

Iterative Project Report For Programs & Multi-Year Phased Projects

Submitted to Large Project Oversight on 12/1/21

GENERAL INFORMATION

Program/Project Name: NDHIN Expansion Project

Agency Name: NDIT

Project Sponsor: Eric Hieb

Project Manager: Linda Praus

PROJECT DESCRIPTION

The purpose of this project is to enhance the overall functionality of the NDHIN by providing Medicaid providers options to meet specific measures and objectives to achieve Meaningful Use and promote comprehensive interoperability between all providers throughout the state and leverage funding through the Centers for Medicare and Medicaid Services through 2021.

BUSINESS NEEDS AND PROBLEMS

The purpose of this project is to enhance the overall functionality of the NDHIN by providing Medicaid providers options to meet specific measures and objectives to achieve the Promoting Interoperability Program (formerly known as Meaningful Use), promote comprehensive interoperability between all providers throughout the state, and leverage funding through the Centers for Medicare and Medicaid Services. The enhancement or replacement to the existing NDHIN infrastructure will allow for statewide analytics, care coordination, and advance directives. In addition to the system changes, the plan includes connecting more stakeholders to the NDHIN which will strengthen the sustainability of the NDHIN and increase the value to stakeholders.

PROGRAM/PROJECT FORMAT

Program/Project Start Date: 3/28/18

Budget Allocation at Time of Initial Start Date: The state legislature has given spending authority for \$48,378,252 to the NDHIN Department for this program, which is anticipated to go to 2021.

How Many Phases Expected at Time of Initial Start Date:

- Orion Health projects will consist of two phases.
- Statement of Work: Estimated to have 8 SOWs.

Phase Approach Description: Orion Health projects will be done in phases. The statement of works will be brought individually to the projects Executive Steering Committee for approval to begin work.

Estimated End Date for All Phases Known at Time of Initial Start Date: 9/30/2021.

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PROGRAM/PROJECT ROAD MAP

The program road map shows the high-level plan or vision for the program/projects/phases. It is intended to offer a picture of the lifespan of all the effort that is expected to be required to achieve the business objectives.

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Project/ Phase	Title	Scope Statement	Estimated Months Duration	Estimated Budget
Project I	NDHIN Orion Phase I	Upgrade from the Rhapsody platform to the Amadeus platform.	8 months	\$6,000,000
Project II	NDHIN Orion Phase II	Add additional functionality: Utilization Reports, Notification Alerts, Analytics and Coordinate modules, and training.	12 months	\$3,100,000
*Project III	Phase III Assessment Statements of Work	Assessments being done on eMPI and eHPD, SMHP, NDHIN Sustainability, Encounters Notifications and Alerts.	17 months	\$545,500
NDHIN Expansion Project	NDHIN Expansion Project – eMPI and eHPD	EMPI and eHPD Project - North Dakota seeks to improve data integration across healthcare organizations and human service agencies by creating master patient and provider indexes at the state enterprise level.	15 months	\$186,000
NDHIN Expansion Project	NDHIN Expansion Project – Encounter Alerts and Notification	Assess the current state of NDHIN encounter alerts and notifications and engage stakeholders to define the desired future state.	16 months	\$139,500
NDHIN Expansion Project	NDHIN Expansion Project - SMHP	Update North Dakota's State Medicaid HIT Plan (SMHP).	8 months	\$108,500
NDHIN Expansion Project	NDHIN Expansion Project – Sustainability	Analyze existing HIT/HIE-related projects and develop a long-term sustainability plan to continue funding (if possible) under Medicaid Enterprise Systems (MES) funding, other appropriate federal funding source(s), providers, and payers.	10 months	\$108,500
NDHIN Expansion Project	CRM Tool Implementation	Creating a database within MS Dynamics to have one location to track NDHIN participants and their activities.	2 months	\$79,000
NDHIN Expansion Project	NDHIN Expansion Project - Public Health Assessment	Provide an assessment of the NDHIN infrastructure in the ND Department of Health.	7 months	\$186,000
NDHIN Expansion Project	NDHIN Expansion Project - Cancer Registry	Complete a technology assessment of the North Dakota State Cancer Registry.	7 months	\$186,000
NDHIN Expansion Project	NDHIN Expansion Project – Electronic Pre-Authorization of Medicaid Prescriptions	NDHIN seeks to work with ND Medicaid to develop an Implementation Roadmap to expand the current capabilities of the NDHIN to support electronic pre-authorization (e-PA) of Medicaid prescriptions in compliance with CMS regulations.	8 months	\$217,000

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Project/Phase	Title	Scope Statement	Estimated Months Duration	Estimated Budget
NDHIN Expansion Project	NDHIN Expansion Project - Qualified Clinical Data Registry (QCDR) Planning	Plan end-to-end electronic reporting capabilities for clinical quality data to be collected from North Dakota Medicaid providers for dual reporting for Medicaid child core and adult behavioral quality measures beginning in Federal Fiscal Year (FFY) 2024 and the CMS Merit based incentive program (MIPS).	6 months	\$217,000
NDHIN Expansion Project	NDHIN Expansion Project – Phase II CRM Tool Implementation	Phase 2 Implementation. Additional customization is needed to include workflows, alerts and reminders for critical milestones which will improve timeliness and productivity.	4 months	\$50,000
NDHIN Expansion Project	NDHIN Expansion Project – Pharmacy API	Interface with the North Dakota Pharmacy Services Corporation's EMR, MTM Express, via API. This collaboration will develop a statewide Transitions of Care (TOC) network in North Dakota linking an active network of 68 pharmacies in North Dakota who are using the MTM Express platform to alerts and notifications from other NDHIN participants.	5 months	\$48,000
NDHIN Expansion Project	NDHIN Expansion Project - EMPI Data Quality Improvement	This involves the testing and verification of the version upgrade of the NextGate Client for the Master Patient Index.	5 months	\$79,050
NDHIN Expansion Project	NDHIN Expansion Project - Qualified Clinical Data Registry Implementation	After the initial assessment is completed (NDHIN Expansion Project - Qualified Clinical Data Registry (QCDR) Planning) and the scope of work for NDHIN's vendor is determined, NDHIN will implement this new functionality.	6 months	\$97,650
NDHIN Expansion Project	NDHIN Expansion Project - Coordinate Newborn Screening	Implement a care coordination solution with the Department of Health for Newborn Screening	3-4 months	\$140,000

Notes:

*- Project III, Phase III Assessment Statements of Work – received approval from the ESC on 8/31/20 to move the projects out of the consolidated Phase III schedule, into stand-alone project and re-baseline. The following stand-alone projects were created; eMPI and eHPD, Encounter Alerts and Notifications, SMHP and Sustainability (they were added above).

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PROJECT BASELINES

The baselines below are entered for only those projects or phases that have been planned. At the completion of a project or phase a new planning effort will occur to baseline the next project/phase and any known actual finish dates and costs for completed projects/phases will be recorded. The iterative report will be submitted again with the new information.

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Project/ Phase	Program / Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
NDHIN Orion Phase I	7/2/18	7/2/18	2/20/19	\$5,937,117.53	6/7/19	69%	\$5,706,805.13	1%
NDHIN Orion Phase II	4/4/19	4/4/19	4/6/19	\$3,051,000.00	6/12/20	19%	\$3,030,932.52	0%
*Phase III Assessment Statements of Work	10/14/19	11/27/19	3/17/21	\$602,500.00	-	-	-	-
NDHIN Expansion Project – eMPI and eHPD	8/23/19	10/14/19	1/22/21	\$186,000.00	1/29/21	1.57%	\$155,697.50	16.29%
NDHIN Expansion Project – Encounter Alerts and Notification	8/23/19	10/14/19	2/17/21	\$139,500.00	2/9/21	-1.21%	\$85,211.25	39%
NDHIN Expansion Project - SMHP	8/23/19	10/14/19	7/9/20	\$108,500.00	7/30/20	8%	\$62,930.00	-42%
NDHIN Expansion Project – Sustainability	8/23/19	10/14/19	8/12/21	\$108,500.00	2/8/21	0%	\$114,312.50	-5.36%
Customer Relationship Management Tool – Phase I	12/6/19	2/11/20	5/6/20	\$87,605.00	6/29/20	19%	\$87,605.00	0%
NDHIN Expansion Project - Public Health Assessment	12/3/19	11/27/20	2/25/21	\$204,600.00	3/3/21	1.29%	\$184,721.25	9.72%
NDHIN Expansion Project - Cancer Registry	4/23/20	8/31/20	3/19/21	\$186,000.00	4/26/21	18%	\$108,693.75	-41%

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Project/ Phase	Program / Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
NDHIN Expansion Project – Electronic Pre-Authorization of Medicaid Prescriptions	12/3/20	1/20/21	7/2/21	\$217,000.00	6/30/21	13%	\$213,000.00	-1.84%
NDHIN Expansion Project - Qualified Clinical Data Registry (QCDR) Planning	12/3/20	1/20/21	5/26/21	\$217,000.00	6/1/21	0%	\$217,000.00	0%
NDHIN Expansion Project – Dynamic CRM Tool Phase II	3/25/21	4/7/21	8/6/21	\$47,970.00	9/1/21	23%	\$49,995.00	-.01%
NDHIN Expansion Project – EMPI Data Quality Improvement	4/20/21	4/29/21	9/9/21	\$79,050.00	10/2/21	1%	\$72,152.50	-.09%
NDHIN Expansion Project - Coordinate Newborn Screening	7/19/21	-	-	-	9/30/21	-	\$140,000.00	-

Notes:

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The following projects were closed this quarter:

- NDHIN Expansion Project – Dynamic CRM Tool Phase
- NDHIN Expansion Project – EMPI Data Quality Improvement
- NDHIN Expansion Project – Coordinate Newborn Screening.

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OBJECTIVES

Program	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Program	Expand the data repository capability to allow for the storage of medications.	At project completion NDHIN can store medication data.	Y	NDHIN will add a significant data element in the expansion of the data repository.
Program	Create a statewide data analytics platform.	At project completion have we implemented a statewide analytics platform.	Y	NDHIN has implemented the Discovery Module from Orion which will allow NDHIN to perform analytics on its data.
Program	Host a statewide care coordination platform.	At project completion have we implemented a statewide care coordination platform.	N	A Care Coordination module has been added to the NDHIN. We will be working in the future with the DoH to create a Newborn Screening Pathway.
Program	Health Care Directive Repository.	At project completion the repository will be connected to the NDHIN.	Y	NDHIN has implemented the Health Directive.
Program	Expand the data repository capability.	At project completion NDHIN has a process of storing information in a repository.	Y	Create a database within MS Dynamics to have one location to track NDHIN participants and their activities.
Program	Allow for participation of behavioral health provider, payers, and ancillary healthcare providers (e.g. chiropractors, dentists, and home health workers).	NDHIN has the functionality to allow these stakeholders to use the NDHIN in accordance with laws, rules, and regulations.	Y	Ancillary Healthcare Providers have been added to the NDHIN
Program	Comprehensive interoperability between all providers throughout the state.	NDHIN participants are successfully meeting program requirements.	Y	

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POST-IMPLEMENTATION REPORT

Post-Implementation Reports are to be performed after each project or phase is completed. A "PIR" is a process that utilizes surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical PIR findings include, "What did we do well?" "What did we learn?" "What should we do differently next time?"

Lesson Learned, Success Story, Idea for Next Time, Etc.

- Allow and plan better for the unknown technical issues that can arise with the NDHIN Participants.
- Understanding the technology as it relates to the process and procedures that are currently in place.
- Resource availability and priority of other agency staff.
- Need to begin the background check process for vendors much earlier to be able to start development as scheduled.
- Length of time it took to get Microsoft support to solve an open issue.
- Use of NDIT Teams/SharePoint site for project documentation
- Documentation of project deliverable acceptance dates into final acceptance report as each is completed
- Impact of Covid-19 pandemic
- Weekly meetings with NDHIN Team
- Meeting notes put in SharePoint - allow team members to update if needed
- Assure email requesting feedback clearly states a response is requested by including the term "response requested" in both the Subject line and the first sentence in the body of the email request.
- Include a Quality Management section in the Project Management Plan to document the deliverable quality review steps for the projects to facilitate high-quality deliverables. Examples include (a) internal team document review, (b) internal Project Leadership document review and approval to release to client, and (c) client review and approval.

KEY CONSTRAINTS AND/OR RISKS

- Resources will not be available from stakeholders, vendor or NDHIN to complete the project.
- The required scope can be completed within the timeframe and amount of approved project funding.
- Funding will be available in the 2019-2021 budget to continue the project.
- ND Providers and stakeholders will not utilize the system.
- COVID-19 has taken resources from NDHIN as well as the ND Department of Health that are needed to continue to work the current projects. This may lead to a delays or re-baseline of projects.