

# Sidestepping Chaos

## Georgia's Approach to Planning for the Future Medicaid Enterprise



GEORGIA DEPARTMENT  
OF COMMUNITY HEALTH



Georgia Technology Authority

northhighland.  
WORLDWIDE CONSULTING



Session ID: 1-10  
Day: August 14, 2018  
Room: B113/B114

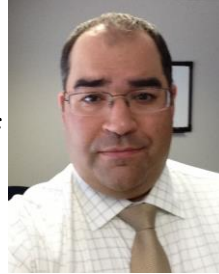
# INTRODUCTIONS

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# MEDICAID ENTERPRISE SYSTEM TRANSFORMATION PROJECT

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The Department of Community Health initiated the Medicaid Enterprise System Transformation Strategic Planning Project to define a strategy for Georgia's future MMIS.

The project has provided DCH with important Planning Phase documents and tools to guide communications, decision-making, and activities in subsequent phases of the Medicaid Enterprise System Transformation effort:

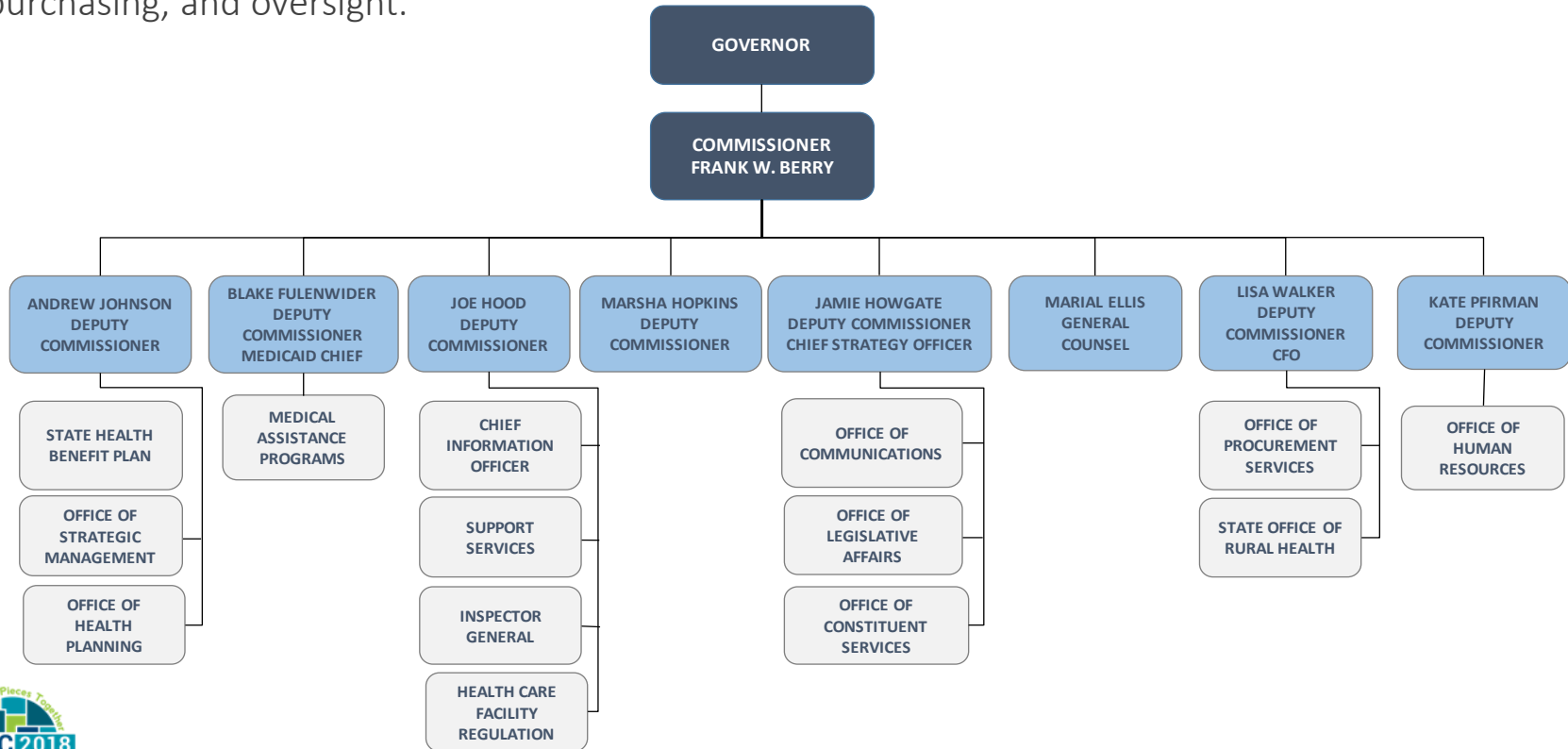
- 1 A clearly articulated strategy, including well-defined goals and objectives for the new MMIS solution
- 2 An understanding of viable modular product and service offerings available in the market today
- 3 An assessment of the gap between the current technology and organizational capabilities and what is needed to achieve the future vision
- 4 A procurement and implementation roadmap for a modular MMIS solution

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Background

# GEORGIA DEPARTMENT OF COMMUNITY HEALTH | OVERVIEW

The Department of Community Health serves as Georgia's lead agency for health care planning, purchasing, and oversight.



# MEDICAID ENTERPRISE SYSTEM TRANSFORMATION STRATEGY | A COLLABORATIVE EFFORT

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The North Highland Team worked with DCH subject matter experts from across the agency and numerous external stakeholders to develop the Medicaid Enterprise System Transformation Strategy.

## DCH Internal Stakeholders



Medical Assistance Programs  
MMIS Systems  
Office of Health Information and Analytics  
Health Information Technology  
Office of Inspector General  
Office of Procurement Services  
Vendor Management  
Contract Management  
Executive Leadership Team

## State Agency Partners



Department of Human Services  
Department of Public Health  
Department of Education  
Department of Behavioral Health and Developmental Disabilities

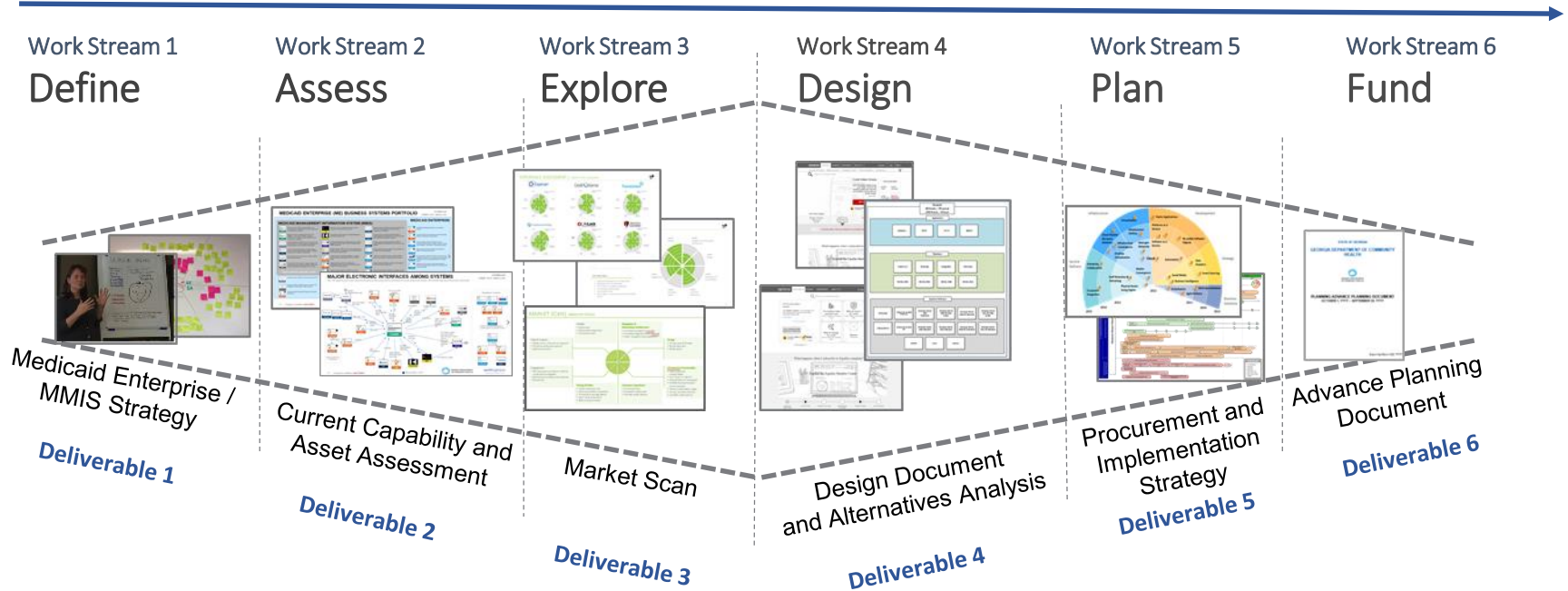
## Provider Associations



Pediatrics  
Family Physicians  
OBGyn  
Rural Health  
Dentists  
Pharmacists  
Hospitals  
Home and Community Based Services  
Medical Equipment

# MEDICAID ENTERPRISE SYSTEM TRANSFORMATION STRATEGIC PLANNING | APPROACH

The project approach included six work streams, framing the development of the project deliverables.



# GEORGIA'S FUTURE MEDICAID ENTERPRISE SYSTEM | LEVERAGING OUR STATE RESOURCES

Core to the Department's strategy is to leverage existing investments in Georgia's Medicaid Enterprise, IT infrastructure, and technology services.



- State Medicaid Agency
- Responsible for MMIS and Enterprise Data Solution
- Lead for Medicaid Enterprise System Transformation
- Operates Georgia Gateway, the state's integrated eligibility system and entry point to Georgia's health and human services programs
- Hosts Gateway at state data center
- Operates state data center
- Provides IT services and support to Georgia's state agencies
- Manages procurement vehicles for project management, OCM, IV&V services, etc.
- Designs and develops advanced technology solutions
- Provides experienced IT resources



The Georgia Technology Authority promotes an enterprise approach to state IT, providing services, and support through its four divisions.

## Sourcing Management Organization

- Administrators of GETS Shared IT Services Program
- Vendor Relationship Management

## Enterprise Governance and Planning

- Policies and Standards
- Enterprise Project Management
- Strategic Planning

## Information Security Office

- Cybersecurity Preparedness
- Training and Education

## Portal

- State's Web Portal
- Data Sharing

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# Panel Discussion

# MEDICAID ENTERPRISE BUSINESS SYSTEMS AND APPLICATIONS | CURRENT STATE

## MEDICAID MANAGEMENT INFORMATION SYSTEM

### Within the current DXC Technology contract



(Georgia Medicaid Management Information System) Primary system used to support Georgia in its administration of the Medicaid, PeachCare for Kids®, and other state-based or waiver health programs



Back-end system containing information from GAMMIS. Also known as BIAR (Business Intelligence and Reporting). Feeds MAR and SUR functionality in GAMMIS.



(Credentialing Verification Organization) System used in credentialing and re-credentialing services for Medicaid providers enrolled in Georgia Families and/or Georgia Families 360®



Application used as part of the process to prepare Healthcare Effectiveness Data and Information Set (HEDIS) performance measures



Application used by OIG to assist in program integrity and quality assurance processes, as well as performing limited forecasting and calculation of risk scores



Application used by OIG to assist in program integrity and quality assurance processes, with additional licenses obtained directly from SAS by OIG for analytical use by IT and Finance



System used by the enrollment broker to administer the enrollment of members eligible for Medicaid and handle selection and movement among CMOs



(Medical Assistance Provider Incentive Repository) System used by providers for Medicaid EHR incentive payments (OHI funded)



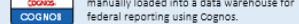
Systems used by Care Management Organizations (CMOs) to provide services to DCH



Systems used by the Non-Emergency Medical Transportation (NEMT) brokers to provide Non-Emergency Transportation services



Systems used for financial accounting and reporting. Data from Peoplesoft reports is manually loaded into a data warehouse for federal reporting using cognos.



Pharmacy claims management system used by OptumRx to provide services to DCH



Drug rebate system used by Change Healthcare to provide drug rebate services to DCH



DCH's data warehouse and reporting hub, including eligibility and claims data for both the Medicaid and SHBP populations



(Third Party Liability) System used by HMS and TPL to provide third party liability services, including recovery and identification of recoupment opportunities



TRICARE Grouper used by the GAMMIS claims engine to determine the DRG and calculate the payment for inpatient claims



Application used by OIG to determine the DRG for claims undergoing audits



(Georgia Criminal Background Check System) Systems used by facilities to have a criminal records check of certain provider types



Application used by MEQC staff to record reviews, second level reviews, and reporting for the CMS-MEQC Pilots and MEQC Reviews



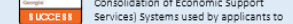
(IN ROLLOUT) System that provides eligibility determination services for Medicaid and PeachCare for Kids®, along with non-Medicaid state assistance programs



(Premium Collection System) System used by MAXIMUS to collect premium payments for PeachCare for Kids®



(Common Point of Access to Social Services) (System for Uniform Calculation and Consolidation of Economic Support Services) Systems used by applicants to apply for medical assistance and by DPCS to determine Medicaid eligibility



System used by providers to submit certain PFS and CMO prior authorization requests and pre-certification requests and the decision



System used by providers and Alliant GMCF to handle Medicaid and PeachCare for Kids® PFS outlier reimbursement requests and reviews



System used by providers and Alliant GOMF to handle Medicaid and PeachCare for Kids® PFS claims appeals



System used to track and handle documentation for member and provider appeals



(Waiver Information System) System used by providers to request prior authorizations (PA) of services for the DD Waivers (COMP and NOW programs)



System used to support aging services for CCSP, MFP, and DAS non-Medicaid programs with planning, contracting, authorizing providers and services, and payments for providers and area agencies



System used by providers and Beacon to request and provide prior authorizations (PA) for mental health



System used by Medical Assistance Plans and Healthcare Facility Regulation (HFR) as an online nurse aide registry



(Georgia Registry of Immunization Transactions and Services) System used by DPH to collect and maintain current vaccination records



(DBHDD Client Information System) Case management system used by Support Coordinators to log information concerning waiver participants



(State Electronic Notifiable Disease Surveillance System) System used to capture and report notifiable diseases in Georgia



(Visual HealthNet) Perinatal case management system used by DPH to capture and send information to DCH and CMOs



## MEDICAID ENTERPRISE



(Team Georgia Marketplace) System used by the State of Georgia for electronic procurement



(Georgia Procurement Registry) System that lists all solicitation events and provides access to solicitation documentation



(Contract Reporting and Monitoring System) System used by Office of General Counsel / Contracts Administration (OGC/CA) to assign contract numbers, track renewals / terminations, and generate reports



System used to route contracts administered by OGC/CA for internal approvals



System used by the Office of Procurement Services to generate requests for competitive grant proposals, review score and evaluate applications, and award grants



Shared service system and automation platform used enterprise-wide to store documents, capture information, and perform workflows



(Automated Survey Processing Environment) System used by HFR to input surveys of healthcare facilities



Collection of Microsoft Access database systems used by Healthcare Facility Regulation (HFR) in performing activities of regulating health facilities



Collection of Microsoft Access database systems used by the Office of Health Planning for activities related to the Certificate of Need (COV) program and for capturing data used by Medicaid



(Georgia Health Information Network) System used by providers to access patient health data through a bi-directional clinical data exchange (OHI funded)



(Medicaid Learning Center) Web-based, online Medicaid training for DCH staff



Application used by DCH to track MITA self-assessments and maturity compliance

# MEDICAID ENTERPRISE SYSTEM TRANSFORMATION | VISION AND GOALS

At the onset of the project, the Department defined its vision for the Medicaid Enterprise System Transformation and its strategic goals for the future MMIS.

**Vision:** Empowering a healthy Georgia through access to quality health care supported by innovative technology



## CUSTOMER EXPERIENCE

Enable efficient and effective interactions with stakeholders to support seamless and timely health care



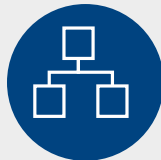
## DATA SERVICES

Enable data-driven decision making for stakeholders from a single source of truth



## PROGRAM ACCOUNTABILITY

Ensure appropriate use of state and federal Medicaid funds by identifying and reducing fraud, waste, and abuse



## TECHNOLOGY AND BUSINESS SERVICES

Be proactive and flexible to changes in technology, programs, and policy



## POPULATION HEALTH MANAGEMENT

Enhance health care quality and outcomes

A set of internally-focused initiatives was identified to help the Department prepare for and effect the Medicaid Enterprise System Transformation and ensure goals for the future MMIS are achieved.

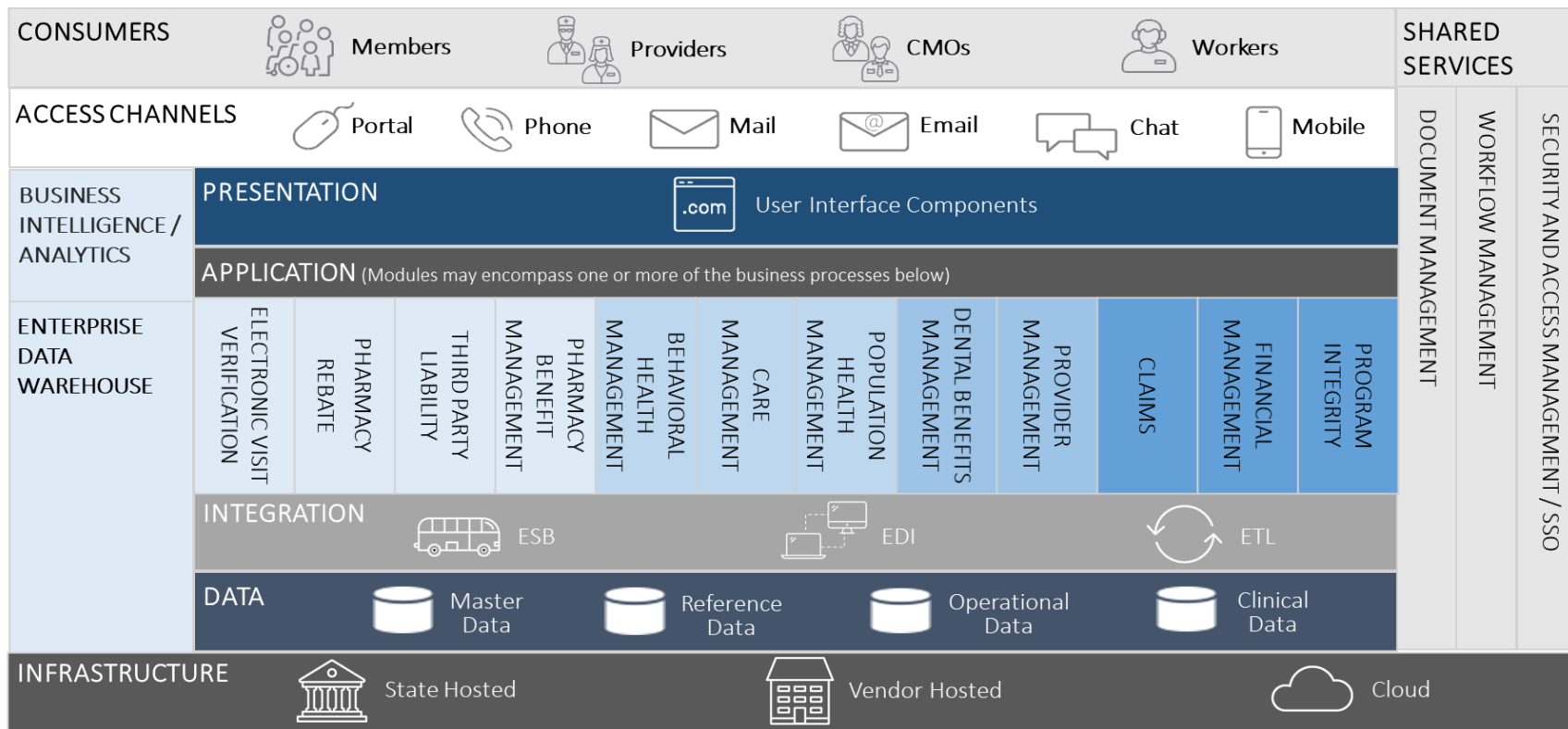
## INTERNAL INITIATIVES

- Contract Review
- Business Process Reengineering
- Governance Structure and Processes
- Data Governance
- SOA-Based Enterprise Architecture
- Organizational Change Management and Communication
- Education and Training
- Population Health Management Strategy
- Organizational Redesign



- Consider benefits, constraints, dependencies, and stakeholders associated with each initiative
- Inventory and prioritize projects within each initiative to ensure those impacting the critical path of the transformation are addressed in a timely manner
- Assess the effort required for each initiative and determine the internal and external resources required and plan accordingly from both a workforce and funding perspective
- Refine and transition initiatives into ongoing operations

# FUTURE MMIS CONCEPTUAL DESIGN | A BASELINE FOR A MULTI-YEAR JOURNEY



## DECISION MAKING FRAMEWORK | SEQUENCING

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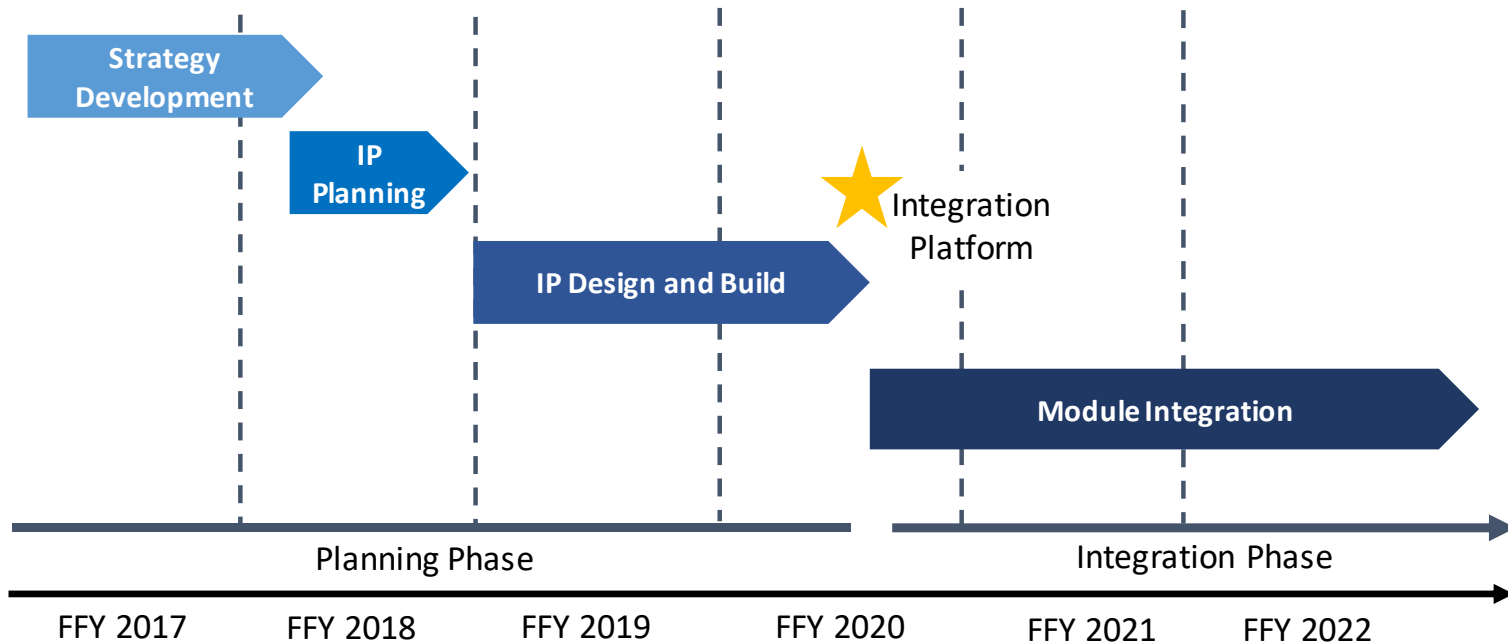
A decision making framework was developed to provide a structured tool to systematically evaluate MMIS modules to inform procurement and implementation sequencing decisions.

EVALUATION CATEGORY	DEFINITION
Organizational Alignment	How well the solution supports current and future business processes and program requirements
Disruption	Extent to which the solution disrupts operations and service delivery
Market Maturity	Maturity of the market for the solution
Benefits Realization	Tangible and intangible benefits expected by implementing the solution
Ease of Integration	Extent to which the solution can function outside of an integration platform and ease of which it can be integrated once an integration platform is established

An annual review of the strategy will help determine if there is a need to modify the planned course of action.

# MEDICAID ENTERPRISE SYSTEM TRANSFORMATION | PLANNING PHASE TIMELINE

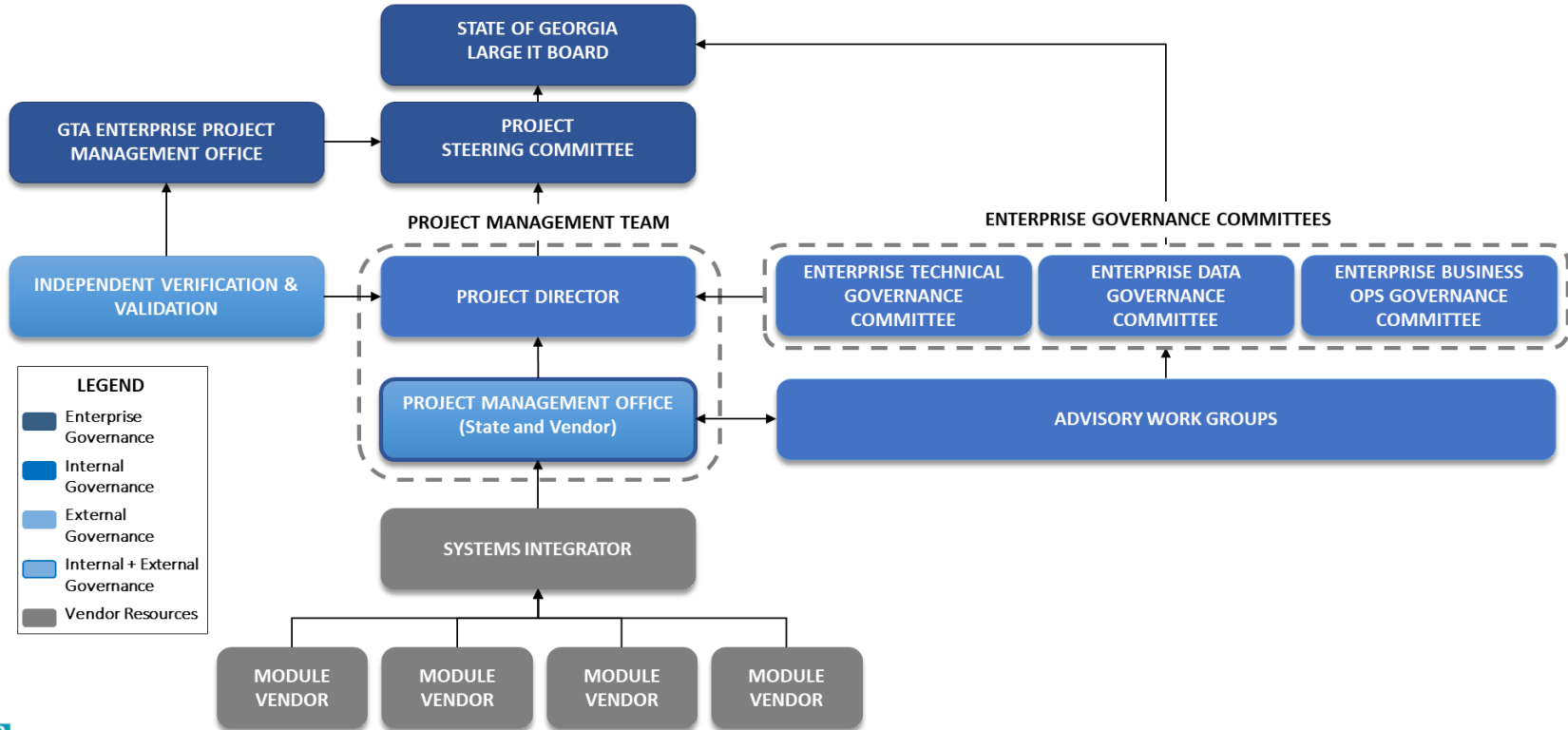
Currently, the project is in the Planning Phase which will continue until the integration platform has been established.





# PROJECT GOVERNANCE | RECOMMENDED MODEL

A governance model was designed to provide the leadership, structure, and processes necessary for project success.



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# Questions

**THANK YOU**

