



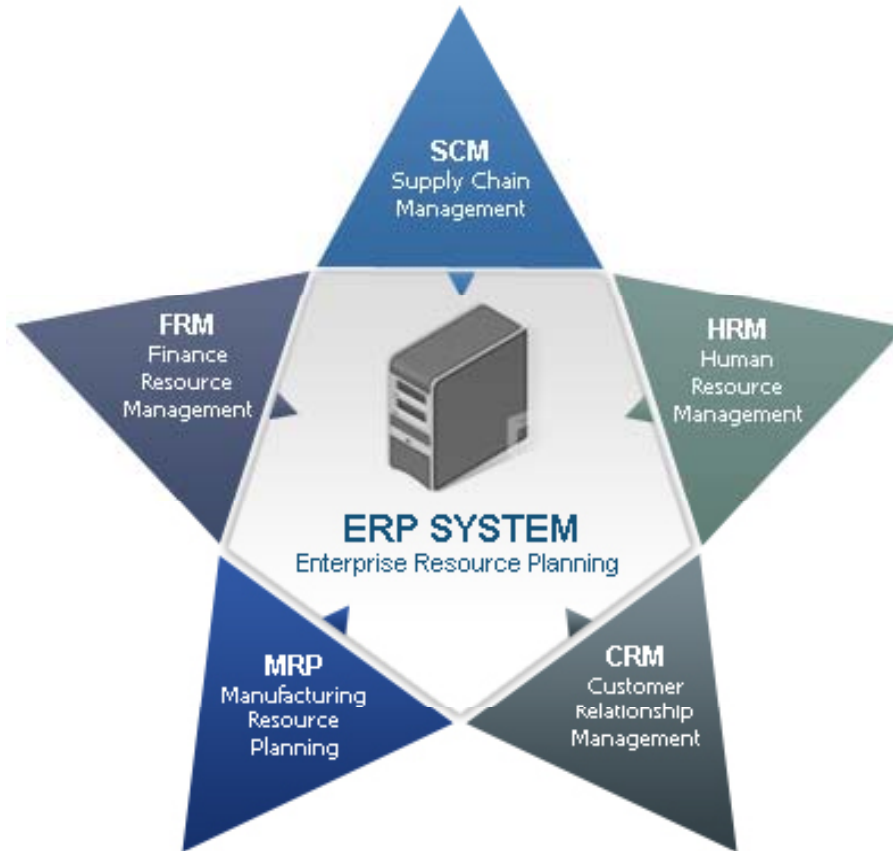
# California CIO Academy 2011

## Partnering for Success: Embracing the Value of Relationships

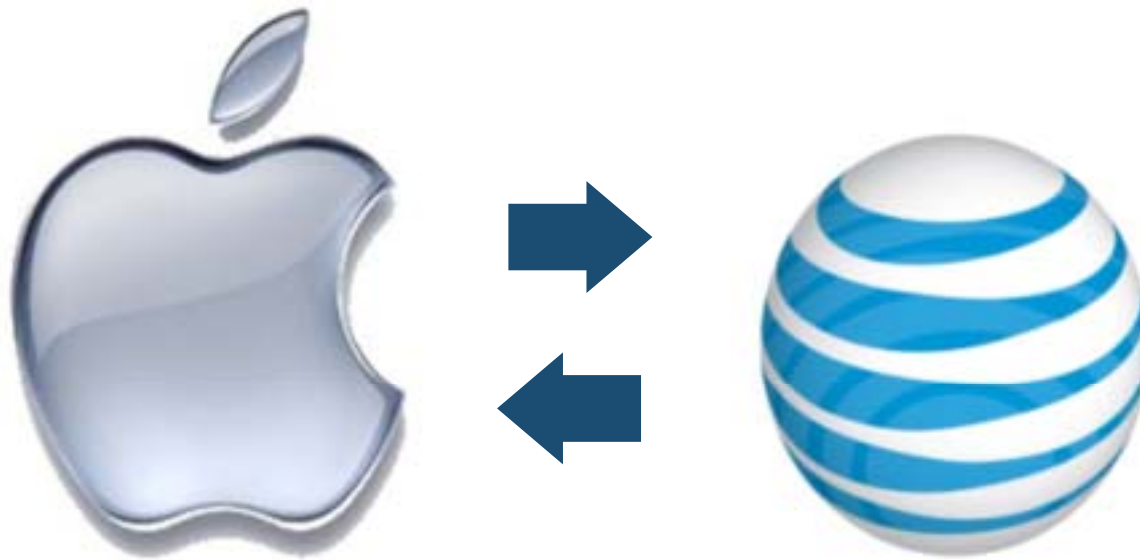




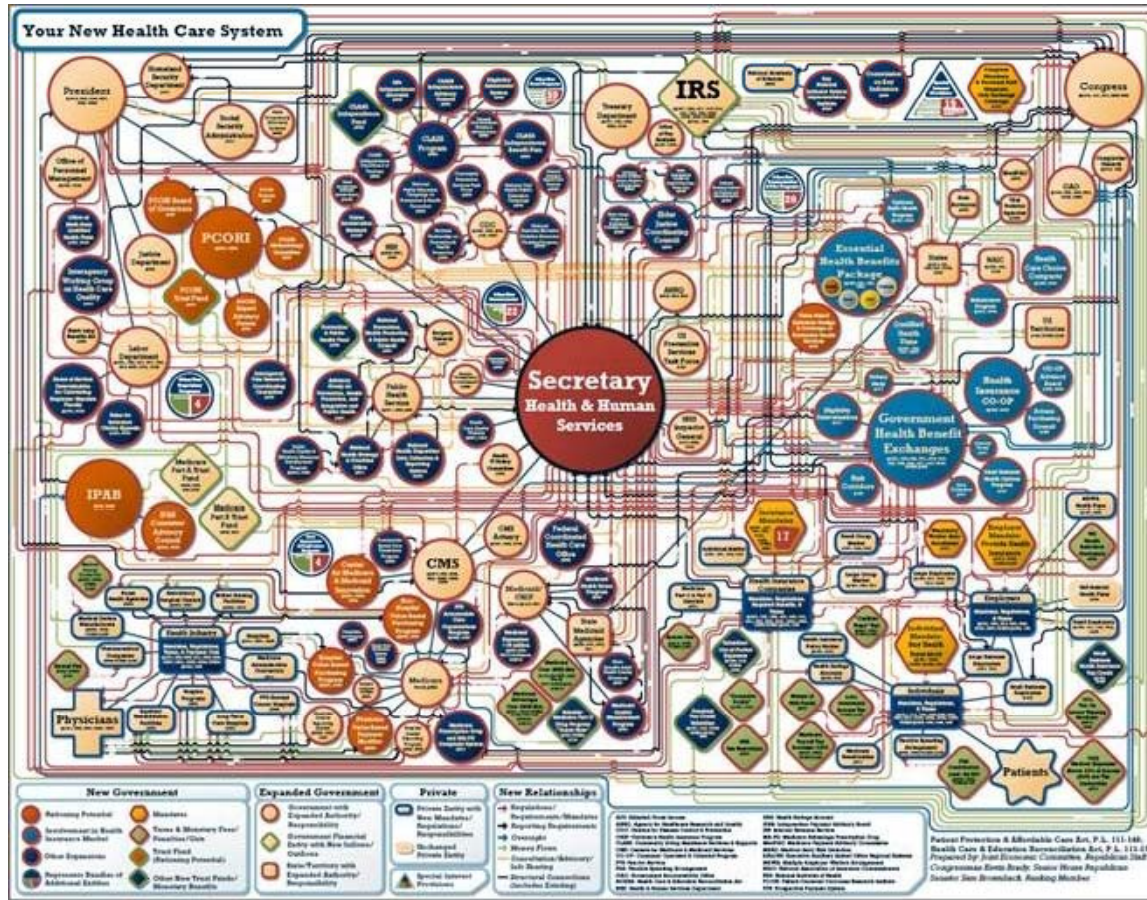
# The Simple Technical Environment



# The Simple Business Relationship



# The Complex Business Relationship



## Panel Members

**Moderator: Mark Fellows,**  
Senior Account Manager, California, Oracle

**Karen Johnson,**  
Chief Deputy Director, Department of Health Care Services,  
State of California

**Speranza Avram,**  
Executive Director, California Health Information Partnership  
and Services Organization

**George Passidakis,**  
Service Partner, California Health Information Partnership  
and Services Organization



# 2011 California CIO Academy

**Karen Johnson,**  
Chief Deputy Director  
California Department of Health Care Services



# Medi-Cal Short-Doyle (SD/MC) PROJECT



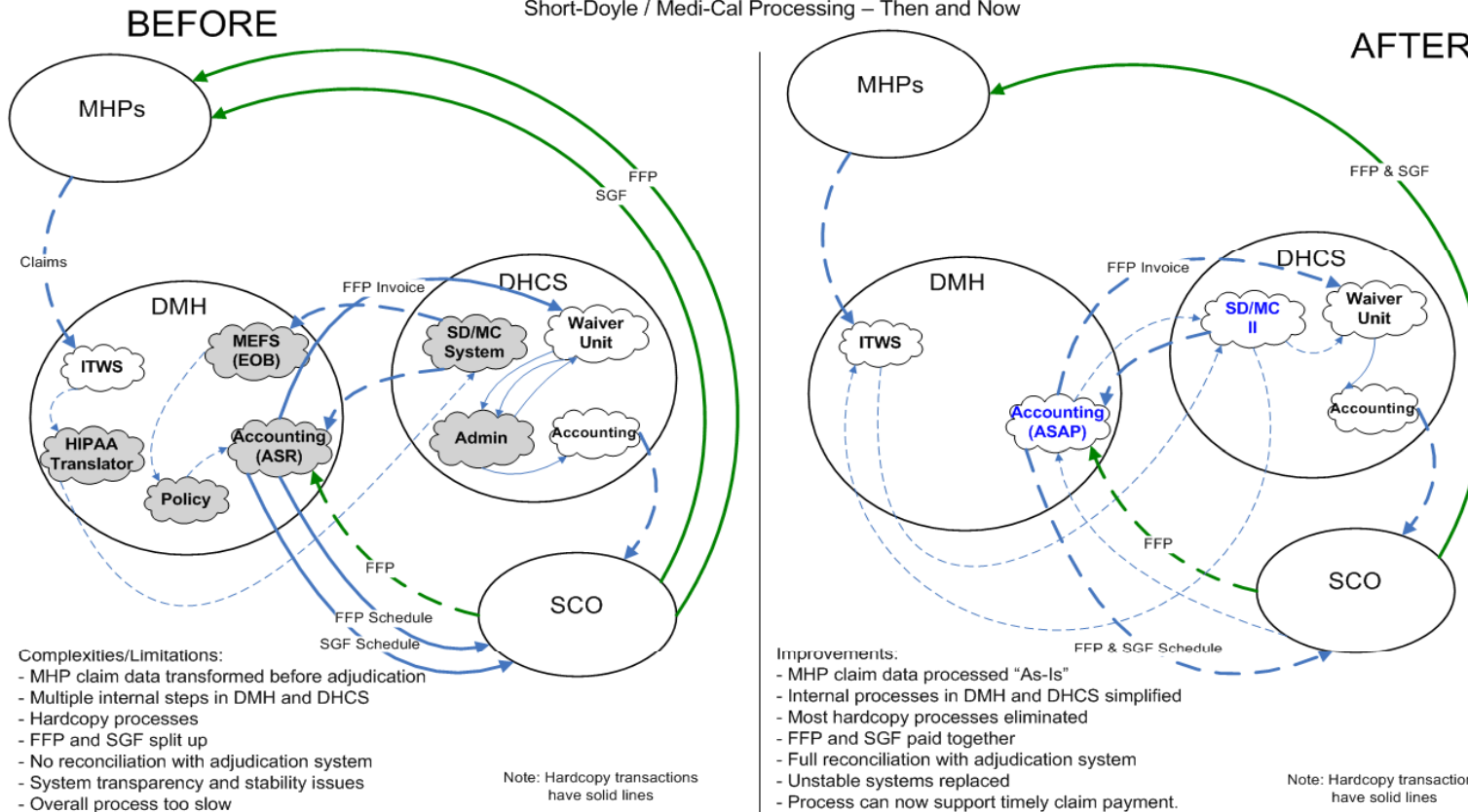
## **A Project Opportunity and A System Defined through Partnership & Collaboration**

Short-Doyle/Medi-Cal is a computer system that adjudicates behavioral health Medi-Cal claims from counties and select direct providers. This system processes approximately 1.5 million claims monthly. Annual approved claim reimbursement is approximately \$1 billion. The current mainframe adjudication system was built in the early 1980's.





Short-Doyle / Medi-Cal Processing – Then and Now



### **Design, develop, and implement a HIPAA fully compliant system that;**

- Captures warrant and payment information
- Improves payment cycle time frames
- Standardizes claim data for reporting
- Expedites electronic data flow
- Designed for maximum flexibility and scalability
- Utilizes industry standard software for administration and operation

## Ownership

- System owned by DHCS, however, users are the DMH & ADP

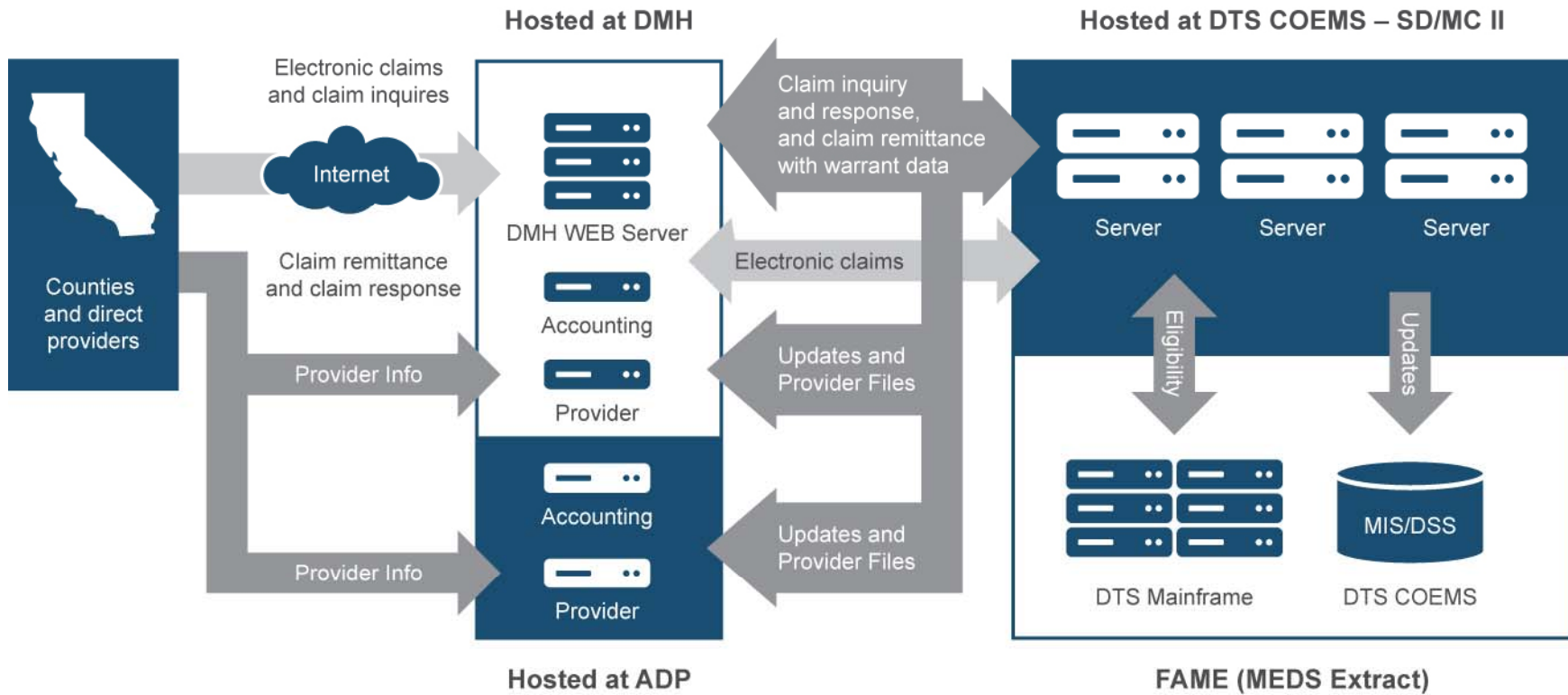
## Multiple Systems Development

- Trading Partner portal for claim submission
- ADP and DMH accounting systems required complete rebuilds to interface with new adjudication system
- System owned by DHCS, however, users are the DMH & ADP

## County & Direct Provider Coordination

- Counties and Trading partners have separate systems for claims processing
- Garnering involvement in the testing and verification process

# Systems and Interfaces SD/MC Phase II



# Key Success Factors



## Factor

## Requirement

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### Opportunity

- Opportunities existed to streamline and improve the payment processes

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### Leadership

- Established Executive Sponsorship
- Strong Governance Model
- Engaged Leaders at Multiple levels

---

### Planning

- Conducted a System Assessment and a Gap Analysis
  - Structured a Strategic Approach
  - Weekly Project Management Meetings/Monitoring & Evaluating
- 

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# Key Success Factors



## Factor

## Requirement

---

### Communication

- Central Point for all Communication and Project Documentation (External SharePoint Site)
- Email Account for County and Direct Provider's Communications
- Change Control Board
- Liaison with the CMHDA
- Weekly Workgroup Conference Calls with Partners

---

### Trust/Commitment

- Established Trust and Commitment at all Levels

---

### Tools

- Provided Technical Assistance
- Project Status Dashboards
- Test Environment for Counties and Direct Providers



# California CIO Academy Presentation

**Speranza Avram, M.P.A.**  
Executive Director

**George Passidakis,**  
Service Partner

**February 2011**



# HITECH: Catalyst for Transformation



## Paper records



### Pre 2009

A system plagued by inefficiencies

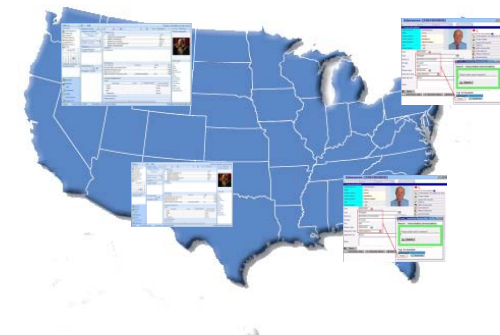
## HITECH Act



### 2009-2014

EHR Incentive Program and 62 Regional Extension Centers

## EHRs & HIE



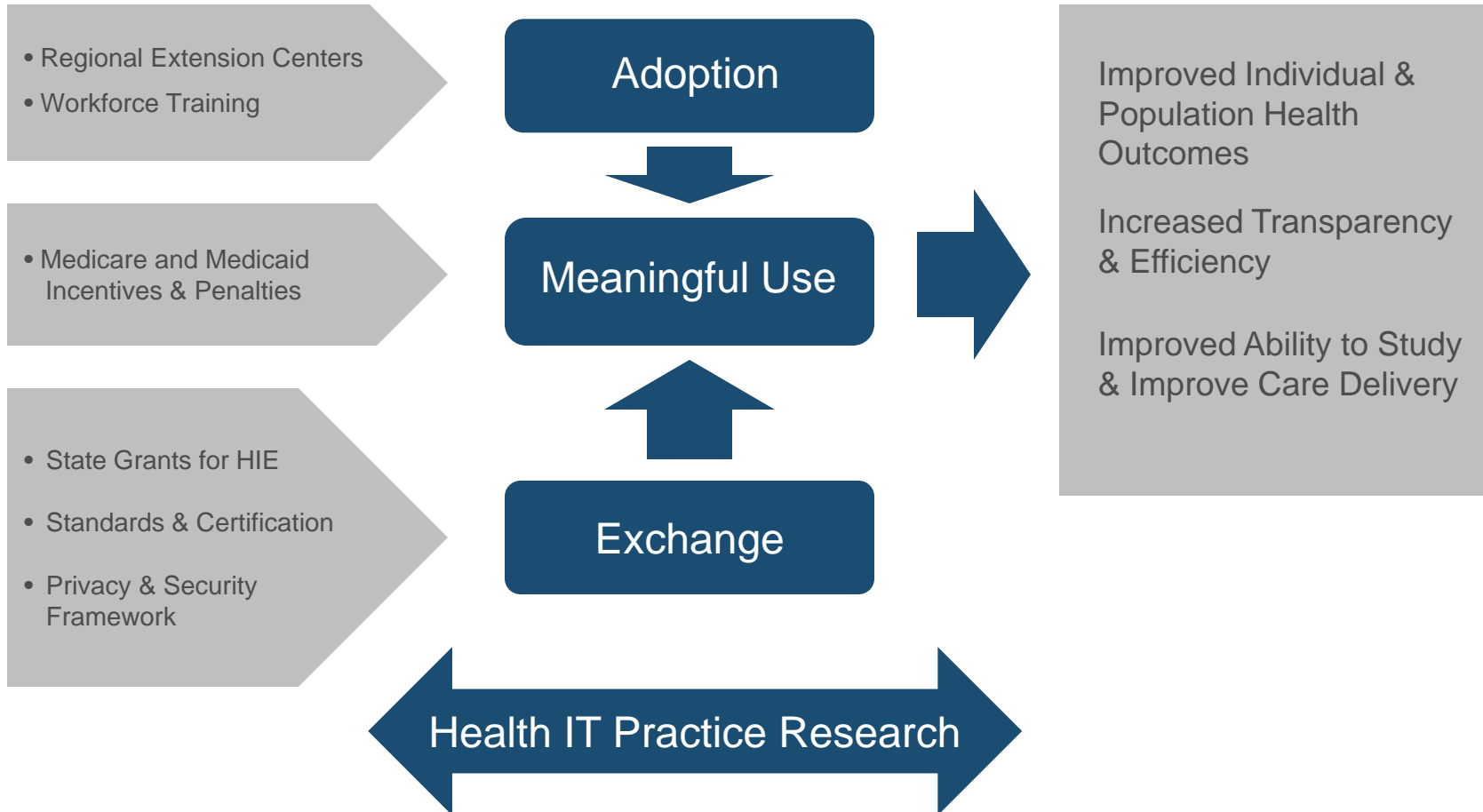
### 2014+

Widespread adoption and meaningful use of EHRs to support health reform





# HITECH: How the Pieces Fit Together



## About CalHIPSO



- Formed by three key partners representing target “priority primary care providers”:
  - California Medical Association (CMA)
  - California Association of Public Hospitals & Health Systems (CAPH)
  - California Primary Care Association (CPCA)
- CalHIPSO is tasked with supporting 6,187 targeted providers throughout CA successfully adopt electronic health records
- One of three Regional Extension Centers serving California
- Four-year funding of \$33 million



# CalHIPSO Service Delivery Model



**Education & Training Curriculum**

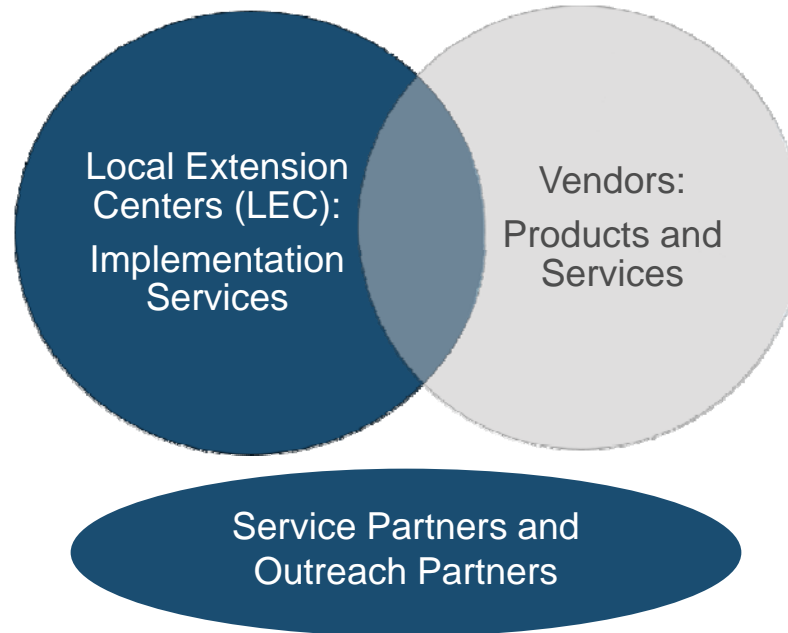
**Optimization of Quality Reporting**

**Group Purchasing Contracts**

**Provider Registry & Enrollment**

**Standard Deployment of EHRs**

- Outreach, Enrollment and Education
- Readiness Assessments and Capacity Building
- Vendor Selection
- Workflow Assessment & Redesign
- Project Mgmt.
- Meaningful Use Reporting



- EHR Products (SaaS Offerings)
- Product Specific Templates and Configuration
- Interfaces
- Implementation Project Management
- Ongoing Maintenance
- Meaningful Use Reporting

Financial Operations – ARRA/ONC Reporting – Quality Assurance



**ORACLE**  
PUBLIC SECTOR

## CalHIPSO has identified 10 Local Extension Centers (LECs) across the state consisting of:

- California's QIO, serving rural providers statewide
- Lumetra serving the Bay Area
- Health Center Controlled Networks
- Coalitions led by medical societies
- Statewide public hospital network



\*Over 3,400 providers enrolled to-date



## **Service Partners**

work with LECs or CalHIPSO

## **Gold Service Partners**

provide hourly services based on a set of standards

## **Platinum Service Partners**

provides comprehensive services tied to the achievement of REC milestones and are paid on a per provider, per milestone basis



## Key Success Factors



- **Trust** – Understand the needs of each partner and look for “win-win” opportunities for collaboration
- **Vision** – Focus on outcomes, not methods
- **Communicate** – Maintain information flow, “no surprises!”
- **Share Success** – Highlight the accomplishments of your partners whenever possible



# Principles of Partnerships

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# Principles of Partnerships

## Opportunity

- Opportunities existed to streamline and improve the payment processes

## Leadership

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- Engaged Leaders at Multiple levels

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# Principles of Partnerships

## Planning

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- Weekly Project Management Meetings/Monitoring & Evaluating

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# Principles of Partnerships

## Communication

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# Principles of Partnerships

## Tools

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# Kotter's Eight-Step Plan for Implementing Change

1. Establish a sense of urgency by creating a compelling reason for why change is needed.
2. Form a coalition with enough power to lead the change.
3. Create a new vision to direct the change and strategies for achieving the vision.
4. Communicate the vision throughout the organization.
5. Empower others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving.

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## Kotter's Eight-Step Plan for Implementing Change

6. Plan for, create, and reward short-term “wins” that move the organization toward the new vision.
7. Consolidate improvements, reassess changes, and make necessary adjustments in the new programs.
8. Reinforce the changes by demonstrating the relationship between new behaviors and organizational success.



# Recommended Resources

## Websites

- [www.meritalk.com](http://www.meritalk.com) (whitepapers/studies)
- [www.gartner.com](http://www.gartner.com) (special reports)
- [www.ted.com](http://www.ted.com) (podcasts)
- [www.1000ventures.com/business\\_guide/partnerships\\_main.html](http://www.1000ventures.com/business_guide/partnerships_main.html)  
(Strategic Partnership)

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# Recommended Resources

## Books

- The New CIO Leader Setting the Agenda and Delivering the Results by Marianne Broadbent and Ellen S. Kitzis, Gartner, Inc.
- Leadership is an Art by M. De Pree (1989) New York, NY: Doubleday
- The Leadership Challenge by J.M. Kouzes and B.Z. Posner (2002) San Francisco, CA: Jossey-Bass
- Managing transitions: Making the most of change by W. Bridge (1991) MA: Addison-Wesley Publishing Company

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# Recommended Resources

## Books

- The Wisdom of Teams by J.R. Katzenbach and D.K. Smith (1993)  
Cambridge, MA: Harvard University Press
- The Speed of Trust - Stephen R. M. Covey

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# Recommended Resources

## Quotes

- “Coming together is a beginning, staying together is progress, and working together is success”  
– *Henry Ford (Ford Motor Company)*
- “It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”  
– *Charles Darwin, naturalist*
- “Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”  
– *Andrew Carnegie, businessman and philanthropist*



# Q & A

