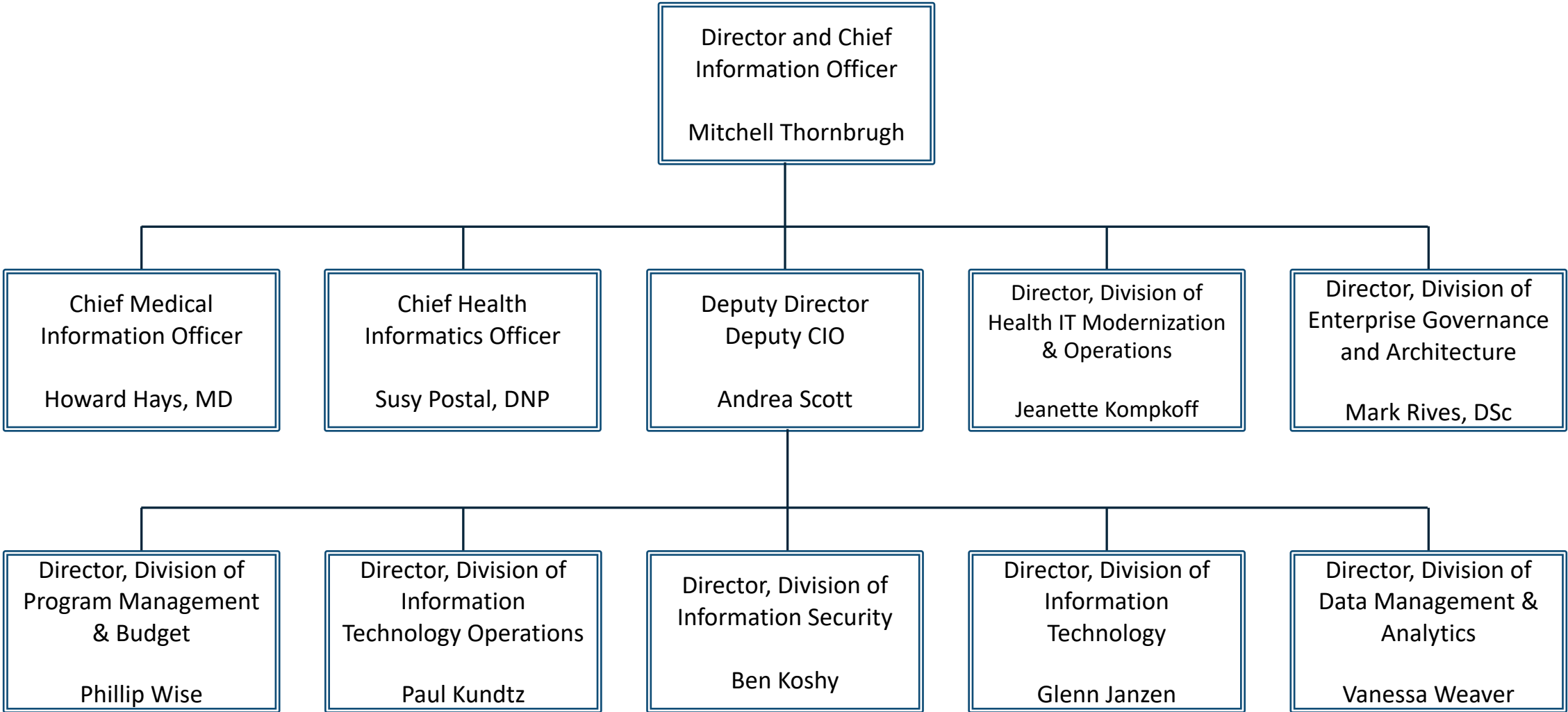# Office of Information Technology Program Overview

Partnership Conference

MITCHELL THORNBRUGH

CHIEF INFORMATION OFFICER

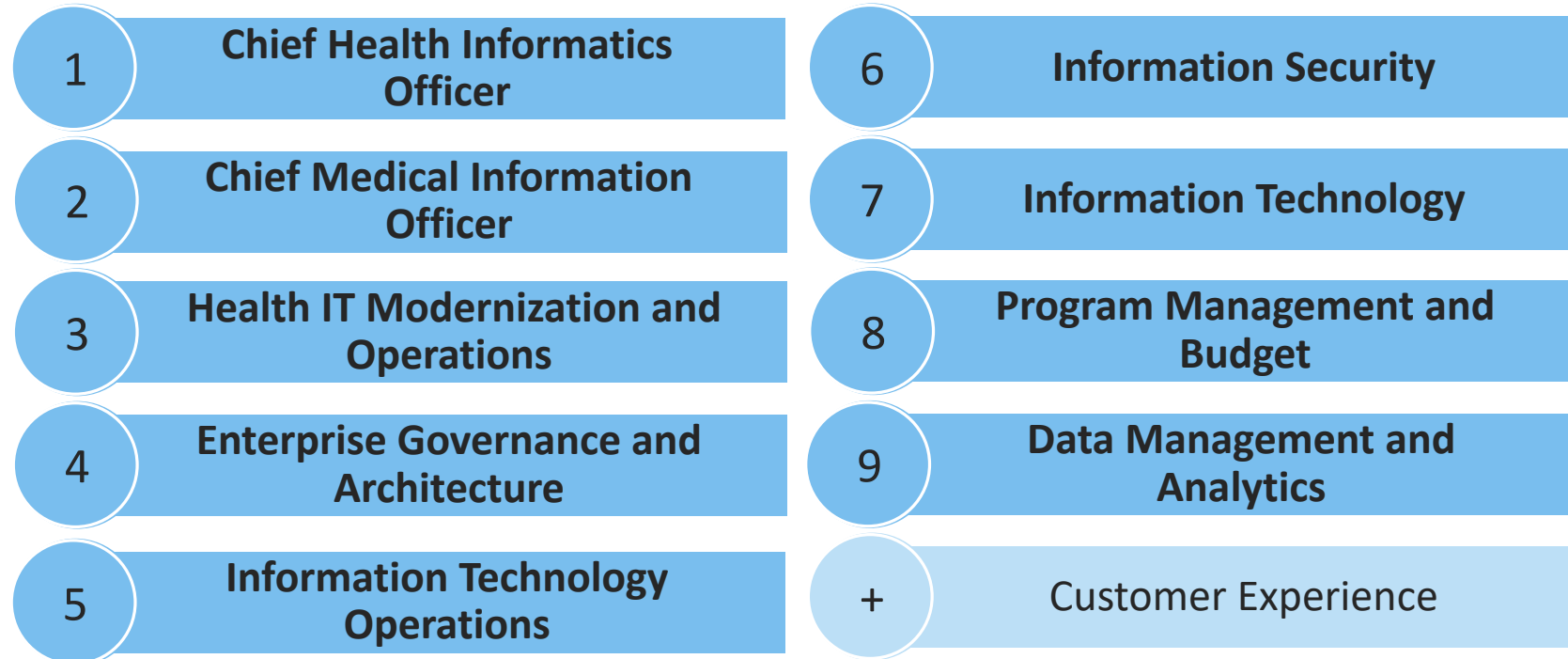AUGUST 22,2023

Office of Information Technology Leadership Team

Director and Chief Information Officer

Mitchell Thornbrugh

Chief Medical Information Officer

Howard Hays, MD

Chief Health Informatics Officer

Susy Postal, DNP

Deputy Director Deputy CIO

Andrea Scott

Director, Division of Health IT Modernization & Operations

Jeanette Kompkoff

Director, Division of Enterprise Governance and Architecture

Mark Rives, DSc

Director, Division of Program Management & Budget

Phillip Wise

Director, Division of Information Technology Operations

Paul Kundtz

Director, Division of Information Security

Ben Koshy

Director, Division of Information Technology

Glenn Janzen

Director, Division of Data Management & Analytics

Vanessa Weaver

Office of Information Technology

85+ full-time federal IT and health professionals and 400+ contractors support the development, design, implementation, and support of Health IT-related applications, IHS network and IT activities

Office of Information Technology Functional Areas

1	Chief Health Informatics Officer
2	Chief Medical Information Officer
3	Health IT Modernization and Operations
4	Enterprise Governance and Architecture
5	Information Technology Operations

6	Information Security
7	Information Technology
8	Program Management and Budget
9	Data Management and Analytics
+	Customer Experience

*Customer Experience is a new division currently in development

Strategic Sourcing

*Strategic Sourcing is an activity in development

Office of Information Technology Division Accomplishments

1 Chief Health Informatics Officer

Dr. Susy Postal, Chief Health Informatics Officer
- Telehealth expansion, implementation, and enhancement of IHS supported telehealth platforms
- Improved support for successful reporting to other agencies
- Improved wait times for Primary Care Visits and Emergency Department measures

2 Chief Medical Information Officer

Dr. Howard Hays, Chief Medical Information Officer
- Workflow Research & Alignment Plan (WRAP) has conducted >200 modeling sessions with >1300 unique participants
- Secured informatics training opportunities for I/T/U through AMIA Health System Membership
- Stood up national HIM Program led by Bryan "Gator" Burrell

Office of Information Technology Division Accomplishments

3 Division of Health IT Modernization & Operations

Jeanette Kompkoff, Division Director

- Award of three major contracts
- Staffing of DHITMO Management Team
- Established regular Tribal Consultation and Urban Confer communication and collaboration sessions

4 Division of Enterprise Governance & Architecture

Mark Rives, Division Director

- Implemented FLEXERA for managing IT assets
- Hired three full-time CORS
- Implemented ServiceNow Configuration Management Database (CMDB)

Office of Information Technology Division Accomplishments

5 Division of Information Technology Operations

Paul Kundtz, Division Director

- Implemented Microsoft Teams and SharePoint Online to enhance collaboration
- Consolidated laptop, desktop, and monitor purchases into a single contract
- Applied multi-factor authentication on all IT services to strengthen our security posture

6 Division of Information Security

Benjamin Koshy, Division Director

- Closed 101 Plan of Action and Milestone documents related to audit and compliance reports
- Published two new IHS Cybersecurity Policies for Security Assessment and Identity Authorization
- Remediated 99.84% (601,322) Known Exploited Vulnerabilities

Office of Information Technology Division Accomplishments

7

Division of Information Technology

Glenn Janzen, Division Director

- Continued support of the RPMS EHR
- CSMT team completed testing of the new IRIS database software
- Reviewed new certification standards to support the ONC Health Data, Technology, and Interoperability
- Implemented 100+ RPMS software updates

8

Division of Program Management and Budget

Phillip Wise, Division Director

- Centralized the Mobile Device Management Program under one contract
- Managed over 200 investments in the Capital Planning and Investment Control Program
- Backfilled the USAC Program Coordinator and 508 Program Coordinator positions

Office of Information Technology Division Accomplishments

Division of Data Management & Analytics

9

Vanessa Weaver, Division Director

- Completed multiple ad-hoc data report requirements for Infectious Diseases, Health Disparity Measures, Patient Matching Studies, and User Population Study
- Formalized the IHS Qlik Enterprise Business Intelligence/Business Analytics (BI/BA) environment upgrade and maintenance schedule
- Developed a UIO Review system for the Office of Urban Indian Health Programs

Health IT Modernization Executive Summary

To fulfill its mission to deliver comprehensive healthcare across Indian Country, IHS will provide an enterprise Electronic Health Record system to tribes, urban Indian organizations, and IHS sites of care

- IHS provides comprehensive healthcare to American Indian and Alaska Native people to raise their physical, mental, social, and spiritual health to the highest level
- Health Information Technology (IT), including the Electronic Health Record (EHR), is critical infrastructure for every aspect of healthcare
- This infrastructure must be modernized - the legacy Resource and Patient Management System (RPMS) is nearly 40 years old, outdated, and unsustainable
- The Health IT Modernization Program will
  - **Replace RPMS** with modern, industry-leading, health IT and EHR solutions deployed and managed on an enterprise level
  - **Stabilize the support system** through an enterprise approach that includes staff training, business processes, and technology maintenance
  - **Liberate data** so it is accessible across the enterprise by clinicians, patients, and partners alike to improve patient outcomes
- Modernization will support all of Indian country – sovereign tribes will determine whether they participate in the IHS enterprise solution or adopt their own
- Health IT Modernization is a 10-year initiative that will be transformational in its impacts nationwide

Need for Health IT Modernization

After system-wide analysis along with Tribal Consultations and Urban Confers, the IHS determined to fully replace RPMS in order to fulfill its mission

- **People**
  - **Patients** need better interoperability and communication among their health care providers, and access to their own health information
  - **Providers** and other users surveyed during the IHS Health IT Modernization Research Project overwhelmingly favored deploying new health information technology – 93%
  - **Partners** - throughout the consultation/confer process, no tribal or urban partners have raised objections to moving away from RPMS

- **Process**
  - The legacy model for development and support of RPMS is unsustainable
  - The workforce needed to support hundreds of independent RPMS databases in the field does not exist

- **Technology**
  - The IHS is not a software development organization and does not have the depth or agility to respond to an ever-changing technology and regulatory environment
  - The underlying code base for RPMS is outdated, and there are few developers capable of supporting it
  - Office of Inspector General (OIG), Government Accountability Office (GAO), and IHS' own research called out an urgent need to modernize our health IT infrastructure

Contracted Solutions & Services

Vendor teams selected to support the IHS Health IT Modernization Program

- **MITRE - Acquisition, Organization Change, and Program Management Team- 2020**
  - Led by MITRE with sub-contractors Guidehouse and Kauffman & Associates, Inc.
- **Kadiak - Project Management Office Team- 2023**
  - Led by Kadiak, an Alaska Native corporation and supported by Seneca Global Services, Wichita Tribal Enterprises, and Deloitte Consulting
  - Understands the needs of tribal communities and patients who rely on the IHS for essential health care solutions
- **Totem - Organizational Change Management Team - 2023**
  - Led by Native American-owned Totem Consulting and supported by Indigenous Pact, ECS Federal, and Chenega
  - Works with AI/AN communities in a health setting and provides EHR solutions in a complex health care delivery network

> **EHR Solution Award – Expected in 2023**
> The IHS is finalizing evaluation of proposals from experienced IT system integrators. The successful bidder will bring a comprehensive EHR solution through a contracted partner.

IMPROVED CARE COORDINATION

Modernization Phases

Deployment Begins

Research (2018-2019)

- Culminated with HHS/IHS Modernization Research Project Report with three modernization approaches
- U.S. Government and Accountability Office Report on Critical Legacy Systems
- HHS Office of the Inspector General health IT reports released

Plan (2020-2021)

- Listening Sessions on modernization approaches
- Decision memo announcing plans to replace RPMS
- Program Management Office established
- Virtual Industry Day and Requests for Information from industry
- Acquisition strategy

Buy and Build (2022-2024)

- RFP for EHR solution vendor & integrator
- Extensive proposal evaluation & product demonstrations
- Contracts for Program Management Office and Organizational Change Management support
- EHR solution award pending
- Begin system build
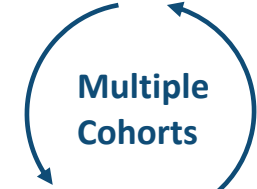
Train, Deploy, Operate (2025+)

Multiple Cohorts

- Focus on change management
- Local infrastructure assessment and mitigation
- User training
- Multi-year rollout in cohorts, across I/T/U

Questions?

Mitchell Thornbrugh

Chief Information Officer

Mitchell.Thornbrugh@ihs.gov

Stay Informed

For more information on the activities of the Office of Information Technology, please visit **www.IHS.gov/OIT**
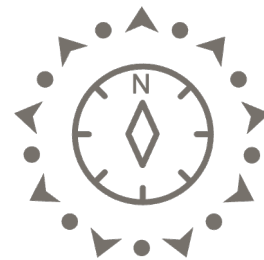
IHS Mission
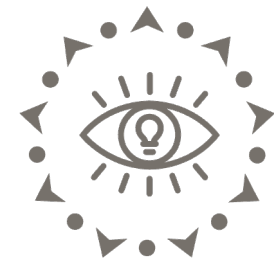
To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level

IHS Vision

Build healthy communities and quality health care systems through strong partnerships and culturally responsive practices