Tribal Consultation/Urban Confer
Deployment and Cohort Planning

May 9, 2024

Indian Health Service
Health Information Technology
Modernization Program

Technical Notes and Support

- If you lose connectivity during the session, simply **re-click your access link** to re-join the meeting

- If you experience technical difficulties, **send a note using the chat box** on the bottom menu bar - we'll assist you from there

- Enjoy the session!

Opening in a Good Way

Gwendena Lee-Gatewood
White Mountain Apache Tribe

Rules of Engagement

- **Before commenting or asking a question**, please state <u>your name</u> and the <u>Tribe or urban Indian organization you are representing</u> either verbally or in the chat box

- Active participation is welcome from tribal and urban Indian organization leaders (or designees) only

- Members of industry and other participants are invited to **listen only** unless directly addressed
  - Questions asked on behalf of vendors will not be answered

Agenda

Health IT Modernization Overview & Updates	**Mitchell Thornbrugh** *Chief Information Officer*	**1:40 p.m. - 1:50 p.m. ET**
Modernization Focus: Deployment and Cohort Planning	**Adrian Haven** *Division of Health IT Modernization and Operations (DHITMO) Senior Deployment Manager*	**1:50 p.m. - 2:10 p.m. ET**
Open Dialogue	**Jeanette Kompkoff** *Director, DHITMO*	**2:10 p.m. - 2:50 p.m. ET**
Upcoming Engagement Opportunities	**Kimberly Shije** *Senior Organizational Change Manager*	**2:50 p.m. - 2:55 p.m. ET**
Closing	**Mitchell Thornbrugh** *Chief Information Officer*	**2:55 p.m. - 3:00 p.m. ET**

Health IT Modernization Overview & Updates

Mitchell Thornbrugh
Chief Information Officer

Executive Summary

To fulfill its mission to deliver comprehensive health care across Indian Country, the IHS will provide an enterprise electronic health record solution to Tribes, urban Indian organizations, and IHS sites of care.

Sustainable Funding

from Congress to maintain and operate a modernized health IT infrastructure.

Stabilize Support

through an enterprise approach that includes staff training, business processes, and technology maintenance.

Liberate Data

to ensure it is accessible across the enterprise by clinicians, patients, and partners alike to improve safety, quality, and patient outcomes.

Modernization Program Vision

Enterprise Electronic Health Record Solution

Partners

Patients
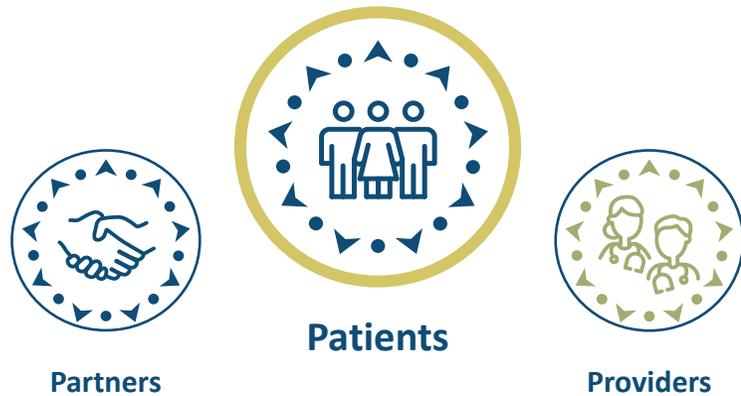
Providers

Provide the best possible EHR, managed by its users, for its users, that will drive high-quality health care through sustainable, modern, and easy to use tools.

Timeline

2018-2019 — Research

- Health and Human Services (HHS)/IHS Modernization Research Project Report with three modernization approaches
- U.S. Government Accountability Office (GAO) Report on Critical Legacy Systems
- HHS Office of the Inspector General health IT reports released

2020-2021 — Plan

- Listening Sessions on modernization approaches
- Decision memo announcing plans to replace Resource and Patient Management System (RPMS)
- Establish Program Management Office (PMO)
- Virtual Industry Day and Requests for Information (RFI) from industry
- Acquisition strategy

2022-2024 — Buy & Build

- Office of Information Technology (OIT) Division of Health IT Modernization and Operations (DHITMO) creation
- Request for Proposals (RFP) for EHR solution vendor & integrator
- Extensive proposal evaluation and product demonstrations
- Vendor selection
- Human Capital Planning and Workforce Analysis
- Start of system build

2025+ — Train, Deploy, Operate

- Prepare pilot sites with initial go-live(s) expected to occur late CY2025 to CY2026
- Focus on Organizational Change Management
- Local infrastructure assessment and mitigation
- User training
- Multi-year rollout in cohorts, across IHS, tribal, and urban Indian organizations (I/T/U)

Mature Governance

The IHS desires a partnership in the journey to build the new enterprise EHR solution using governance frameworks that promote collaboration.

Executive Steering Committee

Division of Health IT Modernization and Operations

Enterprise Collaboration Group

Focus Groups

Enterprise Collaboration Group

As presented in the February 2024 Tribal Consultation and Urban Confer, the ECG will be comprised of expert end-users of the enterprise EHR, drawn from IHS and participating tribal/urban organizations, to:

Ensure that inputs to EHR solution configuration and change management are coming from actual users of the solution.

Prioritize patient safety and quality health care by building best practices into EHR workflows, decision support, etc.

Address accreditation requirements to minimize risk of adverse findings.

Each ECG Domain Group will meet regularly over several weeks to consider recommendations for EHR solution build and will continue to be part of change management going forward.

ECG Member Recruitment & Engagement

*Outreach to organizations that provided Statements of Interest (SOI)*

- On April 1, 2024, email sent to designated points of contact at 63 tribal and 14 urban organizations that provided SOI, inviting them to contribute nominations for the ECG

- As of this week, these organizations have offered over 100 names of subject matter experts (SME) as potential ECG contributors

- Modernization Program teams are reviewing nominations and will be confirming them with the nominating sites
    - While not all can be accommodated, the Program will maintain a library of SME for future engagement as needed

- IHS is planning a series of calls with SOI sites to learn more about those organizations and respond to questions

- Meetings of the ECG will begin this summer and accelerate in the fall

Consultation and Confer Questions

1. What do you perceive to be challenges that health programs may face during planning and implementation of a new EHR?

2. Based on your experience, what strategies do you recommend for overcoming issues or challenges?

3. What should IHS consider when planning cohorts?
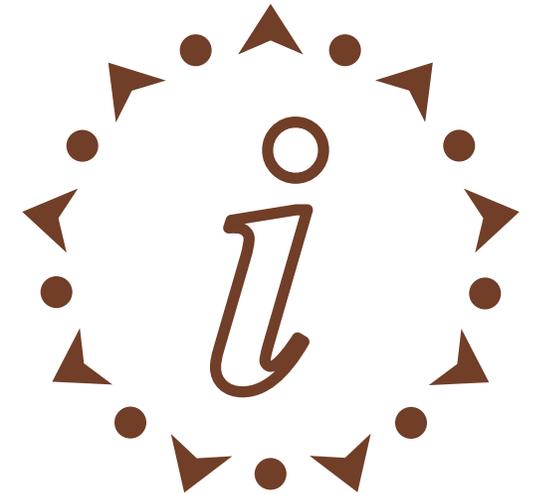
Enabling Site Organizational Readiness

The people and tools involved in facilitating a smooth transition and sustainable success for the IHS Health IT Modernization Program.

Deployment Scope

- Deployment oversight
- Field Implementation & Deployment support
- Sustainment of Operations support
- Incident Management support
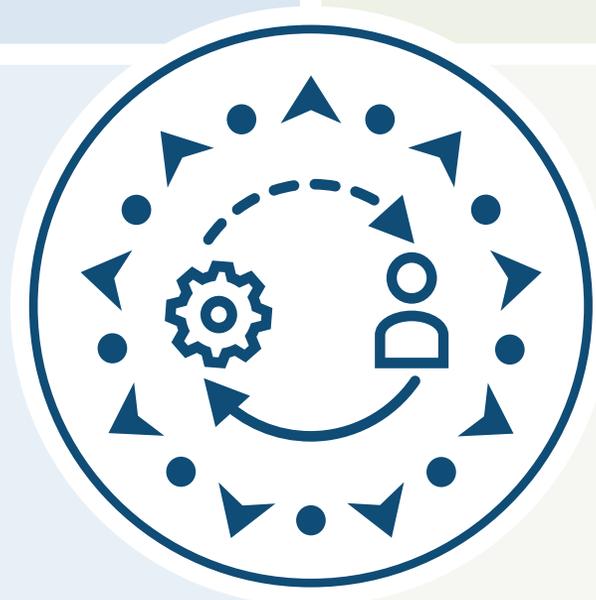
Outcomes

- Support effective implementation
- Optimize performance
- Ensure system stability and reliability
- Resolve issues quickly and efficiently

Getting Ready to Get Ready Guide

The Getting Ready to Get Ready Guide (GRTGRG) is a tool provided to IHS/tribal/urban (I/T/U) sites to assist with preparations for implementing the new enterprise EHR.

Key Staffing Positions
Ensure any staffing vacancies are filled early so that the workforce can participate in planning for EHR transition and training

Agreements and Licenses
Assess all agreements and licenses with states, federal or private organizations to determine any impacts with EHR transition

Revenue Cycle Operations
Assess revenue cycle operations to ensure backlogs in billing, accounts receivable and purchased/referred care are minimal

Continuity of Operations
Review Continuity of Operations Plans and identify a POC to discuss network connectivity and usage

Biomedical Devices
Identify biomedical point of contact (POC) and inventory biomedical equipment

What is a Pilot Site?

The first group of facilities selected for simultaneous system implementation.

The IHS Pilot

- Include clinical and administrative users to validate the functionalities, usability, and effectiveness of the new EHR solution

- Conduct assessments, planning, configuration, and user training

- Gather lessons learned and refine deployment process for cohort optimization

- Pilot sites will be direct service facilities, yet to be determined

What is a Cohort?

Group of facilities selected for simultaneous system implementation.

Cohort*(x)

- Lessons learned from Pilot sites will be applied for Cohort implementation

- Cohort selection process will utilize information from site assessments and data responses from the readiness reviews and data collection workbooks

- Group of sites that share readiness characteristics. Cohorts are not limited to federal sites and will include tribal and urban organizations

- Cohorts will be sequenced based on their organizational, operational, and technical readiness

(x) denotes the name of a Cohort

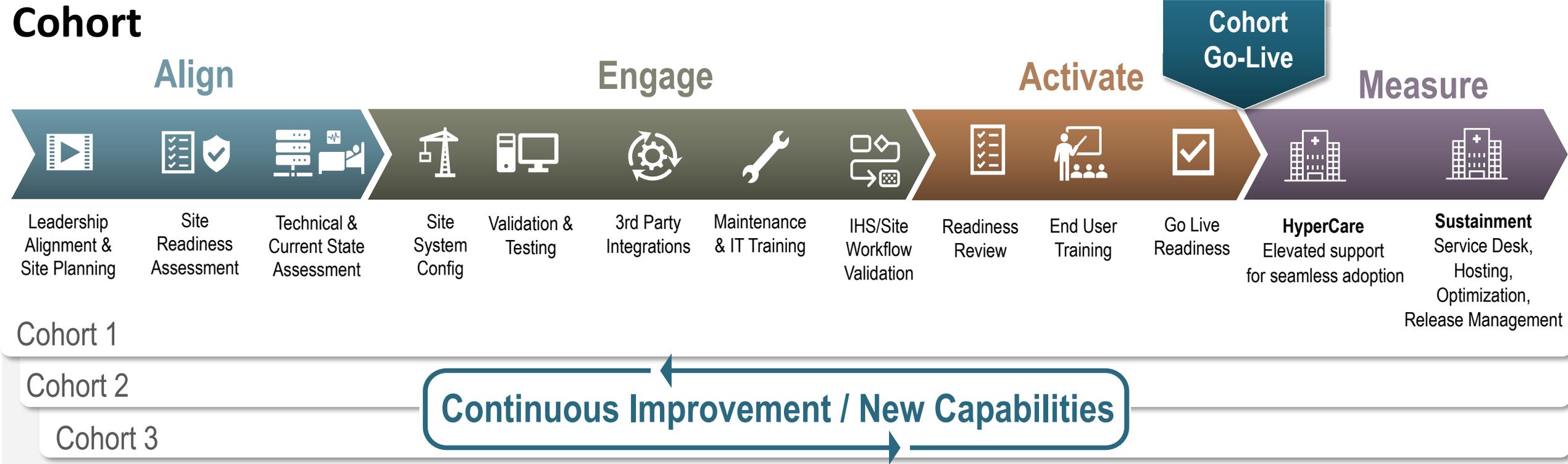# IHS Enterprise Implementation Pathway

IHS Enterprise Build

Align — **Engage** — **Activate** — **Enterprise Acceptance** — **Measure**

Align				Engage						Activate			Measure
Phase Zero	Executive Alignment	Technical Assessment	Current State Assessment	Future State Workflow Design	Enterprise System Config	Future State Review	Validation & Testing	Maintenance & IT Training	Planning & Security Assessment	Readiness Review	Training Readiness	Enterprise Readiness	**Sustainment**

Pilot

Align — **Engage** — **Activate** — **Pilot Go-Live** — **Measure**

Align			Engage					Activate			Measure
Leadership Alignment & Site Planning	Site Readiness Assessment	Technical & Current State Assessment	Site System Config	Validation & Testing	3rd Party Integrations	Maintenance & IT Training	IHS/Site Workflow Validation	Readiness Review	End User Training	Go Live Readiness	**HyperCare** Elevated support for seamless adoption

Sustainment Service Desk, Hosting, Optimization, Release Management

« Standardize & Adopt «

Iterative Cohorts of ITU Sites

Align — **Engage** — **Activate** — **Cohort Go-Live** — **Measure**

Align			Engage					Activate			Measure
Leadership Alignment & Site Planning	Site Readiness Assessment	Technical & Current State Assessment	Site System Config	Validation & Testing	3rd Party Integrations	Maintenance & IT Training	Readiness Review	Readiness Review	End User Training	Go Live Readiness	**HyperCare** Elevated support for seamless adoption

Sustainment Service Desk, Hosting, Optimization, Release Management

Cohort 1
Cohort 2
Cohort 3...

Continuous Improvement / New Capabilities

Implementation Approach
Iterative Cohorts of I/T/U sites

Cohort

Align   **Engage**   **Activate**   **Cohort Go-Live**   **Measure**

| Leadership Alignment & Site Planning | Site Readiness Assessment | Technical & Current State Assessment | Site System Config | Validation & Testing | 3rd Party Integrations | Maintenance & IT Training | IHS/Site Workflow Validation | Readiness Review | End User Training | Go Live Readiness | **HyperCare** Elevated support for seamless adoption | **Sustainment** Service Desk, Hosting, Optimization, Release Management |

Cohort 1

Cohort 2

Cohort 3

Continuous Improvement / New Capabilities

Cohort Phases
Continuous Improvement / New Capabilities

Align
- Validate current state
- Define the value objectives
- Identify stakeholders and governance

Engage
- Localize, design, and configure future state
- Apply behavior change strategies
- Workflow validation

Activate
- User training
- Activate new processes and technology
- Support local teams
- Monitor performance indicators and objectives

Measure
- Communicate value achieved
- Identify opportunities for improvement
- Learn and adapt

Identify Your Change Advocates

Begin to identify leaders in your organization who can help champion the EHR implementation.

	Attribute	Behaviors and Qualifications
1	**Enthusiasm**	Expresses curiosity about the upcoming health IT system changes
2	**Influence**	Has impact, respect, and influence within their community and site location
3	**Culturally Connected**	Understands the American Indian and Alaska Native community
4	**Relationship Builder**	Capable of creating professional and working relationships between site staff and the IHS
5	**Commitment**	Has the bandwidth to complete Change Advocate activities

Next Steps

The Health IT Modernization Program will continue efforts to foster collaboration and prepare for implementation.

Tribal and Urban Partners

- Review recommended actions from GRTGRG

- Provide a Statement of Interest

- Reach out with any questions: Modernization@ihs.gov

- Participate in Focus Groups

- Attend 2024 IHS Partnership Conference which will be held on August 13-15, 2024

- Attend the 2024 Tribal Summit on August 16, 2024
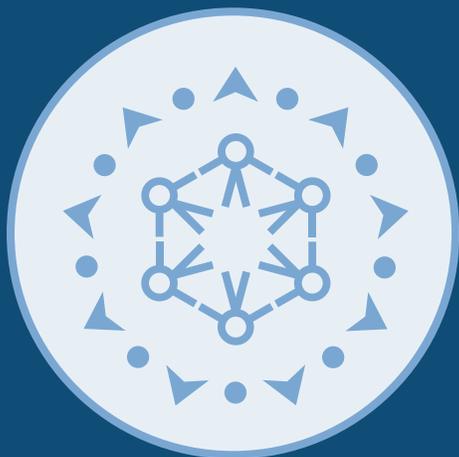
Open Dialogue

Jeanette Kompkoff

DHITMO Director

Consultation and Confer Questions

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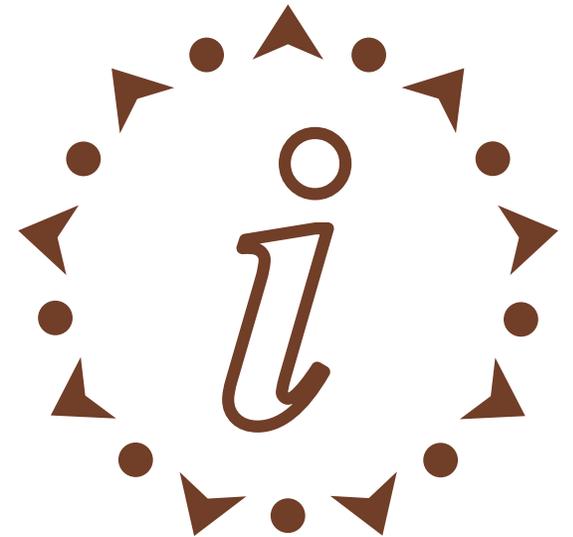
Upcoming Engagement Opportunities

Kimberly Shije
Senior Organizational Change Manager

2024
TRIBAL CONSULTATION AND URBAN CONFER
with the Health IT Modernization Program

Tribal Consultation and Urban Confer (TC/UC) events provide an opportunity to work with our partners to provide and connect technology, business systems, and data to help providers and patients make informed decisions to improve care and health outcomes across Indian Country.

Scan or click the QR codes to register

AUG 08
*VIRTUAL

## MULTI-TENANT DOMAIN CONSIDERATIONS

NOV 07
*HYBRID

SITE READINESS AND TRAINING

Discover essential steps to prepare your site for modernization with

The Getting Ready to Get Ready Guide

START PREPARING TODAY

A guide to assist sites with preparations for implementing the new enterprise EHR

GETTING READY TO GET READY GUIDE

Indian Health Service
Health Information Technology
Modernization Program
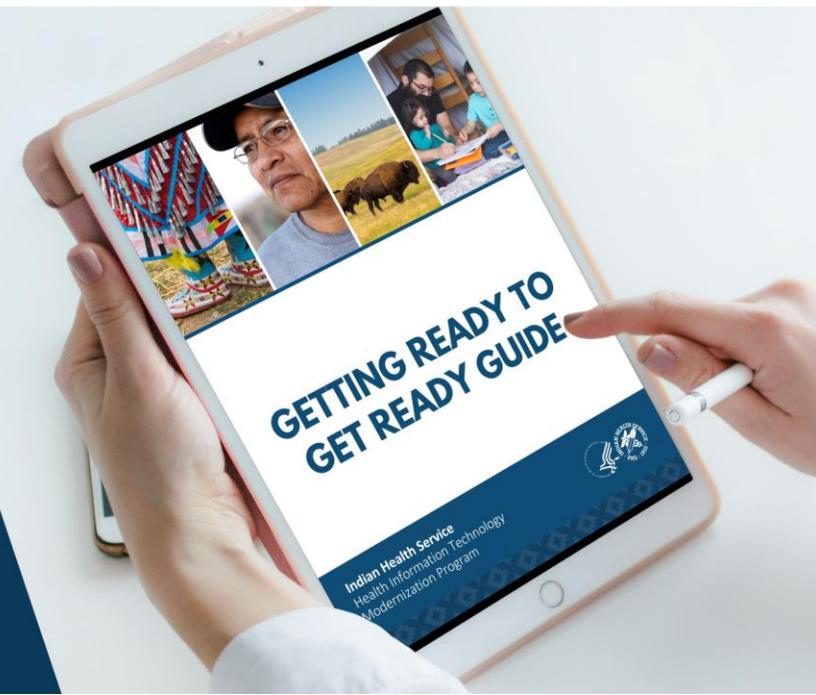
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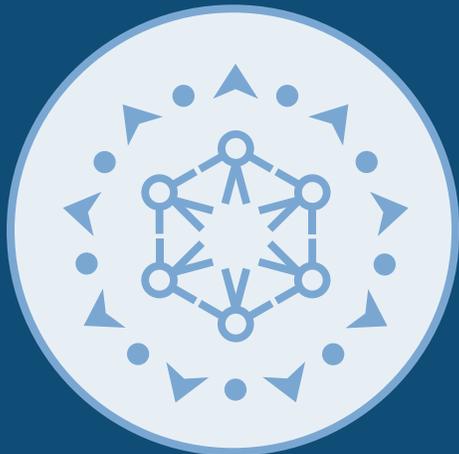## IHS Health IT Modernization Program

TC/UC Satisfaction Survey

Your input will allow the IHS to improve future events, communications, and programming.

Closing

Mitchell Thornbrugh
Chief Information Officer

Key Leadership

IHS Mission

To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level

IHS Vision

Build healthy communities and quality health care systems through strong partnerships and culturally responsive practices

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