

# Marrying Strategic, Operational and Information Technology Planning:

Two Separate Frameworks in Support of Common  
Goals for Healthcare Organizational Efficiency  
and Effectiveness

Speakers:

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May 17, 2016

# HEALTH MANAGEMENT ASSOCIATES

Cisco WebEx Event Center

File Edit Share View Communicate Participant Event Help

Quick Start Event Info

## Test

Host: HMA Events  
Event number: 666 221 939

Record End Event

I Will Call In Share My Desktop Invite & Remind

Participants **Chat** Recorder Q&A

Participants (1)

Speaking:

Panelists: 1

**HMA Events** (Host, me)

Attendees: 0 (0 displayed)

Chat

Send to: All Panelists

Select a participant in the Send to menu first, type chat message, and send...

Send

Q&A

All (0)

Select a question, and then type your answer here. There is a 256 character maximum.

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Copy Meeting URL

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Attendees: 0 (0 displayed)

Chat

Send to: All Panelists

- Host
- Presenter
- Host & Presenter
- All Attendees
- All Panelists**
- All Participants
- Select an Attendee...

Select a question, and then type your answer here. There is a 256 character maximum.

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Send

Q&A

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DAY HEALTH STRATEGIES'

MOSAIC



MATURITY MODEL™

Maturing Organizations' Strategic  
Assessment of Internal Capabilities

Rosemarie Day, President  
Sarah Matousek, Consultant

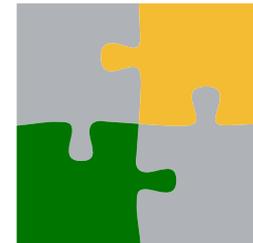
# Agenda

- What is a maturity model?
  - Background
  - Key Elements
- How to use the MOSAIC Maturity Model<sup>TM</sup>
  - Solutions
  - Results
  - Timeline
- Case Study

# Organizational Maturity Concept

- An organizational maturity model describes how business capabilities mature toward the most sophisticated practices

## Maturity



# Day Health Strategies' MOSAIC Maturity Model™

# MOSAIC



MATURITY MODEL™

Maturity



Start

Stable

Sophisticated

Organization



Strategy



Infrastructure



Industry-Specific



- The model assesses four main organizational categories:
  - Organization
  - Strategy
  - Infrastructure
  - Industry-Specific/Unique Capabilities
- Capabilities are often at varied maturity stages.
- The goal is to assess the current situation, identify most critical improvement areas, and mature those first.

# ORGANIZATION

## START

## STABLE

## SOPHISTICATED

LEADERSHIP

Individuals functionally siloed, task-oriented leadership. "Cowboys."

Some leaders responsible for aligning day to day activities with overall strategy. Some collaboration.

Executive team fully invested in enterprise-wide learning and achieving strategic goals. Fully collaborative.

CULTURE

Little teamwork or accountability for results. Change averse.

Some teamwork, some frontline results accountability, reluctantly change accepting.

Teamwork is cultural, all-employee accountability, change embracing.

GOVERNANCE

Minimum governance compliance, as defined by statute.

Organization wide responsibility, but little enforcement.

Organization-wide integration of ethics, compliance, accountability, monitoring, assurance.

# How do we evaluate organizational maturity?

- DHS has created a proprietary Maturity Assessment
- Assessments can be taken by employees at all levels for balanced perspective
- Assessment results are scored to give a final MOSAIC Maturity Model™ score
- For thorough evaluation, assessments are paired with interviews and surveys

## ORGANIZATION

### Leadership

#### 1. How would you describe the leadership style at your organization?

- It is not clear who is in charge. Decisions are made by the group as needed.
- One leader is in charge and dictates all tasks and decisions.
- Senior staff members make decisions together after reaching some form of consensus.
- Organizational strategy is well-defined and guides leadership decision-making. Decisions are made collaboratively and quickly.

#### 2. How would you best describe the leadership approach at your organization?

- Leaders don't listen to criticism or encourage dialogue
- Leaders are more concerned with personal gain than organizational success
- Leaders are focused on building the careers of their employees and improving internal processes
- Leaders are constantly working to innovate by tapping into internal talent and initiating external alliances |

# Typical In-Depth Maturity Assessment Timeline



- Identify representative business areas and key personnel
- Schedule assessment activities
- Hold kickoff meeting with relevant staff

- Administer paper or online assessment to key personnel at all levels
- Perform additional assessment activities: interviews, focus groups, archive reviews
- Build support for implementing recommendations

- Draft, prioritize, and communicate findings
- Develop specific, tailored, actionable recommendations
- **Recommendations include solutions that can be implemented by the DHS team over extended timeframe**

# Example: Maturity Assessment Results

CAPABILITY AREA		MATURITY LEVEL		
		Start	Stable	Sophisticated
Organization	Leadership			✓
	Culture			✓
	Governance		✓	
Strategy	Customers	✓		
	Stakeholders		✓	
	Finance	✓		
Infrastructure	People	✓		
	Process		✓	
	Technology	✓		
Specific/Unique Areas	Contract Management		✓	
	Customer Service			✓
	Legal		✓	



# Solutions

- Based on the results of the assessment, we have developed a series of targeted solutions to help mature specific capability areas
- In our experience, implementing a solution for one area has the benefit of maturing multiple areas simultaneously in a domino-like effect

## ORGANIZATION



STRATEGIC PLANNING  
EXECUTIVE COACHING  
CHANGE MANAGEMENT

## INFRASTRUCTURE



DASHBOARDING  
TRAINING  
PROCESS IMPROVEMENT  
PROJECT MANAGEMENT

## STRATEGY

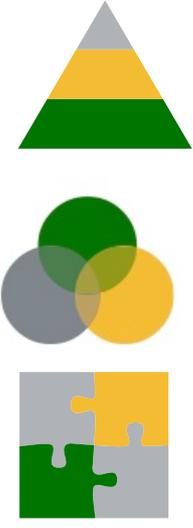


STRATEGIC PLANNING  
SUSTAINABILITY PLANNING  
FOCUS GROUPS

## SPECIFIC/UNIQUE

CONTRACT NEGOTIATION  
CONTRACT MANAGEMENT  
PROJECT MANAGEMENT  
TRAINING

# Case Study: Maturity Assessment Results



CAPABILITY AREA	MATURITY LEVEL
ORGANIZATION Leadership // Culture // Governance	Start >> Stable >> Sophisticated  x
STRATEGY Customers // Stakeholders // Finance	x
INFRASTRUCTURE People // Process // <b>Technology</b>	x
SPECIFIC EXCHANGE CAPABILITIES <b>Contract Mgmt // Customer Serv. // Legal</b>	x

# CAPABILITY AREA: Contract Management

- **Roadmap: Move Contract Management from Start to Stable**



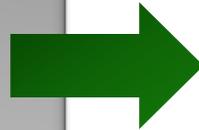
- **Overall Solution: Enhance Management Approach and Tools**

Strategy	Capability Area(s) Affected
<b>Create and Implement Interagency Governance Model Mentoring/Coaching (Time Management, Supporting Direct Reports, Prioritizing)</b>	Contract Management, People, Process People, Culture
<b>Individual Management Meetings</b>	Governance, People, Culture
<b>Individual Budget Check-Ins</b>	Governance, Process, Finance, Culture
<b>Performance Reviews</b>	People, Process, Culture, Governance
<b>Manage to KPIs (contract negotiating, dashboard, accountability)</b>	Process, culture, Contract Management, Governance
<b>Manage vendors by functional areas (using budget)</b>	Finance strategy, Process, Governance, Contract Management

# Case Study Results

## TARGETED SOLUTIONS

- Design and implement governance structure
- Deploy executive project management approach
- Dashboarding
- Executive coaching
- Negotiate new contact center contract



## RESULTS

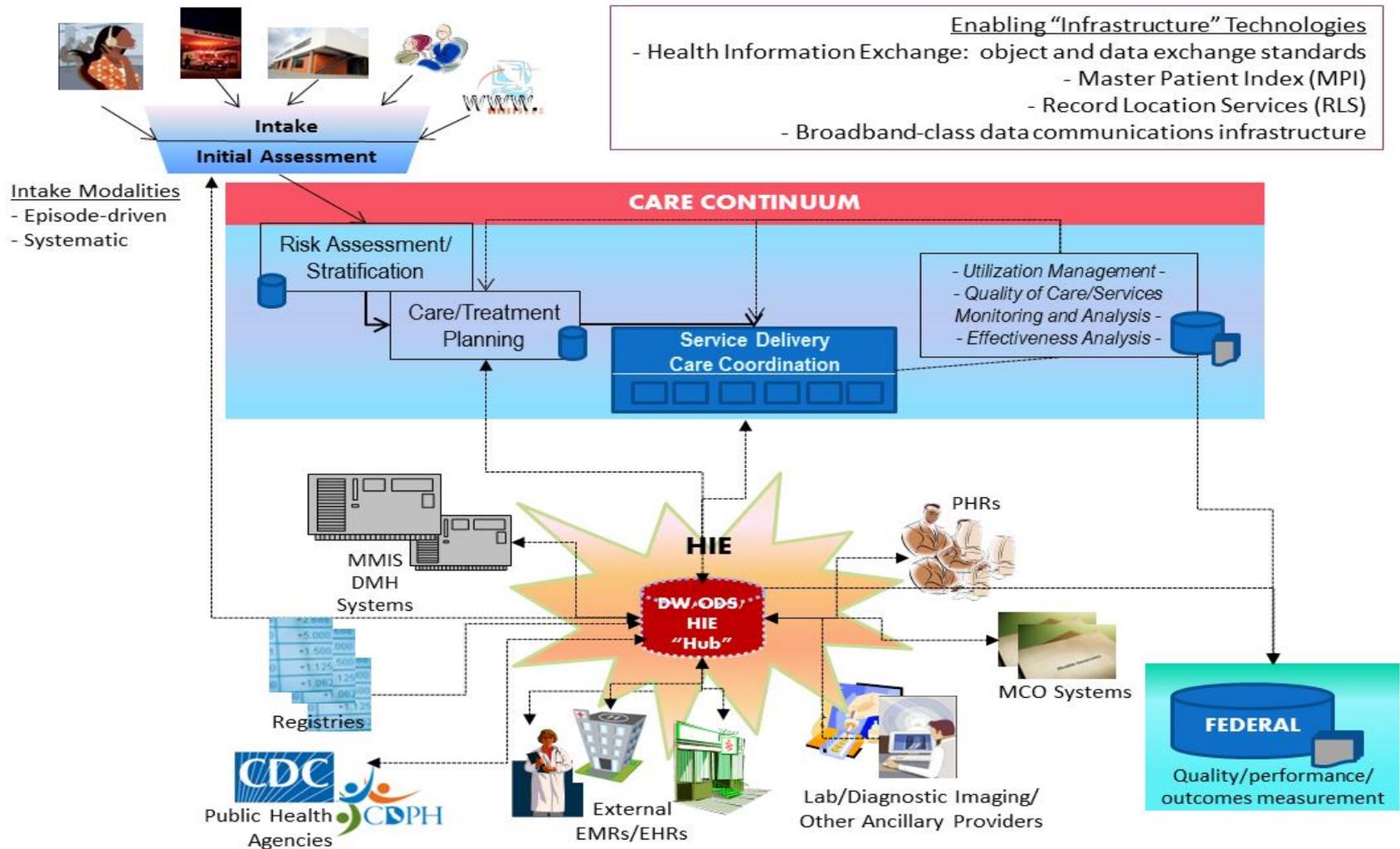
- Established sound inter-agency governance structure
- Executive team uses project management paradigm with great success
- Company is now managing to data
- Equipped employees with efficiency tools and accountability
- Customer facing operations improved considerably

Overall organization moved toward stability in several capability areas

# **An IT Framework for Accountable Care: Building IT Capabilities that Support the *Business* of Accountable Care**

# HEALTH MANAGEMENT ASSOCIATES

PREMISE: The New World of IT for Health Care Organizations (HCOs)  
*Technology is plentiful, funding is available, challenges abound...*



# The New World of IT for Health Care Organizations

## *Manageability and Cost Challenges*

- Strong IT resources who are fluent in the language of health care and can relate to health care personnel are scarce and in high demand
  - Historically health care has not been the field that has attracted these resources
  - Compensation for IT resources in health care has lagged other industries
  - Historically health care IT = heavy upfront cost + significant maintenance expense
  - Historically health care IT solutions have not been the most technologically advanced or the easiest to maintain and adapt
  - Until fairly recently few companies developed IT solutions for health care organizations, they were “closed” and built on less advanced technology platforms
- ❖ **The new IT world has the potential to exacerbate these problems**
- ❖ **Add to that the challenge of integrating and managing multiple information systems in a difficult economic environment with competing priorities**

# Health Care IT Projects: Lessons Learned

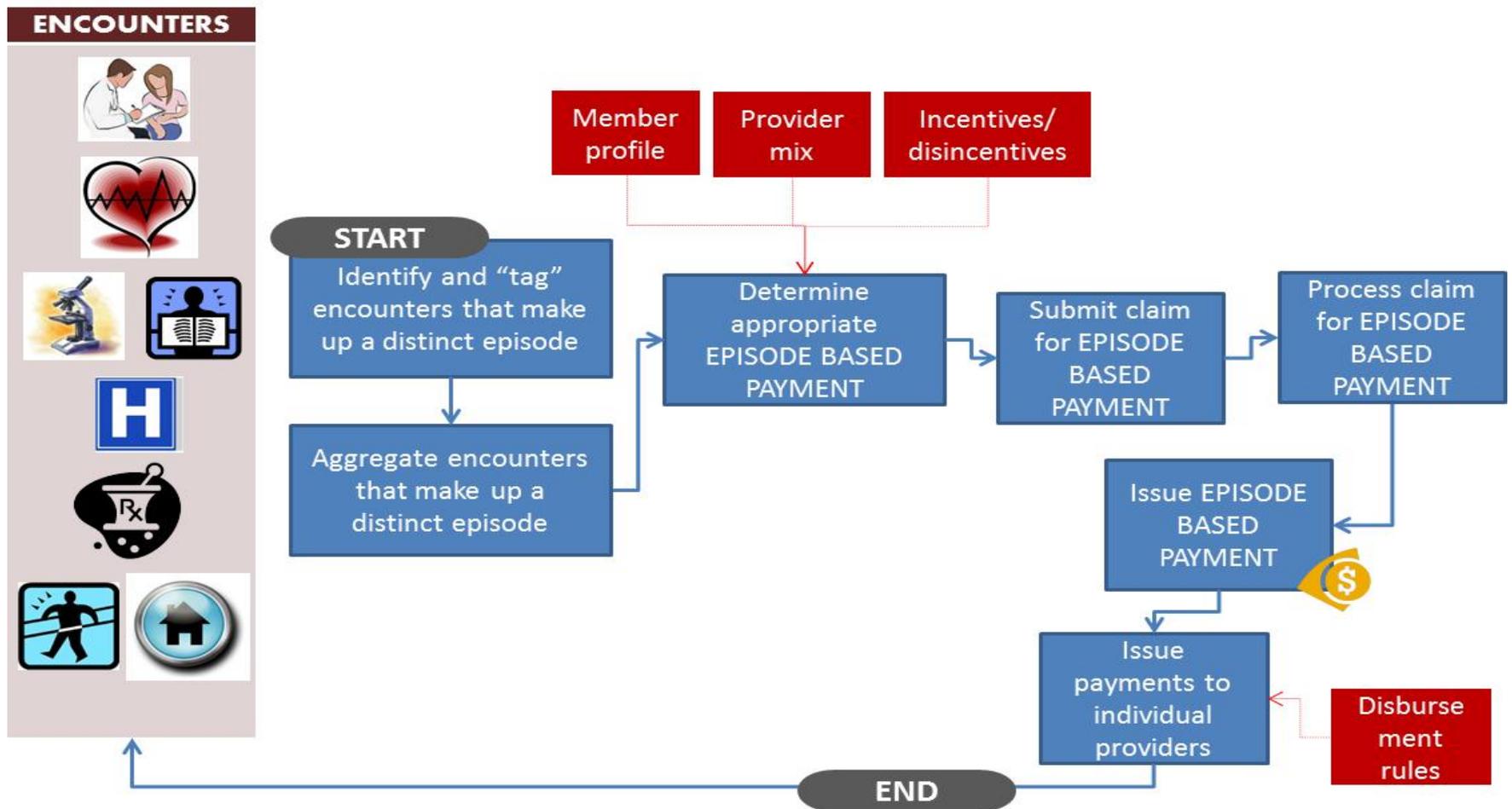
**Project complications or failures due to many reasons, but most prominently:**

- Inadequate articulation of IT solution requirements
  - Need “granular-enough” requirements for optimal solution configuration and implementation success – part art, part science!
- Vendor inability to deliver what was proposed within the allotted timeframe and budget, unrealistic expectations, or both
- Changes in laws and regulations create unanticipated requirements, complicate existing requirements or reach beyond current vendor offerings
- Resource constraints on both the client’s and the vendor’s ends
  - Bandwidth
  - Mix
  - Experience
- Insufficient “system” thinking
- Insufficient focus

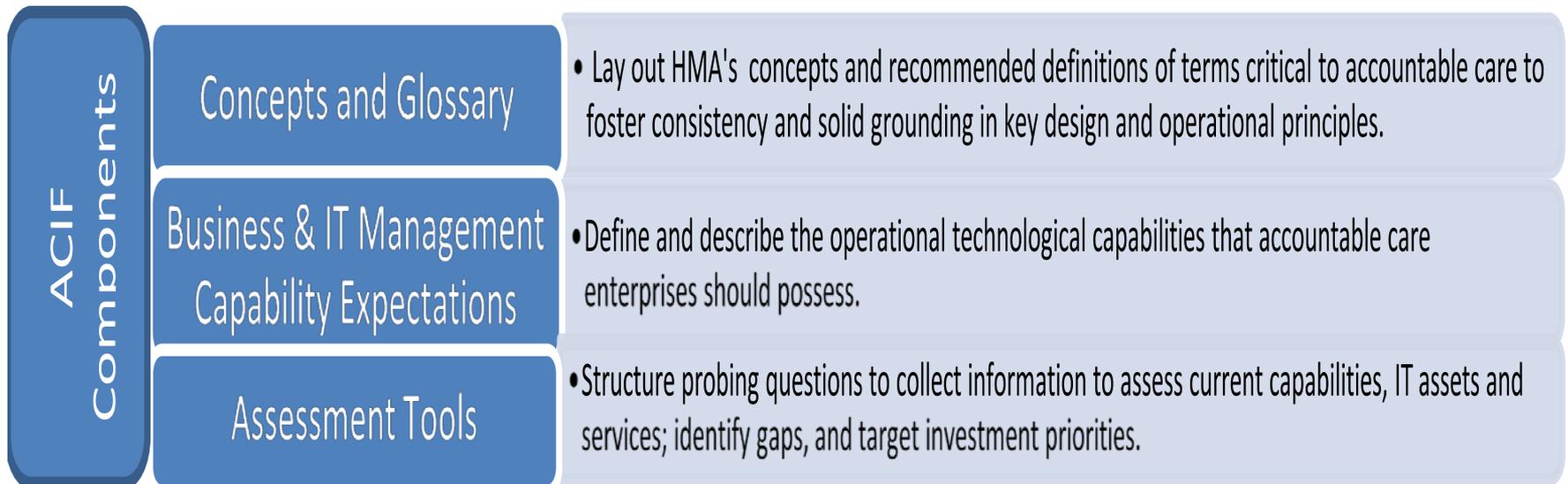
## ACIF: Built to Address These Challenges and Lessons

- Our experience: at the forefront of delivery and payment system reform, “figuring it all out” with clients
- Our market: accountable care, from SIM to individual providers
- Our goal with clients:
  - Provide a systematic, enterprise approach to IT capability assessment and planning which starts with setting an accountable care enterprise vision and establishing business capability needs
  - Deliver actionable guidance for pursuing IT priorities - planning, acquisition and optimization of IT assets and services to support accountable care enterprise operations

## ACIF Use Case Example *Management of Bundled Payments*



# The ACIF – What Is It?



## ACIF FOUNDATIONAL STRUCTURE

### Goals of Accountable Care

Improve population health

Bend the cost curve (control and, ideally, lower costs)

Improve patient/member experience

### Accountable Care Business Functions

Population health management

Person-centered care management

Point-of-care services and supports

Competency management

Relationship management

Administration

Quality and performance management

Planning

### Domains of Information Technology Impact

#### Information Management

Ensure availability, searchability and usability of both structured and unstructured info

#### Workflow Support

- “Right care” support
- Efficiency, effectiveness

#### Transaction Management

- Revenue/funds management
- Provider compensation
- Financial accounting

#### Engagement and Empowerment

- Consumer apps
- Price and quality transparency
- Advanced access

#### Analytics

- Data visualization
- Modeling
- Care planning and management support and evaluation
- Effectiveness analysis
- Cost accounting/analysis

### Information Technology Management Functions

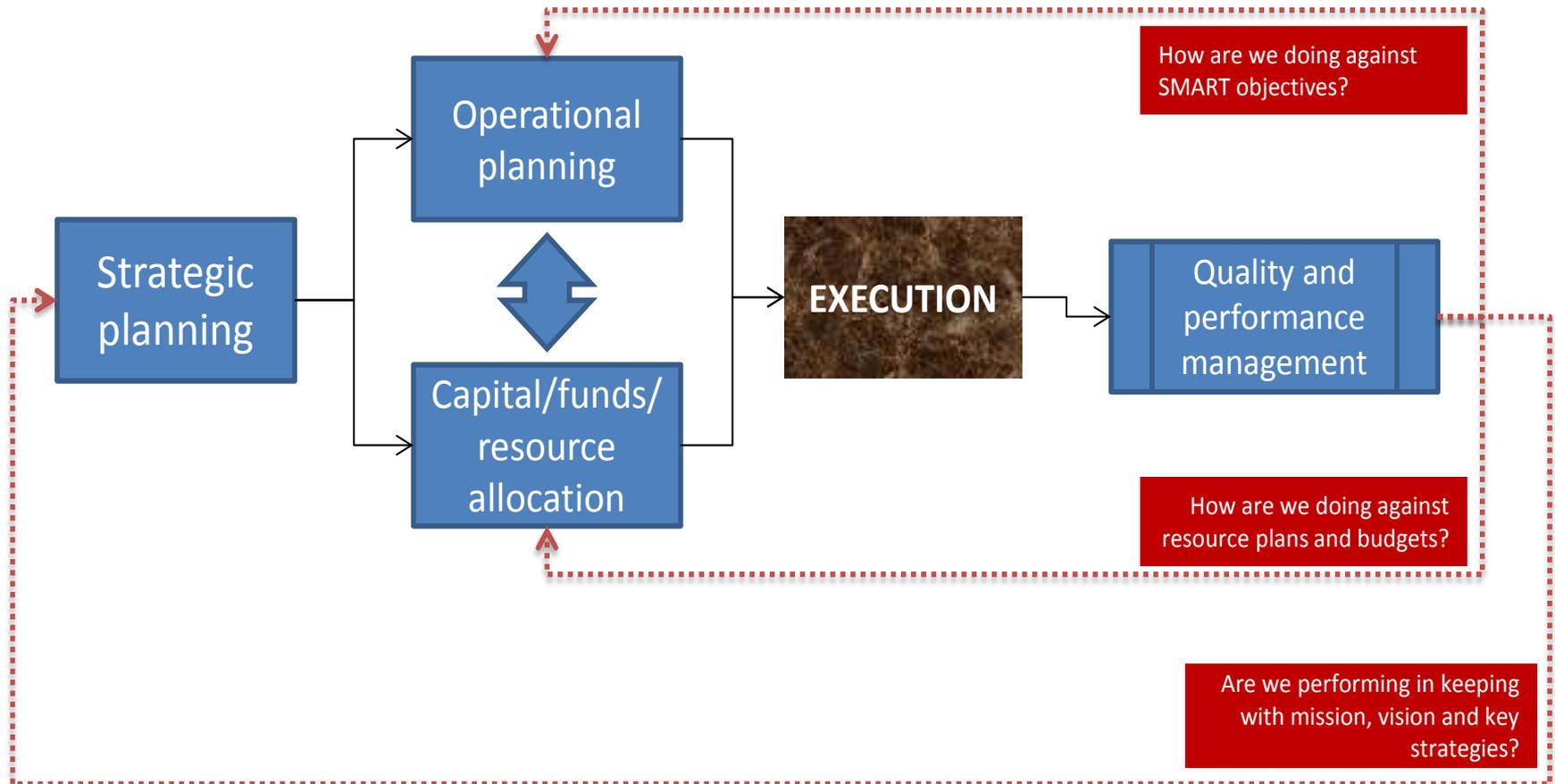
*Effective management of IT assets and services is required for IT to effectively support accountable care business functions*

## Accountable Care IT Framework: Reference Guide Extract

Functional Group	Ref #	Function Name	Function Scope/Description	Function - Additional Notes/Comments Re: Key Operational Capabilities
Pop Hlth Mgt	15	Health Risk Stratification and Predictive Modeling	To improve health across a population at a reasonable cost, resources must be directed at high risk subsets of that population. This function includes initial health risk stratification, predictive modeling, placement in care management 'plan'/'track' if organization has such; also includes assessing and incorporating social and environmental factors into a risk categorization strategy; and also includes recurring assessments and refreshes of risk category.	There are decision support as well as monitoring processes inherent to care management. Care management is something ideally would be across the population, though with very variable intensity. Some might only get outreach every couple of years - and then only if everything wasn't buttoned up during regular encounters
Pop Hlth Mgt	16	Empanelment / Assignment	Assignment and Empanelment are complementary activities, with assignment generally performed by the entity acting as the "Health Plan" and empanelment performed by the entity acting as the primary care provider. In both cases the purpose is to connect the individuals within a population to sources of care. Empanelment has successfully occurred when each care team knows the set of patients they are responsible for and each patient knows who they are supposed to turn to for needed care. Member assignment should be congruent with patient empanelment within the primary care environment, though this is a constant challenge. Function includes assignment/empanelment confirmation with patients and providers; ongoing review/revision.	A patient is empaneled to a team led by a provider of physician services who will be responsible for the patient's overall health.  Empanelment to individual provider and their team. An MCO won't empanel, but an ACO should. (Empanelment is differentiated from assignment in that assignment occurs external to primary care, whereas empanelment is the task of the primary care delivery system. Empanelment ought to reflect assignment of course!)
Pop Hlth Mgt	17	Panel / Member Engagement	This is the general function of trying to keep the population engaged with the organization (health plan &/or provider). Engagement is often self-generated by patients, but there are also strategies to keep patients, especially high-risk patients, engaged in their care. This may be delivering patient-specific messages, incentives, promotions and creating a relationship through regular communication.	Engagement is not usually an area of expertise for health systems but there are many service/technology/marketing vendors that can support a strategy of engagement.

# Accountable Care IT Framework: Context Diagrams

- ✓ Complement reference guides
- ✓ Illustrate relationship between various business functions



## Information Technology Management Functions

*Effective management of IT assets and services is required for IT to effectively support accountable care business functions*

### IT Governance/Life Cycle Management/Portfolio Management

#### Application Development, Deployment and Management

Operating Environment Capability and Capacity Management

Data Center Capability and Capacity Management

Storage Environment Capability and Capacity Management

Data Comm. Network Capability, Capacity and Quality of Service Management

End User Device Capability and Capacity Management

Voice Comm. Network Capability, Capacity and Quality of Service Management

Information Security Management

Availability Assurance Management

### End User IT Awareness, Training and Support

## Case Study #1 - Safety Net Health Care System Restructuring

### PROBLEM

- Large jurisdiction in the mid-Atlantic
- Fragmented system
- Committed to “person-centered”, organized system of care

### ACIF USES

- Common language
- IT capability gap assessment
- Initial evaluation of legacy systems

### OUTPUTS

- IT target architecture
- IT initiative recommendations
- 90-day and 6-month action plans

## Case Study #2 - Medicaid Health Home Initiative

### PROBLEM

- Mid-Atlantic jurisdiction
- Collaboration between Medicaid and mental health department (MHD)
- MHD implementing new information system

### ACIF USES

- Health home IT solution architecture
- Requirements for new and legacy info systems

### OUTPUTS

- Inputs to configuration of new info system/changes to existing info systems
- IT implementation plan
- SPA

## Case Study #3 - Medicaid Accountable Care Enterprise Applicant

### PROBLEM

- Midwest provider system
- Submit response to RFP
- Sought better understanding of capability expectations around IT

### ACIF USES

- IT capability gap assessment
- Facilitation of build vs. buy deliberations

### OUTPUTS

- Agreement on optimal approach for addressing IT capability gaps
- IT implementation plan

# ACIF – Considerations and Closing Thoughts

- Making a transition to an accountable care enterprise requires well organized, focused IT planning and budgeting processes
  - The ACIF was built to be an essential resource that ensures that IT initiatives are tightly integrated with overall goals and objectives for effective accountable care
- The ACIF is grounded in both the current and changing realities of HCOs, spanning all accountable care enterprise functions including:
  - “Front-end” functions such as client intake and assessment,
  - “Core” functions associated with health care delivery and management, and
  - “Back-end” functions such as provider compensation management – which will be very different in an accountable care enterprise versus a traditional health care system – and compliance assurance
- The ACIF is designed to provoke the user to challenge current assumptions about IT capabilities by maintaining fidelity to accountable care requirements and guiding the user through an appropriate level of analysis

# HEALTH MANAGEMENT ASSOCIATES

## Q & A

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