

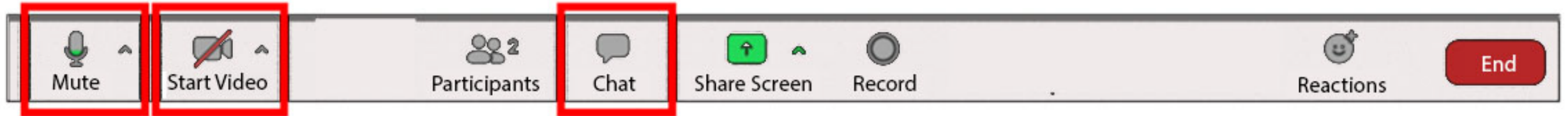
Indian Health Service Health Information Technology Modernization Program

TRIBAL CONSULTATION / URBAN CONFER
LEADERS ENGAGING IN GOVERNANCE
AUGUST 2, 2023



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

Mr. Michael Pecos Sr.
Pueblo of Cochiti

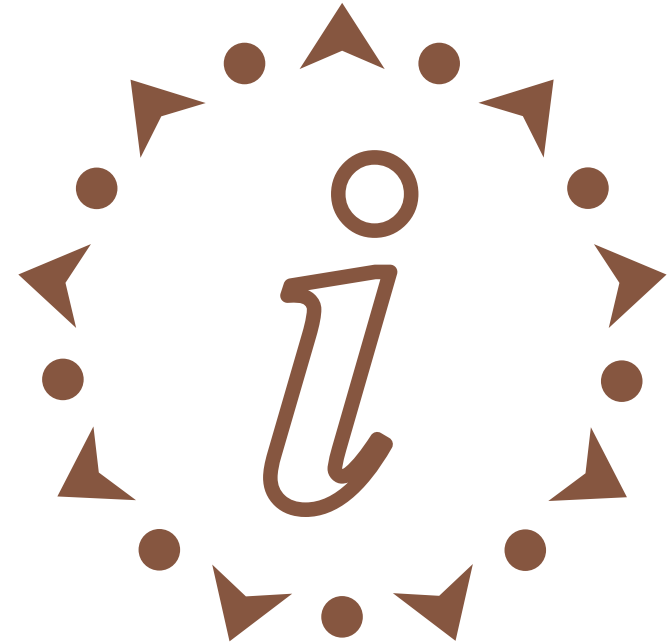
Rules of Engagement

- **Before commenting or asking a question**, please state your name and the tribe or urban Indian organization you are representing either verbally or in the chat box
- Active participation is welcome from tribal leaders 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



Consultation and Confer Questions

- 1) Given what you've heard here today regarding governance (e.g., ECG, Focus Groups), what opportunities, concerns, or input do you have that would improve the approach?
- 2) What are your suggestions for engaging you in a more timely and ongoing way regarding IHS modernization?
- 3) What are important topics for future consult/confer?



Agenda

Brief History	Dr. Howard Hays, Chief Medical Information Officer	5 min
Program Updates Major Milestones	Jeanette Kompkoff, Director, Division of Health Information Technology Modernization and Operations (DHITMO) Dr. Howard Hays, Chief Medical Information Officer	10 min
Leaders Engaging in Governance Governance Overview Statement of Interest Enterprise Collaboration Group (ECG) Focus Groups How to Engage	Dr. Howard Hays, Chief Medical Information Officer Andrea Scott, Deputy Chief Information Officer and Deputy Director, OIT	20 min
Open Dialogue	All	40 min
Tribal Summit	Kimberly Shije, Sr. Organizational Change Manager	4 min
Closing	Andrea Scott, Deputy Chief Information Officer and Deputy Director, OIT	5 min





Brief History

Dr. Howard Hays, Chief Medical Information Officer

Need for Health IT Modernization

After systemwide analysis and Tribal Consultation / Urban Confer, the IHS determined to fully replace RPMS in order to fulfill its mission

■ People

- **Patients** need better interoperability and communication among their health care providers, and access to their own health information
- **Providers** and other users surveyed during the IHS Health IT Modernization Research Project overwhelmingly favored deploying new health information technology – 93%
- **Partners** throughout the consultation/confer process have supported the IHS plan to move away from RPMS, without objections

■ Process

- The legacy model for development and support of RPMS is unsustainable
- The workforce needed to support hundreds of independent RPMS databases in the field does not exist

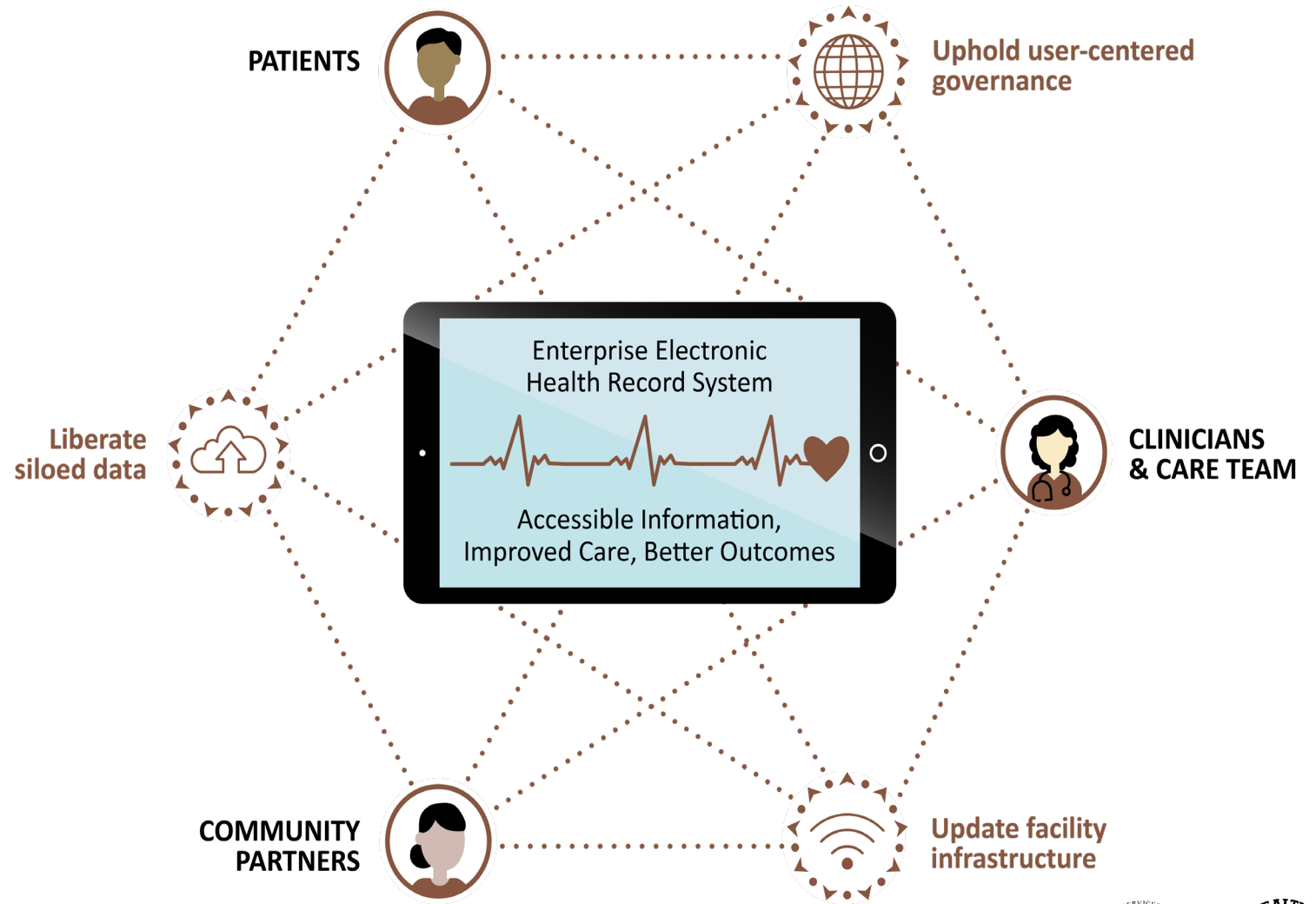
■ Technology

- The underlying code base for RPMS is outdated, and there are few developers competent to support it
- OIG, GAO, and IHS's own research have called out an urgent need to modernize our health IT infrastructure
- IHS is a healthcare organization that needs to prioritize the provision of high-quality healthcare services, not software development which is the purview of technology companies



Improve Care and Patient Coordination

IHS envisions an enterprise health IT system **built together with Tribal and Urban partners** that enables clinicians to provide effective and consistent high-quality care across Indian Country with integrated data on a modern platform





IMPROVED CARE COORDINATION

Modernization Phases

Deployment Begins



Research (2018-2019)

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



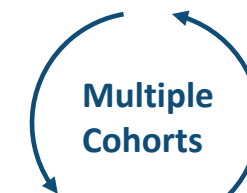
Plan (2020-2021)

- Listening Sessions on modernization approaches
- [Decision memo](#) announcing plans to replace RPMS
- Program Management Office established
- Virtual Industry Day and Requests for Information from industry
- Acquisition strategy



Buy and Build (2022-2024)

- Executive Steering Committee
- Division of Health IT Modernization & Operations
- RFP for EHR solution vendor & integrator
- Extensive proposal evaluation & product demonstrations
- Contracts for Program Management Office and Organizational Change Management support
- EHR solution award pending
- Begin system build



Train, Deploy, Operate (2025+)

- Focus on change management
- Local infrastructure assessment and mitigation
- User training
- Multi-year rollout in cohorts, across I/T/U





Program Updates

Jeanette Kompkoff, Director, Division of Health Information Technology Modernization and Operations (DHITMO)

Contracting Approach

Multiple acquisitions will support the IHS Health IT Modernization Program

1) Program Management Office (PMO) services*

- IHS selected Native American owned [Kadiak, LLC](#) to provide PMO support services
- PMO contractor is supporting federal leadership in the Division of Health Information Technology Modernization and Operations (DHITMO) with a broad range of responsibilities throughout the Modernization Program life cycle

2) Organizational Change Management (OCM) support*

- OCM services will be provided by [Totem, LLC](#)
- OCM contractor is providing expertise to assist DHITMO on the “people” side of change

3) Enterprise Electronic Health Record System

- Released an RFP and conducted 40 EHR Product Demonstration sessions with 679 I/T/U registered advisors; garnering over 30,000 data points
- Final evaluation processes are underway and on track



*These contracts were set-asides for Indian Small Business Economic Enterprises under the authority of the Buy Indian Act

Partner and Stakeholder Collaboration



Partner & Stakeholder Collaboration

- IHS desires to actively share updates with, listen to, and obtain inputs from partners in order to build the new enterprise EHR solution
 - Governance
 - Organizational Change Management
 - Communication and Awareness

Note: Data is from FY20 through to the present date



Governance

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



Mature Governance

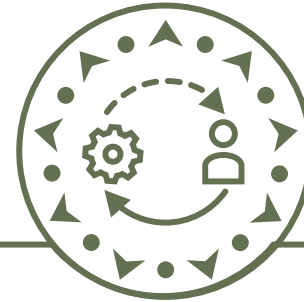
- Chartered & implemented an Executive Steering Committee
 - Established three Modernization focus groups: Interoperability, Implementation and Data Analytics
- Established the Division of Health Information Technology Modernization & Operations (DITHMO) Program Office
- Continue to build the framework for the Enterprise Collaboration Group

Note: Data is from FY20 through to the present date



Organizational Change Management

IHS values collaborating with Partners and Stakeholders, and it is a key to managing organizational change



Through Facilitated TC/UC Sessions

- Acquisition Status and Introduction to Modernization Focus Groups – March 2022
- Preparing for Change – March 2023
- Modernization Resources – May 2023
- Leaders Engaging in Governance – August 2023
- The Path Forward – November 2023
- Published Dear Tribal Leader Letters/Dear Urban Indian Organization Leader Letters to promote opportunities to engage in Modernization
- Interviewed participants to establish a baseline awareness about IT Health Modernization

Note: Data is from FY20 through to the present date



Communication & Awareness

IHS is dedicated to providing awareness through effective communication with Partners



Awareness Activities

- Delivered 45+ executive presentations to partners
- Developed 200+ communications products
- Tracked 4,000+ unique visitors to the IHS.gov Modernization-focused webpages

Note: Data is from FY20 through to the present date

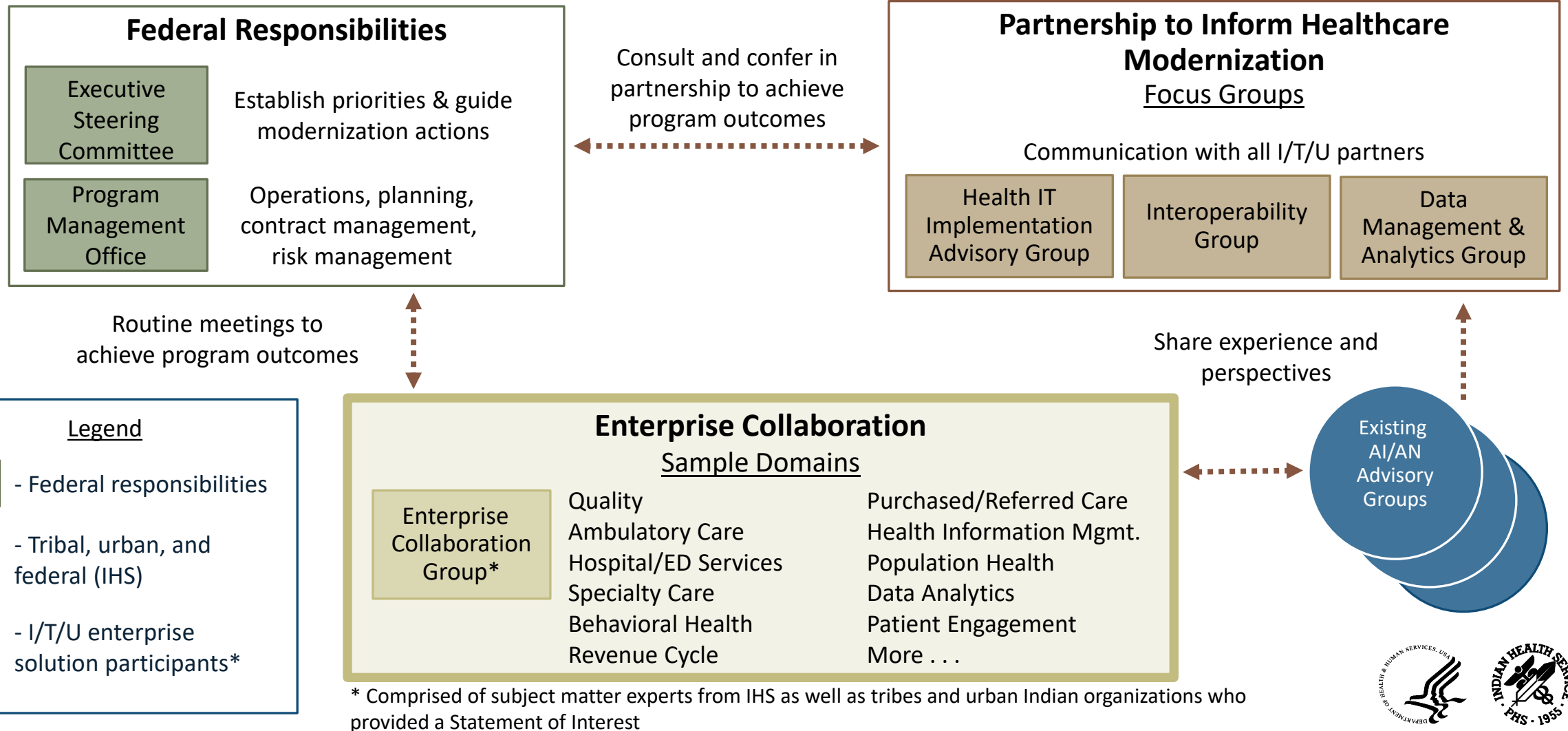




Governance: Enterprise Collaboration Group (ECG)

Dr. Howard Hays, Chief Medical Information Officer

Governance Model for IHS Health IT Modernization



Statement of Interest

Opportunity for Tribes and urban Indian organizations to formally express interest in participating on the IHS enterprise EHR solution

- IHS desires to learn which Tribal and Urban health care entities have a likely interest in becoming a tenant on the shared system, so that we can begin to engage with those future users
- IHS circulated a brief “[Statement of Interest](#)” form on which Tribal and Urban health care entities can indicate their expected interest in partnering with IHS on the shared enterprise solution
- The Statement of Interest is NON-BINDING, and will serve to connect likely partners for purposes of system configuration, organizational assessment, and implementation planning
- The Statement of Interest was attached to a [Dear Tribal Leader and Urban Indian Organization Leader letter](#) published on June 29, 2023
- To date the IHS has received 41 Statement of Interest documents



Enterprise Collaboration Group (ECG)

Purpose

A user-focused body that informs the DHITMO, and other partners impacted by the EHR solution, on key clinical and administrative topics.

Examples of clinical topics may be workflows related to medication management and patient registration/check-in; administrative examples may include revenue cycle and billing.



Scope

Review preferred, evidence-based practices and recommendations for the following operational aspects of EHR implementation and deployment:

- Workflows
- System Configurations
- System Policy



Outcomes

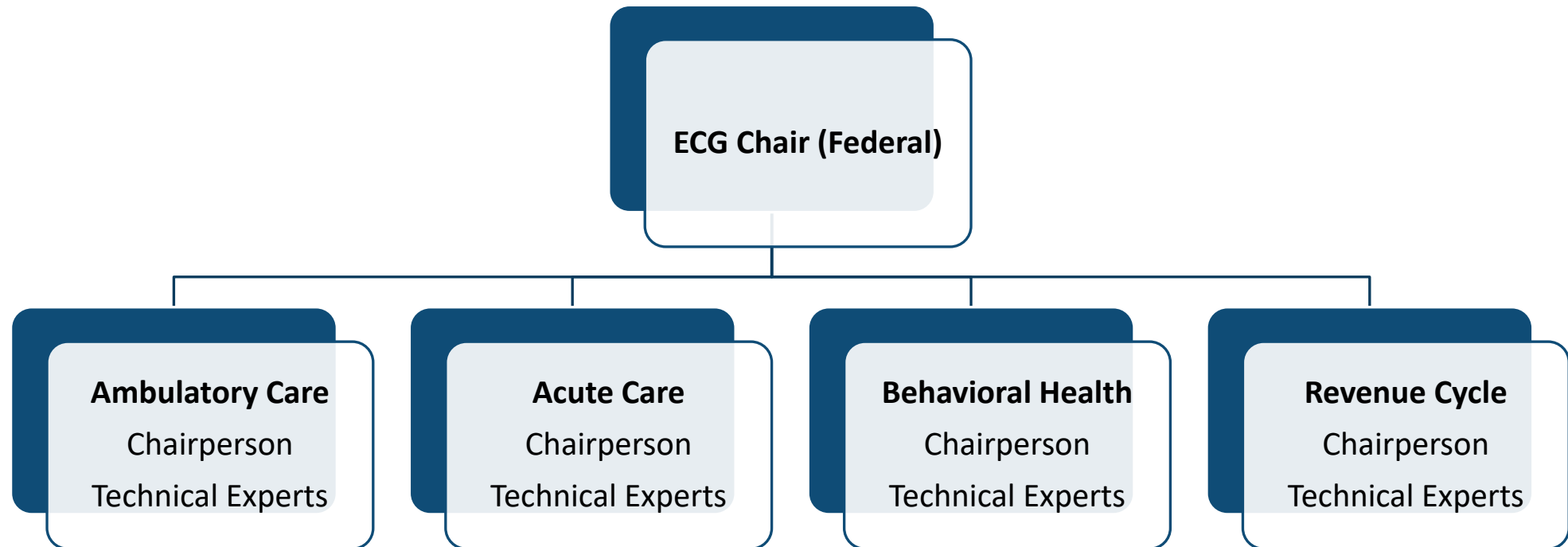
The enterprise EHR system is configured collaboratively by expert users from participating IHS federal facilities, Tribes, and urban Indian organizations (I/T/U)*

- Replaces local EHR committee
- Addresses accreditation
- Addresses patient safety and quality of care

*Statement of Interest provides IHS notice of Tribal/Urban partners who may join as tenants on the Enterprise EHR.



Enterprise Collaboration Group



Depicted subgroups are examples of subject matter domains/service lines.
As ECG scope increases, the need for more subgroups will likely emerge





Collaboration Opportunities

Andrea Scott, Deputy Chief Information Officer and Deputy Director, OIT

Guiding Partnership – Focus Groups

Anticipated launch following EHR contract award

Focus Groups

Interoperability

- Review and suggest strategies, operational requirements, clinical practice standards, and performance measures

Data Management and Analytics

- Review and suggest strategies that support effective data use, security and privacy controls, and standards

Implementation

- Responsible for helping IHS understand the strategies used by other federal agencies, Tribes, and urban Indian organizations to modernize their health IT capabilities and resulting performance changes in health care delivery; informs implementation planning and organizational readiness



Invitation to Join Focus Groups

Focus Groups

- Tribes and UIOs are encouraged to engage in modernization strategy via Focus Groups
- Participation will be open to all I/T/U organizations:
 - Subject matter experts in interoperability, data and analytics, and Health IT implementation
 - Participation is not limited to one Focus Group
 - Partners with a range of Health IT experience in RPMS or other EHRs

Tribal and urban Indian subject matter experts can email Modernization@ihs.gov to join a focus group of interest

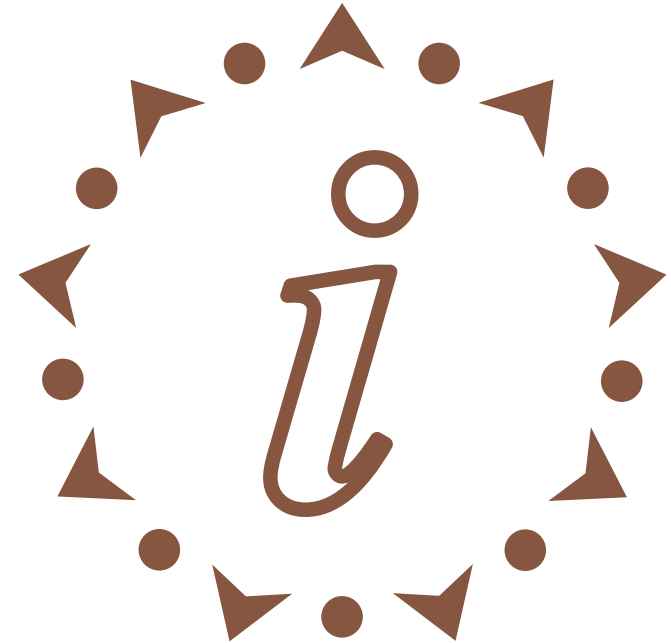
Submit the person's name, title, credentials, tribe or urban Indian organization, email address, and focus group(s) they would like to support

Vendors cannot participate



Open Dialogue: Consultation and Confer Questions

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2. What are your suggestions for engaging you in a more timely and ongoing way regarding IHS modernization?
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Upcoming Events

Kimberly Shije, Sr. Organizational Change Manager

IHS OIT/ORAP Conference & Summit

	Attendees
Partnership Conference Atlanta, GA August 22-24, 2023 8:00AM-4:30PM EST	Federal, Tribal, and Urban health care administrators, managers, and front-line staff who work in: <ul style="list-style-type: none">- IT, Health IT, Business Office, Financial Management, Purchased/Referred Care (PRC) Programs, and Health Information Management Registration https://2023ihspartnershipconference.vfairs.com/en/registration-form Agenda https://veping.b8cdn.com/uploads/vjfnew/9724/content/images/1689620439agenda-2023-07-17-at-a-glance-pdf1689620439.pdf
Health IT Modernization Summit Atlanta, GA August 25, 2023 8:30AM-3:00PM EST	Tribes, Tribal Organizations, and Urban Indian Organization Leaders Registration https://2023ihspartnershipconference.vfairs.com/en/registration-form Agenda https://www.ihs.gov/sites/newsroom/themes/responsive2017/display_objects/documents/2023_Letters/Enclosure_DTLL_DUIOLL_0728_23.pdf

Health IT Modernization Tribal/Urban Engagement

- **June 2023** – DTLL/DUIOLL [published announcing release of the Statement of Interest](#) for tribes and urban Indian communities
- **May 2023** – [Tribal Consultation and Urban Confer](#) session on on funding, technical business models, and shares
- **March 2023** – [Tribal Consultation and Urban Confer](#) session on preparing for change and program milestones
- **February 2023** – DTLL/DUIOLL [announcing registration for four Tribal Consultations and Urban Confers](#) in 2023
- **January – February 2023** – Product demonstrations hosted, 5 clinical scenarios each
- **December 2022** – DTLL/DUIOLL published announcing Modernization Product Demonstration Sessions that will begin in late January.
- **November 2022** – [Tribal Consultation and Urban Confer session](#) on lessons learned from the commercial EHR implementations at the Muscogee Creek Nation Department of Health, American Indian Health & Services Santa Barbara Urban Program, and Alaska Native Tribal Health Consortium
- **August 2022** – DTLL/DUIOLL published announcing the release of a [Request for Proposals](#) seeking commercial products to replace the Resource and Patient Management System (RPMS)
- **August 2022** – [Tribal Consultation and Urban Confer session](#) about the Program’s data management strategy and focus group participation
- **July 2022** – DTLL/DUIOLL invitation to [participate in conversations around the effectiveness of current engagement efforts in the Health IT Modernization Program](#) and provide insight to support continued engagement with partners
- **May 2022** – [Tribal Consultation and Urban Confer session](#) around the Modernization Program’s governance approach, effective IT governance, and promotion of focus groups for I/T/U clinical and technical SMEs
- **March 2022** - [Tribal Consultation and Urban Confer session](#) around the benefits of the EHR Modernization Program, Program trajectory, and acquisition strategy
- **February 2022** – DTLL/DUIOLL [announcing a series of upcoming Tribal Consultation/Urban Confer sessions](#) around the Health IT Modernization, in particular Program updates, opportunities for participation, and next steps
- **August 2021** – DTLL/DUIOLL [announcing Program updates](#) and asking for written feedback to the RFI containing the Statement of Objectives
- **May 2021** – DTLL/DUIOLL [announcing a data call](#) to inform Tribal Health Programs and Urban Indian Organizations’ experiences with electronic health record acquisitions and costs
- **April 2021** – DTLL/DUIOLL [announcing IHS decision for full replacement](#) of the Resource and Patient Management System after significant tribal and urban engagement and input
- **December 2020** – DTLL/DUIOLL [announcing Listening Sessions for input on next steps](#) in the Health IT Modernization
- **November 2019** – DTLL/DUIOLL announcing the [Strategic Options for the Modernization of the Indian Health Service Health Information Technology Roadmap Executive Summary and Strategic Options for the Modernization of the Indian Health Service Health Information Technology Final Report](#)
- **October 2018** – DTLL/DUIOLL [announcing the IHS Health IT Research Project](#) and first steps in evaluation options in modernizing Health IT
- **July 2017** – DTLL/DUIOLL [announcing two additional listening sessions for further input and recommendations](#) around how to best modernize the RPMS EHR
- **June 2017** – DTLL/DUIOLL [announcing two listening sessions for input and recommendations](#) around approaches to modernize the RPMS EHR

Several independent reviews identified **opportunities** for Health IT to improve AI/AN patient care

- The U.S. Government Accountability Office [Report 19-471](#) listed RPMS as a “critical federal legacy system in need of modernization”
- Two U.S. Department of Health and Human Services Office of Inspector General reports cited deficiencies ([A-18-16-30540](#) and [A-18-17-11400](#))





IHS Director's Bi-Weekly Updates for Tribal and Urban Indian Leaders

- This newsletter features content from across the organization that IHS Director Ms. Tso thinks is important for Tribal and Urban Indian leaders to know and share with their community
- [Sign up](#) at the IHS website to receive the newsletter
- Past updates are in the IHS online [newsroom](#)

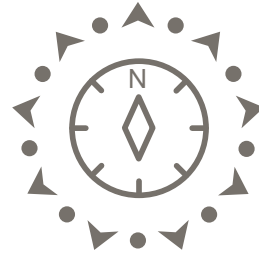
Thank you

Stay informed on the Health
IT Modernization Program at
www.IHS.gov/HIT

Email or copy:

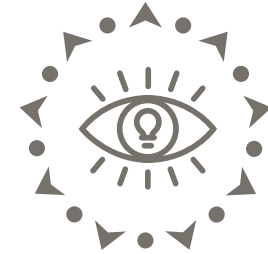
consultation@ihs.gov or urbanconfer@ihs.gov

SUBJECT LINE: Health IT Modernization TC/UC



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

