The IHS Health Information Technology Modernization Program
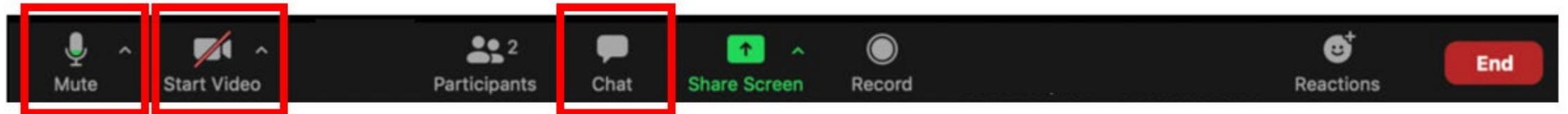
TRIBAL CONSULTATION / URBAN CONFER

MARCH 10, 2022

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

Agenda

- Introductions

- The IHS Health Information Technology (IT) Modernization Program Overview

- Electronic Health Record Solution

- Acquisitions

- Governance – Focus Groups

The Health IT Modernization Program

PROGRAM OVERVIEW

IHS Health IT Modernization Program Summary

- In consultation with Tribes, the Indian Health Service (IHS) began a multi-year Health Information Technology (IT) Modernization Program
- At the center of the Program is the replacement of the Resource and Patient Management System (RPMS) with a commercial electronic health record (EHR) solution that meets or exceeds existing capabilities
- The new system will support consistent patient management across Indian country through a user-centered governance model, infrastructure enhancements, and data integration
- This enterprise approach to health information technology can drive multi-generational improvements to the health and well-being of American Indian and Alaska Native (AI/AN) people

Need for Health IT Modernization

- The Resource and Patient Management System (RPMS) has served the I/T/U for nearly 40 years
- Technology advances, the regulatory environment, and the distributed deployment model have created significant challenges for RPMS development and operations
- The RPMS has dependencies on U.S. Department of Veterans Affairs (VA) VistA system which is scheduled for replacement with a commercial EHR product
- Several independent reviews identified opportunities for Health IT to improve AI/AN patient care:
  - The U.S. Government Accountability Office (GAO) Report 19-471 listed RPMS as a "critical federal legacy system in need of modernization"
  - Two U.S. Office of the Inspector General (OIG) reports cited recommendations to improve systems (A-18-16-30540 and A-18-17-11400)
- **After Tribal Consultation / Urban Confer, the IHS determined that full replacement of RPMS represents the most appropriate, realistic, and sustainable option for IHS Health IT modernization**

IHS Health IT Modernization Program Overview

Governance
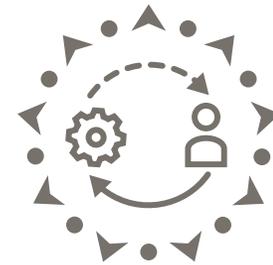Establish standards, guidance, and processes to support critical decision-making

Acquisition and Program Planning
Develop and execute vision for a set of acquisitions providing an enterprise health information system and infrastructure
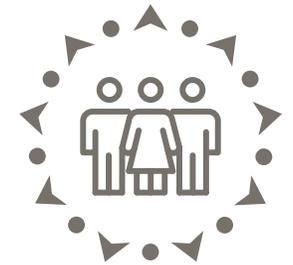
Technology & Data
Identify the solutions that meet federal standards and tribal needs to deliver healthcare to the American Indian and Alaska Native population

Organizational Change Management Support
Dedicated resources that help organizations and their users prepare for, learn, and use the new technology solutions
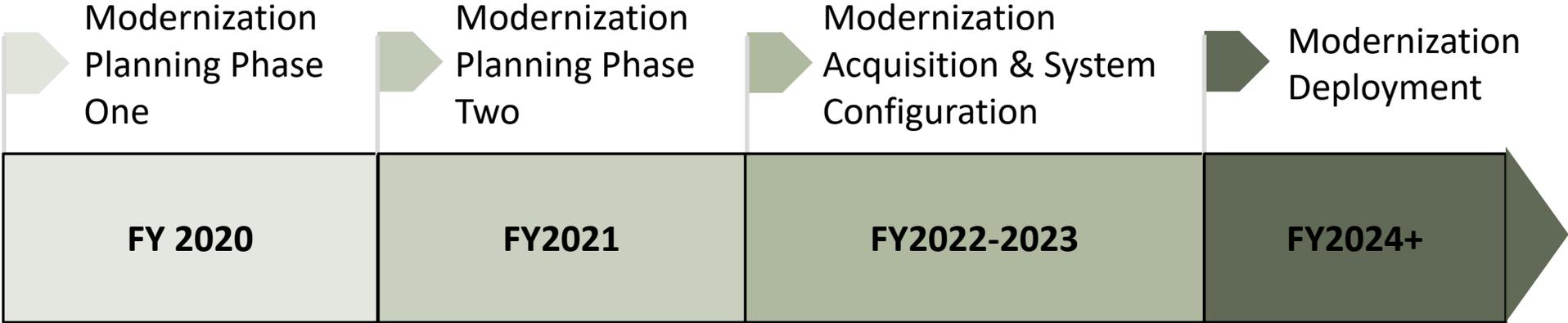
Program Management Office
Establish standards, guidance, and the baseline to manage the program

Program High-Level Timeline

Modernization Planning Phase One	Modernization Planning Phase Two	Modernization Acquisition & System Configuration	Modernization Deployment
FY 2020	**FY2021**	**FY2022-2023**	**FY2024+**

Project Major Milestones

2018
- HHS/IHS Modernization Research Project initiated to identify approaches for IHS Health IT modernization

2019
- Final report published, representing extensive research and tribal consultations providing four approaches to modernization

2020
- Health FFRDC Task Order and Kickoff
- Program Management Office stand-up
- Listening Sessions on modernization approaches

2021
- Decision memo for replacement of RPMS
- Listening Sessions
- Initial Acquisition Strategy
- PMO Design & Phased Implementation
- Request for information (RFI)
- Initiated Executive Steering Committee
- Virtual Industry Day (300+ attendees)
- Congressional Data Call Inquiry Analysis
- Statement of Objectives through two listening sessions and the August 9, 2021, Tribal and Urban Leader Letter

Electronic Health Record (EHR) Solution

ENTERPRISE EHR IMPROVES AI/AN PATIENT OUTCOMES

Last Updated: March 9, 2022

# RPMS Challenges and Benefits of Modernization

Outdated Technology

Does not support modern interfaces, mobile devices; difficult to recruit developers, and support staff

Decentralized

RPMS is implemented and managed locally, with considerable variability in support, user experience, and data quality; little interoperability

Unsustainable Development & Support Model

Constantly evolving technology & regulatory environment; development distracts from IHS core mission

Current RPMS Challenges

Health IT Modernization Solutions
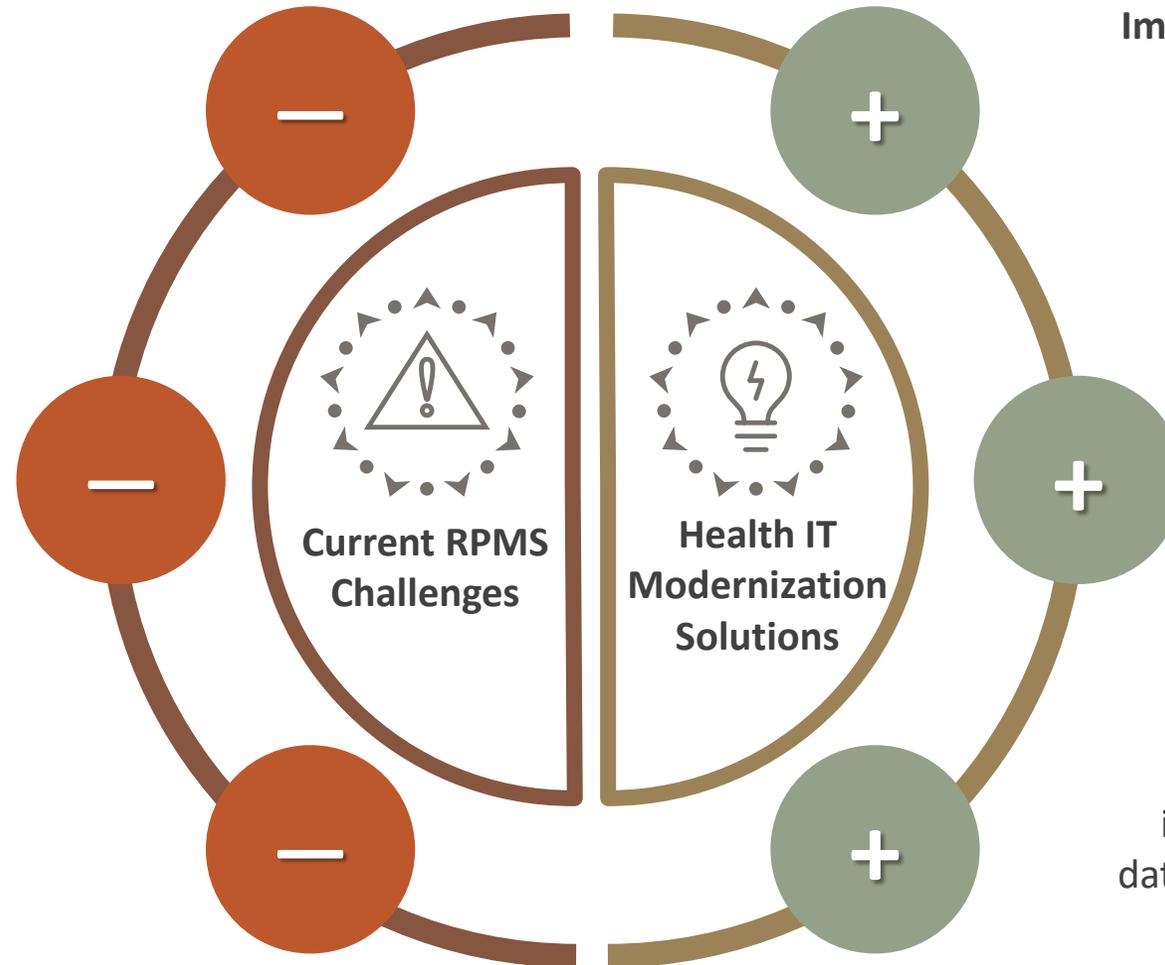
Improved Capabilities & Usability

Fill gaps in legacy system functions, modern user interfaces, improved patient-provider communication and access to information

Improved Interoperability

Facilitate data sharing within the I/T/U, with VA and private sector partners for care coordination & patient safety

Enterprise Operations

Simplify the system support, improve collaboration, improve data management, and leverage a user-driven governance model

The IHS Health IT Modernization Program Funding

IHS distributed $141M from the CARES ACT and American Rescue Plan Act to federal, tribal, and urban Indian sites in FY21 for telehealth and technology needs

$8M

FY2020 appropriations provided funds to establish the IHS Health IT Modernization Program Management Office (recurring)

$34.5M

FY2021 appropriations increased to $34.5M for the Health IT Modernization Program (recurring)

$65M

CARES Act of 2020 provided funds to accelerate the Program based on the FY2021 request (one-time)

$70M

FY2021 American Rescue Plan Act provided funds for the IHS Electronic Health Record (one-time)

Acquisitions

INTEGRITY IN ACQUISITIONS PROMOTES EQUITY

Contracting Strategy for the IHS Enterprise Health IT Modernization Solution

- **Description**: Replace the RPMS health information technology platform with an enterprise solution that utilizes innovative next generation technologies and incorporates best practice clinical and business processes for improved health care outcomes

- **Small Business Opportunities**: Numerous teaming opportunities will likely be available to address the diverse requirements of the IHS Health IT Modernization solution

IHS Partnership with Acquisition Services Directorate (AQD)

What is AQD?

- AQD, under the auspices of the Department of Interior's Interior Business Center, is a Federal Franchise Fund (Fee-for-Service) Contracting Office that operates under the authority of the Government Management Reform Act

- AQD provides cradle-to-grave contracting support to all Federal Agencies and the Department of Defense

Objective	AQD Procurement has a dedicated team to handle the solicitation, award, contract administration, and invoice payments for this requirement

Acquisition and Program Planning

FAR 3.104 Procurement Integrity

Integrity of Acquisitions Process

- Ensure the protection from disclosure of contractor bid or proposal information or source selection information before the award of a Federal agency procurement
- Ensure all offerors are treated fairly and provided equal access to information
- Ensure the Government evaluation team is free from personal conflicts of interest

Acquisition-Related Activities to Date

Health IT Modernization Solution			PMO/OCM
Request for Information #1	**Virtual Industry Day**	**Request for Information #2**	**Request for Information #3**
▪ Closed April 19, 2021 ▪ Invited industry to make recommendations regarding IHS Health IT modernization approach	▪ Held on May 21, 2021 ▪ Presented slides on the modernization initiative, answered questions during and following event ▪ Over 300 attendees representing 193 companies and organizations	▪ Closed September 3, 2021 ▪ Invited comments on draft Statement of Objectives and draft Sample Task Order for future Request for Proposal	▪ Closed December 3, 2021 ▪ Sought information from qualified companies about program management office (PMO) and organization change management (OCM) service offerings

Governance

COLLABORATION, SHARED EXPERTISE, AND TRANSPARENCY

Complex Partnerships and Relationships

Federal & National Organizations

HHS
Dept. of Interior
VA
OMB
White House
Congress
NCAI
NIHB

Urban Organizations

Native Communities

Patients & Beneficiaries

Service Units
Facilities
Tribal Health Boards
Providers

Tribal Leaders/ Partners

IHS – HQ, Advisory Committees

HIT Mod Team

Area Offices
Area Health Boards
Tribal Epi Centers
Regional Leader Organizations

Vendors/ Contractors

Area & Regional Organizations

RPMS Replacement Impact on I/T/U Programs

EHR Users - IHS/Tribal/Urban (I/T/U)

Compacted Shares

Retained Shares and Direct Service

1. Commercial EHR users can continue to use existing systems

2. RPMS users will need to implement a commercial system or adopt the IHS Enterprise EHR

3. RPMS will be replaced with the IHS Enterprise EHR
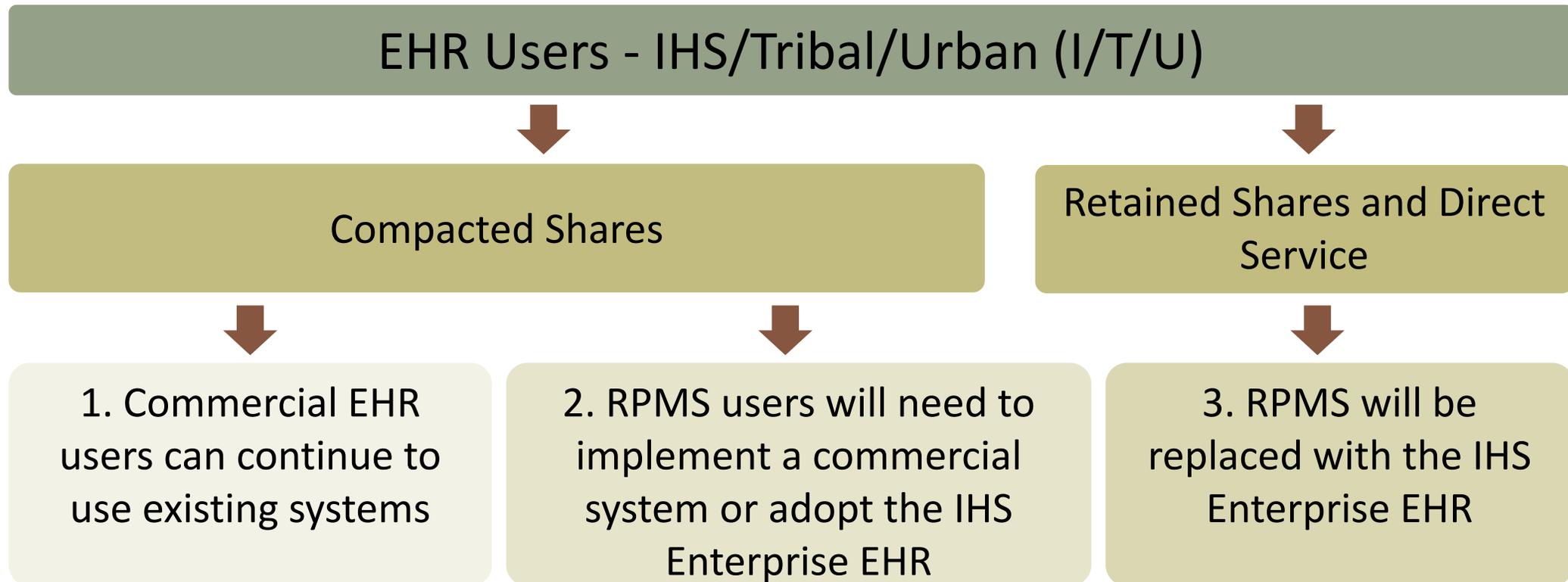
The options and flexibilities through 93-638 remain available

Governance Increases Collaboration & User Input

Federal Responsibilities

| Health IT Modernization ESC | Establish priorities & guide modernization actions |
| PMO | Report progress, elevate program risks, submit resourcing requirements |

Consult and Confer in partnership to achieve program outcomes

Partnership with Tribal & Urban Leaders to Guide Healthcare Modernization

Communication with all I/T/U partners (12 IHS Areas, 574 Tribes, 41 UIOs)

| Interoperability Group | Data Management & Analytics Group | Health IT Implementation Advisory Group |

Routine meetings to achieve program outcomes

Share experience and perspectives

Legend:

Step 1 – Federal responsibilities

Step 2 - tribal, urban, and federal (IHS)

Step 3 - I/T/U enterprise solution participant agreement*

Enterprise System Management

Enterprise Management Group*

Quality
Ambulatory Care
Hospital/ED Services
Specialty Care
Behavioral Health
Ancillary Care
Revenue Cycle

Purchased/Referred Care
Health Information Management
Population Health
Data Analytics
Patient Engagement
More . . .

Existing AI/AN Advisory Groups

* Defined in a new agreement with participants in the Enterprise Solution

Broad Participation in Governance - Focus Groups

Direct contributions from tribal, urban, and IHS healthcare programs will inform planning, design and implementation of the Health IT Modernization Program

4 Feedback from Tribal leaders and SMEs will be a valued source for advancing the Health IT Modernization Program

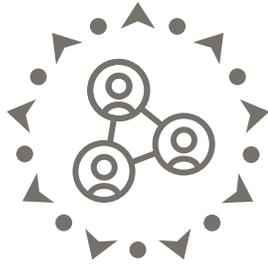**1** IHS will seek subject matter experts to participate across I/T/U organizations and sites

3 Tribal, urban, and federal participants will be consulted to provide input on Health IT Modernization Program

2 Tribal, urban, and federal organizations will have direct representation in focus groups

Focus Group Priorities

Interoperability Group

Responsible for reviewing and suggesting strategies, operational requirements, clinical practice standards, and performance measures that inform the interoperability solution design and project planning

Data Management & Analytics Group

Responsible for reviewing and suggesting strategies that support effective data use, security and privacy controls, and standards
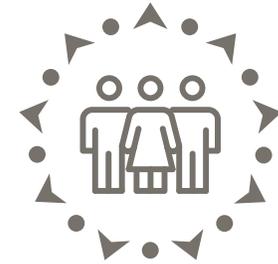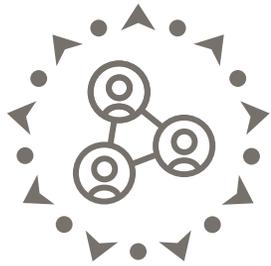
Implementation Group

Responsible for helping the ESC understand the lessons learned, challenges, and strategies used by other federal agencies, tribes, and urban Indian organizations to modernize their Health IT capabilities
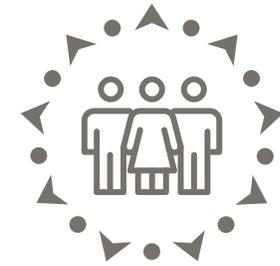
Feedback on Focus Groups

Interoperability Group

Data Management & Analytics Group

Implementation Group

- ▪ We have identified three focus groups. Additional focus groups may be formed as needed.
  - – Did we miss any critical area or need?
  - – What high priority topics should be addressed within each focus group?
  - – What should IHS do to include the appropriate voices and encourage broad participation in the focus groups?

Call to Action: Identify Subject Matter Experts

- If you would like to identify someone from your organization for the Focus Groups, please contribute your selections via IHSHITModernization@ihs.gov. Include the following information in the email:
  - Name
  - Title
  - Credentials
  - Organization
  - Email address, and
  - Focus Group(s) participation

Questions & Answers

CONTEXT ON THE IHS HEALTH IT MODERNIZATION PROGRAM

Program Questions and Answers (1/2)

Question	Answer
What are the benefits of the IHS Health IT Modernization Program for Tribes?	Tribes will benefit from the replacement of RPMS through (1) option to participate in the IHS enterprise solution, (2) solution for storing historical RPMS data, (3) publication of IHS-specific requirements (e.g., for reporting) that can be leveraged by commercial vendors supporting Tribes, and (4) interoperability with the VA and any certified EHR. The scope of IHS planning considers infrastructure capable of supporting I/T/U Health IT needs nationally.
Why can't IHS join the VA and DoD effort to save money and time?	IHS is collaborating with the VA/DoD effort to implement lessons learned and best practices. The VA/DoD project consolidates all their existing systems into one instance of an EHR that encompasses every site and patient. Joining the VA/DoD shared environment is not feasible. IHS will need to mature its EHR governance model to accommodate the consolidation of the Health IT infrastructure.

Program Questions and Answers (2/2)

| Question	Answer
How will federal, tribal, and urban partners inform Health IT Modernization?	The Program will address tribal and urban leaders through Tribal Consultation and Urban Confer to engage leaders and solicit guidance as needed. IHS will ask tribal and urban leaders to identify technical subject matter experts to participate in focus groups to collaborate and provide input regarding the Program. The Program has identified three initial groups for interoperability, implementation, and data management & analytics. Additionally, IHS will form an enterprise governance body to ensure the new system is managed and maintained by the I/T/U users participating through a robust governance structure.
My tribe is planning to move off RPMS soon. Can you tell me what you are selecting so we know what to do?	IHS has not decided on an EHR vendor for an Enterprise EHR. The IHS EHR will be a unique instance of a commercial system. IHS is building the infrastructure to address I/T/U Health IT needs through the Modernization Program. Selecting the same vendor will not put you on this unique and dedicated infrastructure. IHS is committed to building a solution on industry standards to be interoperable with any certified system on the market.

Closing

- Please submit written comments on Health IT Modernization following the session by **E-MAIL** to consultation@ihs.gov or urbanconfer@ihs.gov, respectively. Please use the SUBJECT LINE: **Health IT Modernization**.

- Please provide written comments by April 10, 2022.

- Next Tribal Consult/Urban Confer

DATE: Tuesday, May 3, 2022

TOPIC: Health IT Modernization Governance

TIME: 2:00 p.m. – 3:30 p.m. (Eastern Time)

REGISTER AT: https://www.zoomgov.com/meeting/register/vJItd-6qqDsiGsimr4cRtEsEfPTXeq22GHM
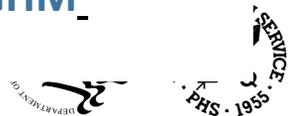
To learn more about the IHS Health Information Modernization Program visit the IHS website

To sign up for Program updates visit the Sign Up page on the IHS website