management
3. Design, implement and train the department on project management best practices

Accomplishments

- Completed implementation of technology for DHHS
- Designed and began implementation and training of project management best practices
- Inter-agency PMO knowledge sharing in place

Information Security and Awareness

In partnership with the privacy program, the information security team builds upon the department's foundation of privacy and security culture to ensure the proper care is given to both the people we serve and the data that we manage.

Key Functions

- Audit Support, response mitigation and remediation for 16 audits per year
- Security Risk Assessment department wide support of plans, requirements, contracts, agreements to ensure compliance and safeguard all data and systems.
- Privacy and Security Awareness and Training

Accomplishments

- Completed 16 audits with zero penalties to the department
- Trained 2,944 people in privacy and security annually
- Reviewed and managed security components of 131 contracts

Enterprise Business Intelligence

In partnership with eight embedded data analytics teams and one DoIT team the program seeks to collect, store, and analyze data from all DHHS data sources to enable improved decisions, services and outcomes for the people we serve and support.

Key Areas of Focus

- Data Governance
 - Policies & Standards
 - Privacy & Security
 - Processes & Practices
 - Architecture
- Data Warehousing
 - Data integration
 - Infrastructure design and expansion
 - Training and Resource Management
- Data Visualization
 - User experience
 - Infrastructure design and expansion
 - Training and Resource Management

Projects

- Data Governance, Data Management & Analytics
- Pre-school Development Grant – Early Childhood data Care
- Golden record for employees, contractors, interns and volunteers.

Application & Hardware Lifecycle Management

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DHHS manages over 3400 devices and over 130 applications, in partnership with DoIT and Facilities Management & Office Services this team manages the roadmap for all IT hardware and software acquisitions and retirements.

Key Functions

- Software and Hardware Inventory
- Acquisition functions to include specifications, quotes, and asset management
- Roadmap for application replacement based on useful life of the product and fit for purpose.

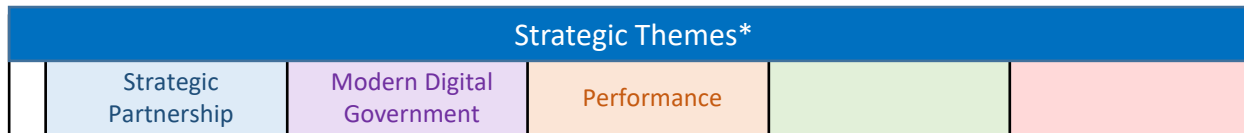
Accomplishments

- Replaced 258 computers in 22/23
- Acquired 450 devices and peripherals ~~number~~ in 22/23

Division Strategic IT Initiatives

Behavioral Health Strategic Initiatives

- Opportunities / Projects
 - Data Analytics - Improve service delivery and outcomes for our individuals throughout the state by leveraging data analytics to increase data driven decisions to include visibility to emergency department wait times, psychiatric bed capacity and quality assurance.
 - Relationship Management - Including a planned system replacement to support Behavioral Health, New Hampshire Hospital and Hampstead Hospital
 - Expand the access of services supporting the human and health services referrals and the health care facilities admissions, discharge, transfer and shared plans of care.
- Timelines
 - These initiatives will have deliverables throughout the next 3 years with a focus to operationalize continued growth and utilization into the future.

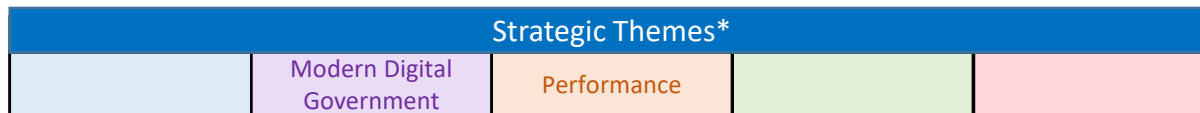


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Children, Youth and Families Strategic Initiatives

In compliance with Federal regulations and to bring additional efficiencies and direct access to stakeholders of child welfare, DCYF will be replacing the legacy case management application after 25 years of service.

- Opportunities
 - Expand on the current Intake solution leveraging Salesforce and complete the assessment, case and business intelligence reporting components of the CCWIS system named Granite Families.
 - Provide case managers mobile and remote access to information while working with the children and families to streamline efficiencies and reduce delays in providing services.
 - Improve decision making capabilities by case workers based on accurate and readily available information.
 - Improve data quality, compliance, security, and accessibility by modernizing document and media management for use by case managers, and stakeholders
- Challenges & Timelines
 - Project Management and business systems analysts are the key area of need to speed the time to delivery. Current resources are primarily dedicated to operational tasks leaving minimal time to focus on strategic project initiatives.
 - Implementation timeframe for the intake, assessment and case functionality for Granite Families is December 2024 with planned partnership to replace the claims and payment processing component with the Medicaid Enterprise Strategy in biennium 2026/2027.



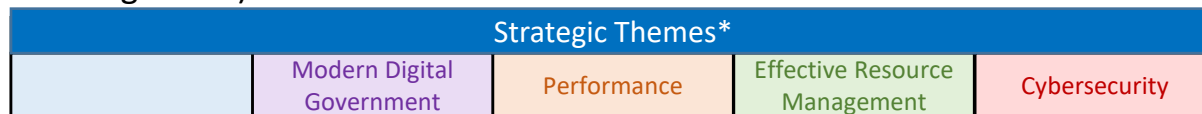
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Economic Housing and Stability Strategic Initiatives

Technology assists programs in determining eligibility for services, enforcing legal orders for financial and medical support and maintaining the privacy and security of individual data within the systems.

- Eligibility Enhancements:
 - **Unprecedented Caseload Mitigation** – improving system automations addressing the increased caseload by reducing manual verification and reporting without the addition of staff.
 - **Digital Workforce Enablement & Citizen and Stakeholder Empowerment** - utilizing a cloud-based call center solution enables remote support for individuals coupled with increased training of staff and online interviewing of clients to reduce barriers to scheduling and access to services. Additionally, improved self service and document management will allow clients to more readily access services.
 - **Outcome Centric Service Delivery** - investing in enhanced analytics to support and measure outcomes, costs and efficiency of services to policy scenario analysis in advance of decision making and to promote synergy across services to enhance citizen health and wellbeing.
- Child Support Services
 - Nine planned projects in 24/25 to support enhancements in compliance with Administration for Children and Families and improved user experience by providing self-service functionality, improved data analytics and document management.
 - Current staffing supports the 9 planned projects of which two are department wide initiatives (Data Analytics and Document Management).



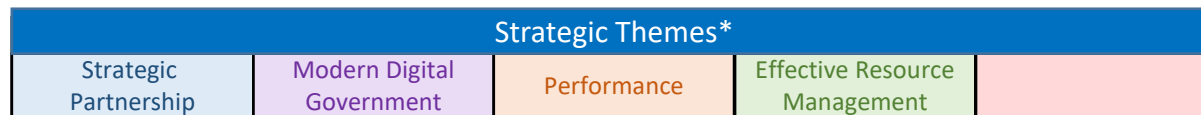
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Long Term Supports and Services Strategic Initiatives

Technology assists programs in managing clients, services, resources, expenditures, and contractor performance while eliminating outdated manual paper processes.

- Opportunities / Projects
 - ServiceLink system re-procurement
 - Eliminate the disparate systems that are currently utilized by the three Bureaus in DLSS by utilizing one information system, New HEIGHTS. Existing system functionality will be leveraged as New HEIGHTS is enhanced to meet the business needs of each Bureau.
 - Eliminate duplicate data entry and lookup by enhancing the New HEIGHTS system to replace disparate systems and integrating DLSS data with Medicaid eligibility, ServiceLink, NHFirst and MMIS claims payment data.
- Benefits / Challenges
 - Reduction in manual processes improving service efficiencies to support the increased clients due to the Baby Boomer generation getting older.
 - Leverage current mobile friendly technology to support mobile services for Adult Protective Services investigations
 - Consolidation of multiple systems into one allowing for reduced administration of systems and improved processes.
- All projects currently in progress and planned above are anticipated to be completed during the last two quarters of 2024/2025 biennium.



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Medicaid Strategic IT Initiatives

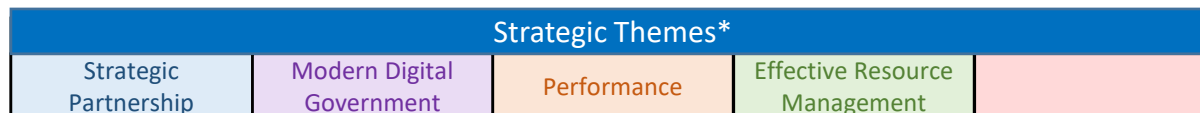
The State of New Hampshire Medicaid Program’s ability to effectively serve beneficiaries, healthcare providers and insurers depends on a functional Medicaid Enterprise System (MES). The strategy is goaled at modularly replacing legacy components currently in operation in alignment with defined goals and criteria establish by the MES steering committee.

Goals and Criteria for Strategy

- ✓ Replace modules that have the most pain points experienced
- ✓ Leverage NASPO agreements where possible to reduce administrative burden on the State
- ✓ Capitalize on newer technologies to streamline services
- Align new modules to current federal and State laws
- ✓ New modules shall include certification strategy (where applicable) to further increase federal funding from 50% to 75% for maintenance and operations
- ✓ Maintain a planned lifecycle of each module of a minimum of 10 years
- ✓ Strategy will account for resource capacity to support on-going operations of the Medicaid systems while implementing new systems

SFY 24/25 Efforts

- Implement foundations for integrations and interoperability utilizing a System Integrator
- Design, Develop and Implement innovative provider management solutions to ensure streamlined processing of new and existing providers in the system improving beneficiary access to care
- Enhance and transform business processes through enterprise business intelligence, data warehousing and streamlined processing.

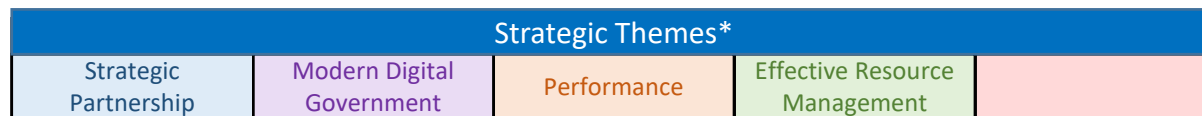


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Public Health Strategic Initiatives

Identified 16 systems for fiscal years 2023-2025 in support of 50 services across the division.

- Opportunities
 - Support disease surveillance through the implementation of a system to manage, collect, reports and streamline processes to reduce administrative burden allowing increased hours of direct support and program facilitation.
 - Support immunization program by leveraging NHIS to generate immunization records for New Hampshire residents through a self service capability.
 - Digitally transform the organizations Lead programming into a platform-based case management system to support licensing, registrations, certifications, inspections and reports
- Challenges / Support
 - DPHS has less than 5 well trained IT project managers with an expectation of performing business analyst roles for the projects results in delayed delivery of solutions for the 16 prioritized projects
 - DPHS has been using CAI contractors to onboard electronic laboratory reporting (ELR) for hundreds health facilities and commercial labs, to operate and support Rhapsody integration work, and to maintain COVID-19 dashboarding and data validation. However, sustainable funding is still an issue since all the funding will be unavailable after July 2024.

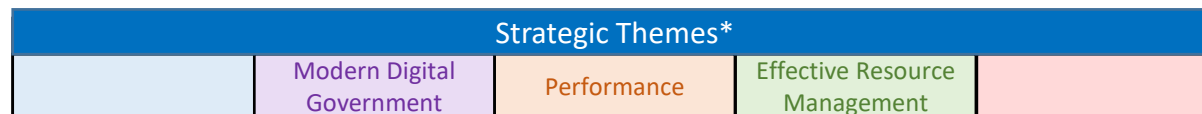


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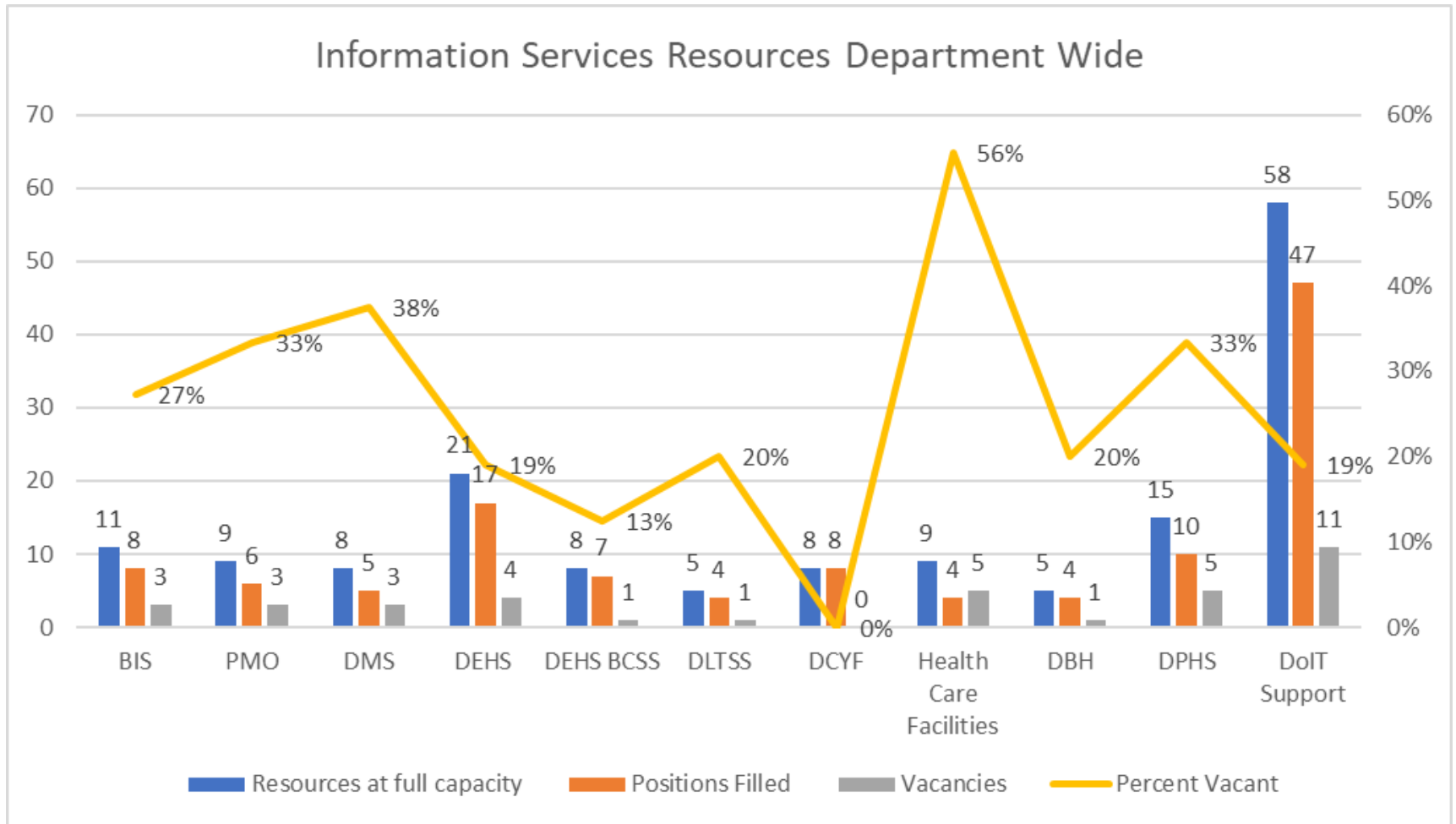
24/7 Health Facilities Strategic Initiatives

- Evaluation of a replacement Electronic Health Record System to include New Hampshire Hospital, Glenclyff, Forensic Hospital, Hampstead Hospital and a replacement for the Behavioral Health solution for interoperability including:
 - Clinical Work Systems: Treatment, Orders, Documentation, Discharge prep.
 - Pharmacy Services: (validation, dispensing, compliance, verification)
 - Dietary Services: menu management, food allergies, food/drug interactions, etc.
 - Business services: (revenue cycle, regulatory compliance, executive reporting/dashboard, claims processing and resolution.)
 - External Data Movement
 - General Medical Services: Internal care and orders, external consults and transfers.
 - General Case Management



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Information Services Resources



Department Wide Challenges

- **Staffing**

- Attrition due to low wages result in smaller teams impacting time to deliver solutions & increasing the costs of services.
- To meet the federal, state and department laws, regulations and goals there are too many initiatives needed to streamline manual processes for the current staffing levels. Project Managers and business systems analysts are a key deficiency to delivery of solutions on time, in compliance and within budget.

- **Timelines** – three main areas to focus on are discovery, contracting and implementation

- Discovery – can take up to 12 months to complete needs assessments, requirements, and estimated costs with current staffing
- Contracting – State procurement practices averages 9-12 months from start to approval from Governor and Executive Council
- Implementation – averages 6-18 months based on current staffing and complexity of the systems

- **Funding**

- Financial acceptance of federal funds impedes ability to deliver complete solutions within the grant timeline.
- Additional technology funding is needed to hire resources needed to complete projects included in the department requested budget.



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Questions