Efficient Stewardship of Resources & Strong Customer Service

House Informational Session

January 28, 2025

NEW HAMPSHIRE
DHHS

Department of
**HEALTH &
HUMAN SERVICES**

Agenda

- **IT systems and the programs they support (e.g., MMIS, New Heights, EBI, Bridges/Granite Families)**
  - **Department Wide Technology**
  - **Portfolio Management Office**
  - **Technology components in the Roadmap**
  - **Division based technology systems**
- **Contracting Overview**
- **Quality & Performance (DPQI)**

Overview of DHHS Technology Support Structure

The Department of Health and Human Services (DHHS) supports 130+ programs, impacting a broad range of populations.

Eight Core Services

- Children, Youth and Families
- Behavioral Health
- Long Term Supports and Services
- Public Health Services
- Medicaid Services
- Economic Stability
- Program Quality and Integrity
- 24/7 Healthcare Facilities

Supported by Eight Department-Wide Teams

- Communications,
- Employee Assistance Program,
- Information Services,
- Facilities Management,
- Human Resources,
- Finance and Procurement,
- Health Equity,
- Legal and Regulatory Services

DHHS serves a population of over 1.3 million, including @200,000 Medicaid beneficiaries.
In addition to the Department of Information Technology enterprise technology solutions providing the foundation for services, the Department utilizes over 130 DHHS specific IT solutions to support the people in the state.

Department Wide Technology Solutions

In partnership with Department of Information Technology, DHHS has a goal to utilize enterprise architecture to reduce duplicative technology implementations and focus efforts on scalable solutions that are built using industry best practices for privacy and security practices.

Salesforce

- Support client, provider and constituents utilizing common platform for requests, complaints and incidents

Portfolio Management Office (PMO)

- Provide standards-based approach for managing department priorities
- Focus resources (people and funds) on key Department Roadmap deliverables

Enterprise Business Intelligence (EBI)

- Data management & Governance
- Data Visualization, Analytics and Reports

SharePoint

- Internal website focused on streamlining efficient access to operational information

OnBase

- Manage documents and apply record retention schedules to ensure privacy and security of data

NH Care Connections

- Improve care connections via statewide deployment across health and human services
- Support admit, discharge, transfer, shared care insights and closed loop referrals

Everlaw

- Standardize and automate Right to Know requests and streamline eDiscovery for litigations

Learning Management System

- Provide online training for both DHHS workforce and Providers where required by legislation for licensing
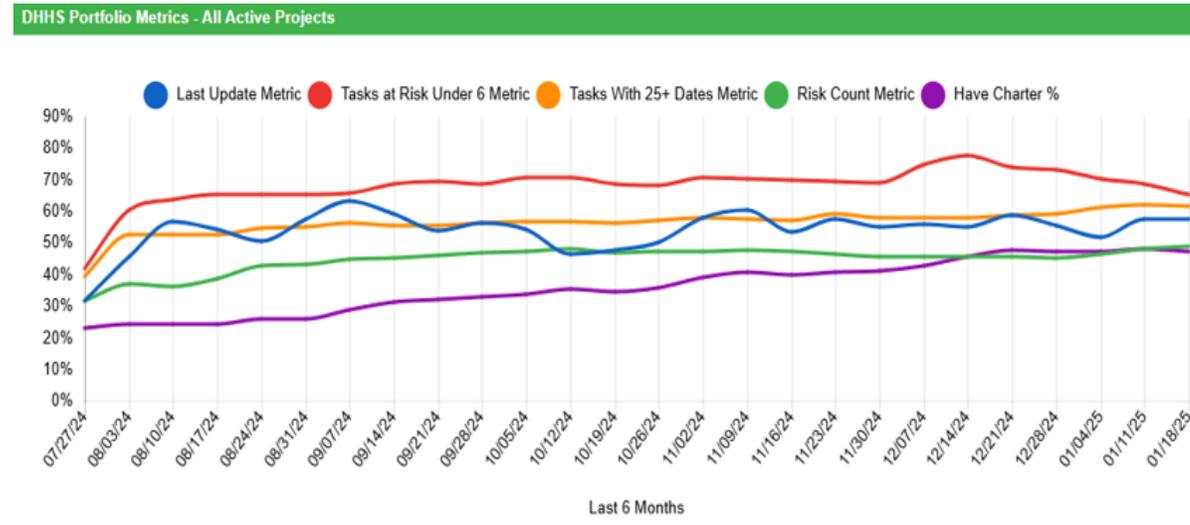
The Role of Portfolio Management Office in DHHS

Acts as the strategic engine to verify DHHS projects not only align to the department goals, but also create lasting value. By providing a structured and agile framework, optimizing training, and ensuring visibility and accountability, the PMO empowers executive leadership to confidently drive the department's strategic objectives, mitigate risks, and achieve programmatic success.

Key Areas of Focus

- Training and Education
- Templates and Process
- PM adoption and changes

DHHS Portfolio Metrics - All Active Projects

Last Update Metric · Tasks at Risk Under 6 Metric · Tasks With 25+ Dates Metric · Risk Count Metric · Have Charter %
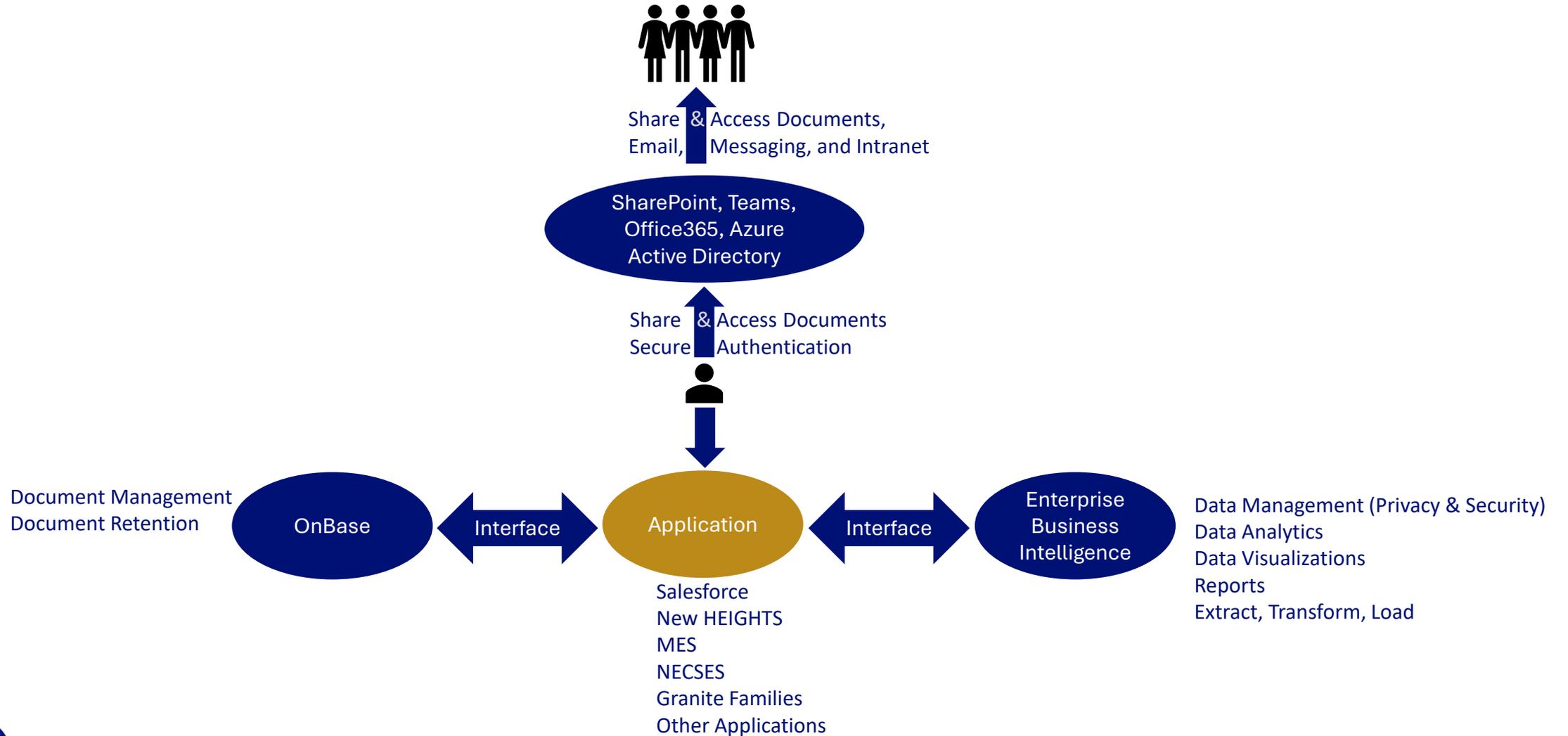
Last 6 Months

Key Metrics

- Completed 106 projects
- 104 currently Active projects
- Training
  - Trained 284 DHHS staff in 3-day trainings
  - Trained 75 DHHS leaders in a 1-day management focused
  - Established on-line training
- Consistent adoption metrics over the last 6 months showing an upward trend

Roadmap 2024/2025 - Technology Systems and Platforms

Building blocks to support multiple commitments and initiatives by using scalable technology.

Share & Access Documents, Email, Messaging, and Intranet

SharePoint, Teams, Office365, Azure Active Directory

Share & Access Documents
Secure Authentication

Document Management
Document Retention

OnBase ← Interface → **Application** ← Interface → **Enterprise Business Intelligence**

Data Management (Privacy & Security)
Data Analytics
Data Visualizations
Reports
Extract, Transform, Load

Salesforce
New HEIGHTS
MES
NECSES
Granite Families
Other Applications

Roadmap 2024/2025 - Technology Systems and Platforms

Recruitment
- LinkedIn
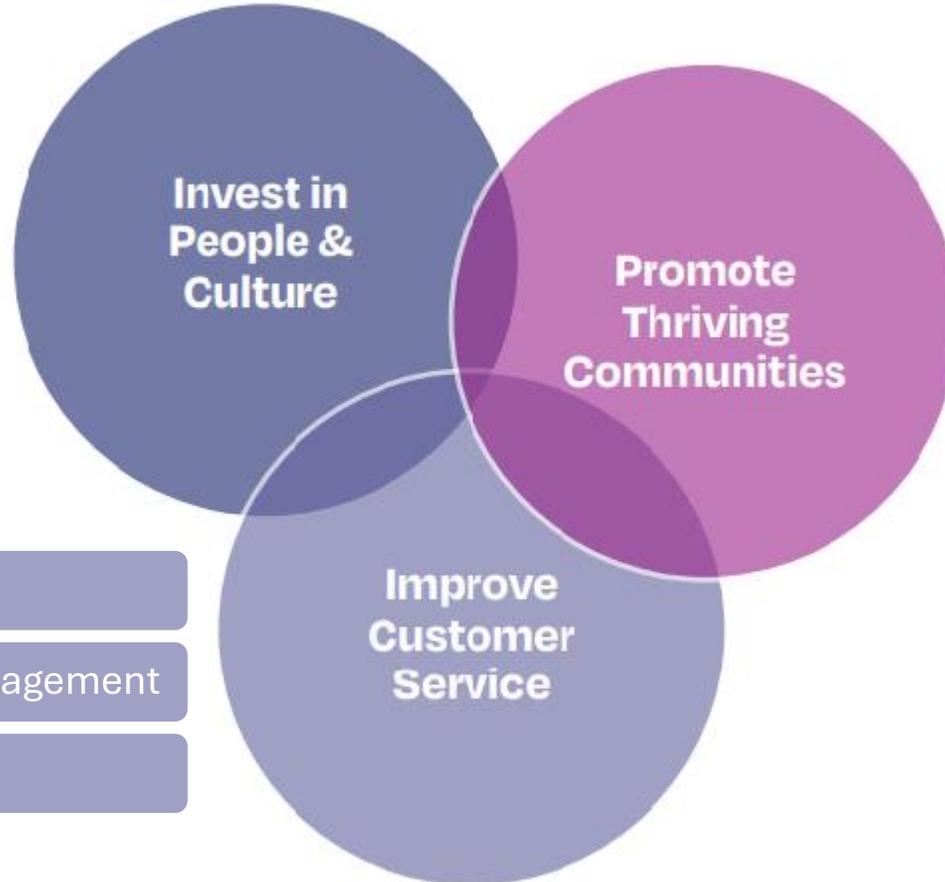- Indeed
- NH First

Safety Culture
- Physical Security Assessments
- Video Surveillance
- Badge Access Systems

New HEIGHTS & NH Easy

DocuSign – Contract Management

OnBase
- Data Classification
- Data Retention

Invest in People & Culture

Promote Thriving Communities

Improve Customer Service

NH Care Connections
- referrals, bed tracking, assessments, admissions, discharge, transfers and shared care insights

DocuSign
- Consent Management

Accela Food Protection
- online portal for food establishments-such as restaurants, retail stores, schools, etc. for license application and renewal & results

Drupal Web Content Management

New HEIGHTS & NH Easy

Medicaid Enterprise System

Laboratory Information Management
- specimen receipt, analysis, and reporting of all laboratory testing

Medicaid Enterprise System (MES)[1] Status Update

Manages cash flow, cost recoveries, cost avoidance, provider retention & claims processing for Medicaid. The MES strategy leverages a competitive marketplace & procurement strategy reducing dependency on a single vendor and architected to be scaled to support department-wide needs.

Reduce Department duplicative IT solutions/spend by implementing: Department wide systems integration, data analytics and claims processing

System supports functions in LTSS[2], Medicaid, Behavioral Health, Economic Stability, Finance and Program Quality and Integrity

Design, Development, Implementation (DDI) 90% FFP[3], M&O – 50% FFP[3] until certification then 75% FFP[3]

MES – Bundles and Contracts

- Bundle 1 – Provider Management, Provider Portal: Planned December 2025
- Bundle 2 – Enterprise Business Intelligence - Data Warehouse, Business Intelligence, Program Integrity, Managed Care Encounter Processing: Contract June 2026
- Bundle 3 – Claims, Financial Management, Prior Authorizations: SFY 29/30

- **Developmental Disability[4] System (DD): Implemented June 2023**
- Electronic Visit Verification[5] (EVV): Go-Live June 2024
- NH Care Connections Referral & Event Notification: Contract June 2024
- System Integrator[6] (SI): Contract September 2025
- Staff Augmentation: Contract September2025
- Pharmacy Benefits Management[7] (PBM): Contract June 2026
- **Quality Assurance - Implemented June 2021**
- Third Party Liability - Planned SFY 27/28 MES Capital Submittal
- Call Center: Planned SFY 27/28 MES Capital Submittal
- Member Management: Planned SFY 27/28 MES Capital Submittal

MES - Service Benefits

Serves 1 in 7 New Hampshire citizens
30,000 Medicaid Providers Enrolled
Supports Medicaid, Long Term Care, and is integrated with Eligibility and PBM[7]

Process 15.7M Medicaid claims accounting for $2B annually
Process over $400M Long Term Care Claims annually
Estate recovery - $6M annually with a state share of $1.6M

All DDI (Design, Develop and Implementation) efforts are planned for 90% federal funds reducing general fund impact and increasing service efficiencies.

Offset State staff impact and general fund impact to bring in resources with a 90% federal funding to support design, development and implementation of the solutions

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1 – Medicaid Enterprise System (MES)
2 – Long Term Supports and Services (LTSS)
3 – Federal Financial Participation (FFP)
4 – Developmental Disabilities (DD)
5 – Electronic Visit Verification (EVV)
6 – System Integrator (SI)
7 – Pharmacy Benefits Management (PBM)

NH Department of Health & Human Services

Economic Stability

NECSES

- Child Support services to IV-A (TANF & Medicaid) and IV-E (Foster Care) as well as NON-Assistance individuals (NON-TANF)
- Federally funded at 66%
- managing approximately 28,000 open cases,
- impacting around 84,000 individuals.
- Federal Fiscal Year 2024, collected $77,567,507.

Interfaces: OnBase for document management, CA Workload, DMV, SDU, IRS, OCSS, NHES, MMIS, AOC, NEW HEIGHTS, BRIDGES, CREDIT BUREAU, IVR

New HEIGHTS

- case management, eligibility determination, work program, and benefits management platform
- services to 1 in 5 New Hampshire residents
- programs including SNAP, TANF, WIC, Medicaid, Expanded Medicaid, Long Term Support Services (LTSS), Developmental Disabilities and Acquired Brain Disorder Services, and Case Management
- Future program enhancement to support Early Supports and Services in April 2025

Interfaces: MMIS, EBI, Document Imaging and Management, CMS, FNS, Options Claims, IRS, SSA, Bridges, NHED

Behavioral Health, Long Term Supports and Services

Behavioral Health	Long Term Supports and Services

Web Information Technology System

- Electronic Medial Record (EMR) System for the purpose of storing client demographic information, specifically for substance use disorders (SUD) treatment, prevention, Impaired Driver Care Management Programs, and recovery support service providers

- Supports State and Federal Reporting Requirements (including Treatment Episode Data Set (TEDS) Federal Block Grant and Centers for Disease Control (CDC) National Outcomes Measurement System data submission)

- meets compliance requirements related to HIPAA, 42CFR Part 2, and 28 CFR Part 23 standards.

Interfaces: EBI

Options

- contract management, claims processing system for social services and Adult Protective Services claims.

- Fulfills the needs of the Social Services Block Grant (SSBG) and the Older American's Act (OAA)

- services and payments for over 32,000 aging, disabled adults and family caregiver clients annually.

- @$18M disbursed via claims annually

RTM Designs Navigate System

- 100,000 Aging and Disability Resource Centers (ADRC) inquiries, 13,000 clients in the family caregiver program, over 5,000 clients applying for the Medicaid Long Term Care Choices for Independence waiver and nursing facility programs

- online search for long term care services offered by 4,000 service agencies and used by 80 ADRC staff located at 13 ADRC locations throughout the State.

Interfaces: Options interfaces to New HEIGHTS, NH First, EBI

24/7 Facilities & Office of the Commissioner

24/7 Facilities	Office of the Commissioner

• Avatar – Electronic Health Record System documents, tracks, and supports patient care in the form to treatment methods, medication management, compliance with regulatory measures, and population health data.
   • NHH serves roughly 850 patients annually from, across the entire State of New Hampshire.
   • This technology solution is specific to the operation of acute psychiatric care for the patient population.
 	
• AnSos acuity tie scheduling solution for clinical care. Provides baseline (par) staffing by unit and acuity-based scheduling (driven by specific unit census, patient condition, and external factors). This function helps assure that sufficient care giving resources are present for the support of patients across the entire schedule.
 	
• CompuTrition – patient dietary management, and food service operations and inventory
 	
• MicroMain – facilities maintenance and work order management
 	
• ProCom – Badge access for the facility
	• NH First – Administrative Services managed system supporting department financials, human resource management, and supply chain
	
	• Golden Record - accurate, de-duplicated list of employees
	
	• Cornerstone Learning Management System
	   • serves all Department Staff and offers pre-built training content with the flexibility to create new and personalized content. The centralized training solution offers advanced reporting, training tracking, and transcript management capabilities that aid the Department in meeting training policy and procedural compliance.
	
	• Everlaw - support eDiscovery of information for @3,500 discoveries per year.
	
	• Legal Files – used for legal Case Management, Document Management, Contract Management, Contact management, Reporting, Task Management/Task Delegation across teams, and expense tracking

Interfaces: EBI	Interfaces: EBI

DCYF & Public Health Services

Children, Youth and Families

Bridges
- Legacy Power Builder system originally developed in the late 1990's
- Supports average 25,000 calls resulting in 18,000 average reports, resulting in an average of 11,000 investigations

Granite Families
- Replacement for Bridges
- Compliant with Administration for Children and Families directions for states to implement a Comprehensive Child Welfare Information System
- Ability to support social workers automation needs to organize and record quality case information about the children and families receiving child welfare services

Interfaces: EBI, Document Imaging and Management, MES, NH First, Salesforce

Public Health Services

- **Granite Trace** - supports investigations and responses to infectious diseases reported each year in New Hampshire, under RSA 141-C (>8,000 reported annually).
- **Laboratory Information Management System (LIMS)** - used for specimen receipt, analysis, and reporting of all laboratory testing performed by the Public Health Laboratories.
- **Food Protection Licensing and Inspection Information System** - provides an online portal for food license application for establishments-such as restaurants, retail stores, schools, etc., as well as search for inspection results.
- **New Hampshire Immunization Information System (NHIIS)** – per RSA 141-C:20-f Immunization Registry to support a single repository of accurate, complete and current immunization records to aid, coordinate, and promote effective and cost-efficient disease prevention and control efforts.
- **DHHS Data Portal (formerly WISDOM)** - interactive website aggregating health and human services data, producing reports, maps and time trend analysis on hundreds of health-related indicators at the town, county and state levels.

Interfaces: Salesforce, EBI

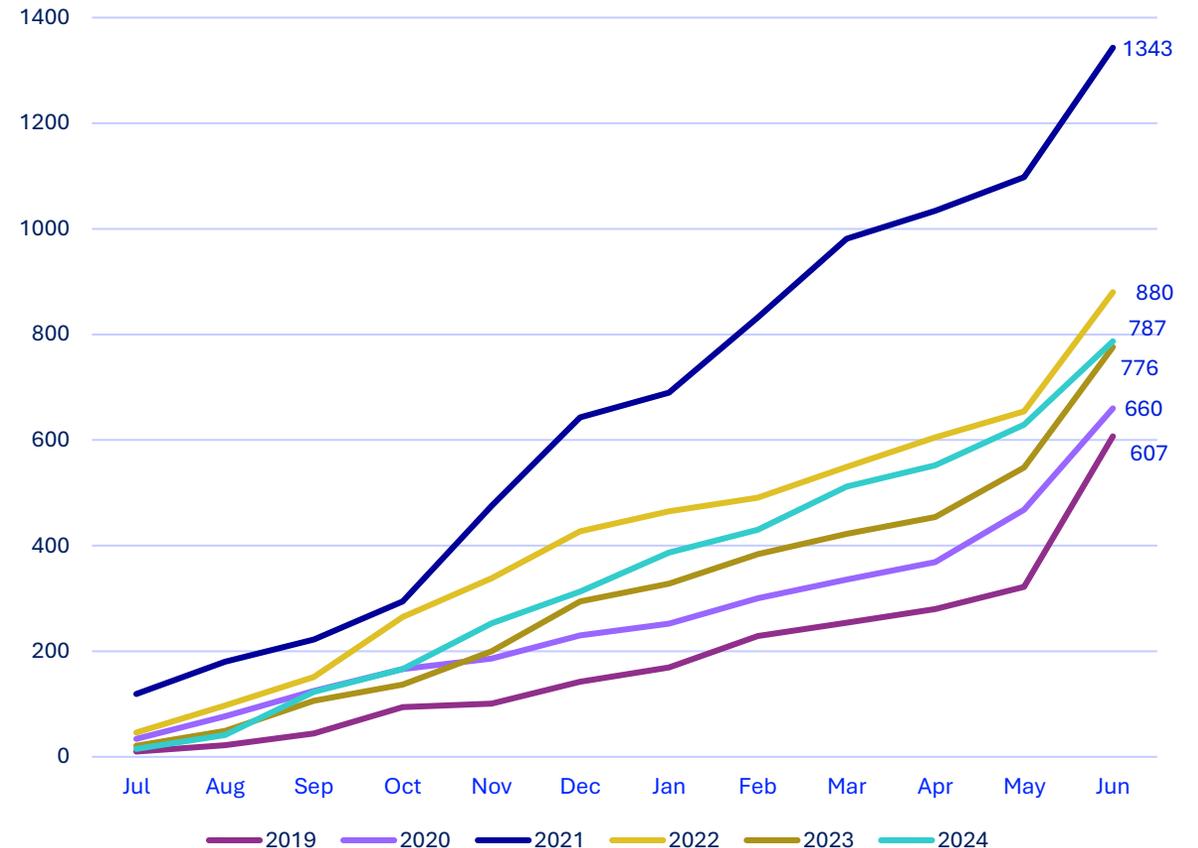# Contracting Overview

January 28, 2025

Contracting Overview

Facilitating contracting services to support positive outcomes for individuals, families, and communities served by the Department.

- **Contracts Bureau responsible for** facilitating competitive solicitations and scoring; developing and executing agreements; conducting quality/legal reviews; forecasting and tracking; and assessing vendor risk.

- **Approx. $2 billion in agreements and amendments on average per SFY*** (includes service contracts, grant agreements, MOUs, cooperative project agreements, amendments, and equipment leases)

- **92 solicitations on average per SFY***

    - Requests for Proposals – 46%

    - Requests for Applications -34%

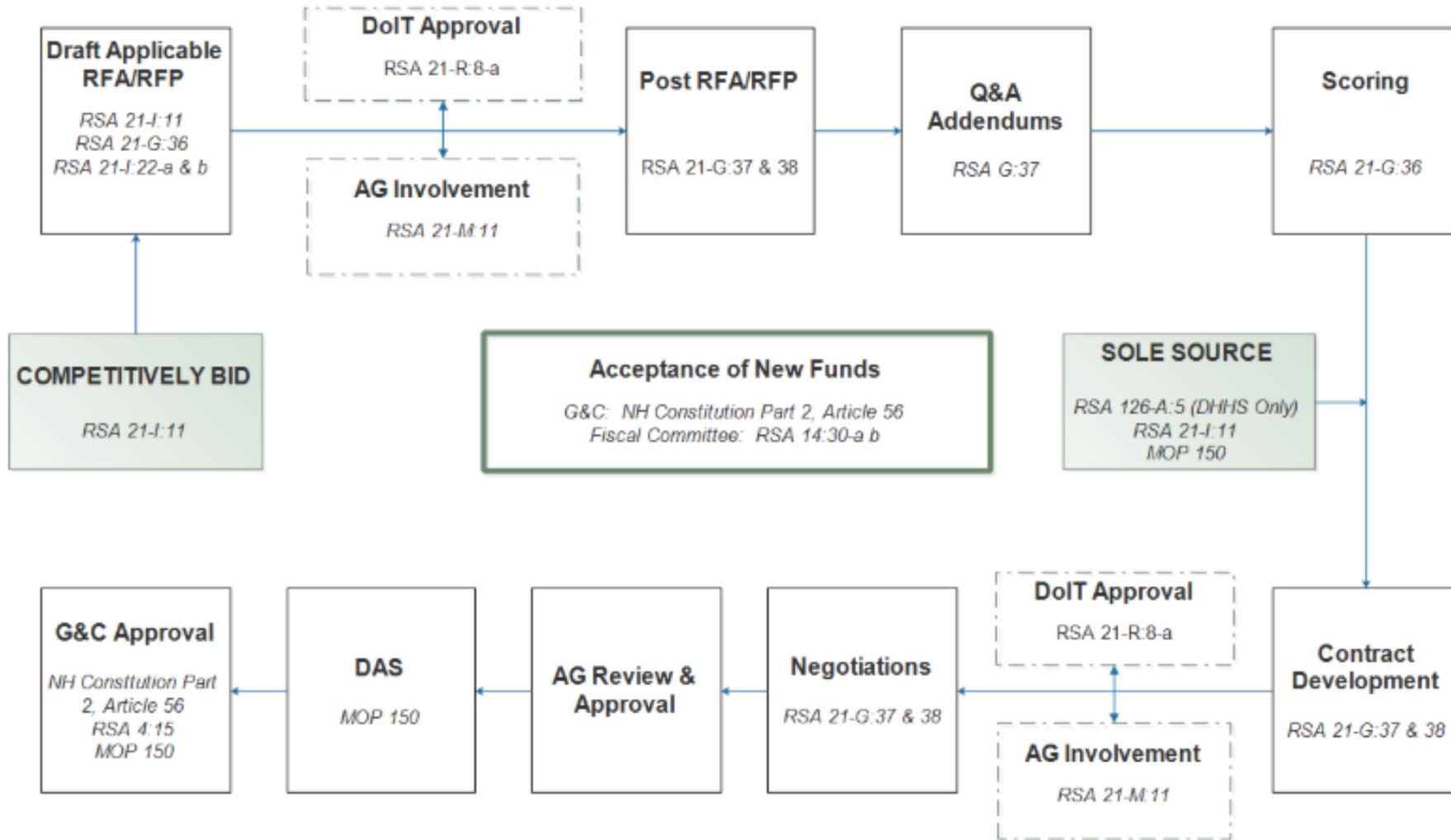   - Other (Requests for Bids, Grant Applications, Quotes, & Info) – 20%

*Based on SFYs 2022, 2023, and 2024

DHHS Agreements/Amendments Approved by SFY

Line chart showing cumulative values by month (Jul–Jun) for SFYs 2019–2024. End-of-year values: 1343 (2021), 880 (2022), 787 (2024), 776 (2023), 660 (2020), 607 (2019).

Contracting Overview

Single Agency Contracting Process

Contracting Overview

Solicitations Promote:

      Competition

      Quality Services at lowest cost

      Equal Access to Information

Agreements Ensure:
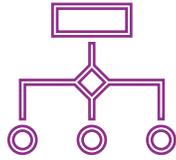
      Quality Delivery of Services

      Compliant with all funding requirements

      Provide for effective contract management

      Clear and enforceable

Risk Mitigation

      Programmatic & Financial Risk Assessments

      Legal Action

      Disputes with Contractors

      Audit Findings

Contracting Overview – Continuous Improvement

Contracts Team Model

- 3 Contract Teams led by Team Lead assigned to specific Division areas.
- Ensures consistent communication among contracts, finance, programs, vendors, and other key stakeholders.
- Appropriate span of control, consistent workloads, and ability to respond to priority procurement needs.
- Address resource gaps (recently quality control/legal staffing) that impact procurement process.


Procurement Tracking

- Maintain procurement tracking for all solicitations, agreements, amendments under development or previously approved.
- Standardized intake, assignment, and data validation processes.
- Ensure DHHS staff know the status of procurements in real time.
- Accessible, reliable, and up-to-date data analysis and reporting in Smartsheet.


Continuous Forecasting

- Provide more time for staff and vendors throughout solicitation and contracting process.
- Increased frequency of forecasting to identify future procurement (e.g., amend, re-procure, or allow to expire).
- Ensure agreements are renewed in a timely manner and do not expire.

Contracting Overview – Continuous Improvement
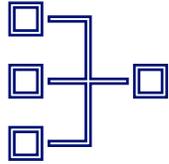
Business Management Systems

- Improve Contracts Bureau day-to-day business efforts by focusing on:
- Documentation:
  - Template reviews and updates to improve product quality and keep requirements up-to-date.
  - Ongoing policy and procedure to identify documentation gaps and opportunities for standardization.
- Workforce Development: Assessing procurement training needs and conducting sessions for contracts, finance, programs, and external stakeholders.
- Project Management: Maintaining a system to effectively conduct and measure project management activities.
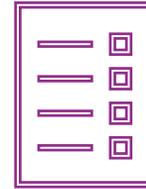
Ongoing Internal & External Surveys

- Biannual survey of Contracts staff to identify process improvements and training needs.
- Ongoing vendor survey to:
  - Monitor how vendors learn about procurement opportunities.
  - Determine length of time needed to respond (longer based on complexity of procurement).
  - Identify opportunities to simplify submission requirements and improve the vendor experience.

Risk Assessments

- Conduct organizational and financial risk assessment for each subrecipient (as defined in 2 CFR 200.331)
- Ensure vendors are properly monitored proportional to risk of noncompliance.
- Incorporate monitoring provisions in contracts (e.g., recurring fiscal reporting, meetings, file reviews, and/or site visits) to enable DHHS to support vendors and mitigate non-compliance risks.

Contracting Overview – Continuous Improvement

DHHS 2025-2025 Roadmap
Commitment 3 Improving Customer Service
Initiative 5: Streamline Payment Methods to ensure more efficient & effective delivery of services

DHHS is Actively Reassessing Standard Payment Terms

- Deliverable-Based

- Rate-Based

- Risk-Based Cost Reimbursement

- Fixed Price Contracts

Quality & Performance

January 28, 2025

Contracting And Provider Oversight

Medicaid Provider Fraud, Waste, and Abuse

- With the managed care plans, referred 25 cases to the Medicaid Fraud Control Unit at the DOJ last year.

Monitor financial stability of providers

- Specific provider types
- Financial ratio analysis from monthly financial statements
- Seek corrective action plans from providers where appropriate

Audits of Providers to ensure funds are used appropriately

- Federally required sub-recipient monitoring
- Desk and in-person audits of expenditures as requested
- Public Health, Bureau of Drug and Alcohol Services, Bureau of Adult and Aging Service, Peer Support Agencies
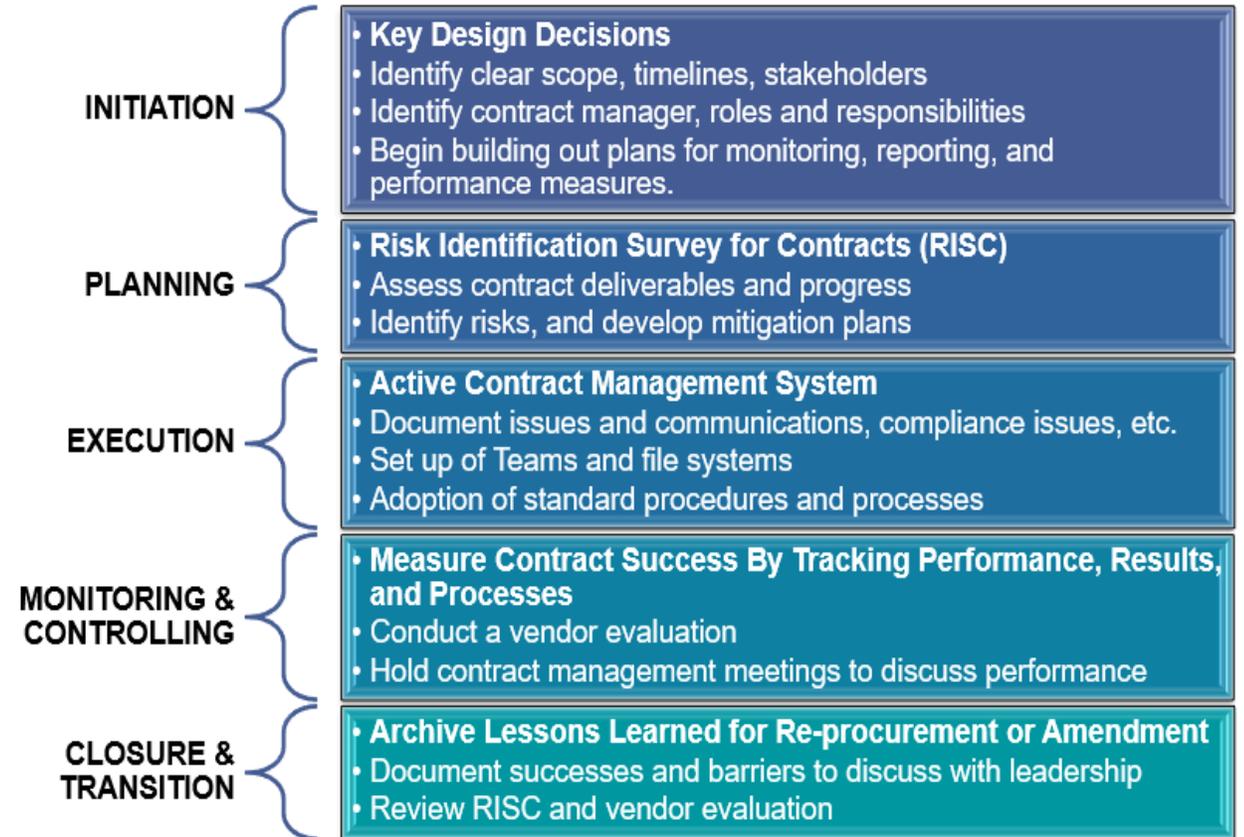
Contract Management

DHHS 2025-2025 Roadmap

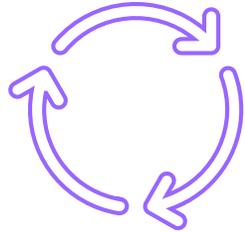*Commitment 3 Improving Customer Service*

Initiative 2: Improve outcomes for NH residents by enhancing the value of the contracting experience for partnering providers and the people they serve.

- Contract Lifecycle Management Policy
- Implementation Plan
- Engaging with 3 Program Areas at the Inception of the Contract
- Collaborate with the Bureau of Human Resources to develop standard Supplemental Job Accountabilities (SJD) for contract management and develop a methodology to rollout SJD updates
- Make available at least one tool related to each phase of Active Contract Management Framework

DHHS Contract Management Framework

INITIATION
- **Key Design Decisions**
- Identify clear scope, timelines, stakeholders
- Identify contract manager, roles and responsibilities
- Begin building out plans for monitoring, reporting, and performance measures.

PLANNING
- **Risk Identification Survey for Contracts (RISC)**
- Assess contract deliverables and progress
- Identify risks, and develop mitigation plans

EXECUTION
- **Active Contract Management System**
- Document issues and communications, compliance issues, etc.
- Set up of Teams and file systems
- Adoption of standard procedures and processes

MONITORING & CONTROLLING
- **Measure Contract Success By Tracking Performance, Results, and Processes**
- Conduct a vendor evaluation
- Hold contract management meetings to discuss performance

CLOSURE & TRANSITION
- **Archive Lessons Learned for Re-procurement or Amendment**
- Document successes and barriers to discuss with leadership
- Review RISC and vendor evaluation

Quality Metrics for Performance and Continuous Quality Improvement

Medicaid Care Management

- **Over 300 metrics reported in the Medicaid Quality Information System**
  - www.medicaidquality.nh.gov
  - Primary care and prevention (14)
  - Non-Emergency Medicaid Transportation (8)
  - Pharmacy and Polypharmacy (11)
  - Utilize the Quality Levers to incentivize the plan or providers to improve quality outcomes

CMHA Quality Service Reviews

- **Outcome – Was there a successful transition/discharge from a psychiatric inpatient facility? Assessed through 7 individual metrics to make that assessment, including:**
  - Whether the individual was involved in the inpatient psychiatric facility discharge planning process
  - Whether in-reach occurred between the community mental health center and the inpatient psychiatric facility and/or individual
  - Was there readmission to an inpatient psychiatric facility within 90 days

Service Contract Metrics

- **Performance measures included in solicitations or contracts**
  - RFA for out-of-school time included:
  - 25% increase in the number of "slots" for children based on NHCIS data from contract effective date
  - 60% of the workforce participating in training report a measurable effective impact based on satisfaction survey

NH Department of Health & Human Services

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Thank you.