

The IHS Health Information Technology (IT) Modernization Program

Organizational Change Management (OCM)
2023 IHS Partnership Conference

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Today's Presenters



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OCM Lead & Project Manager
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Agenda

- Program Overview
- Contract Approach
- OCM Approach
- OCM Progress
- Governance
- Collaboration Opportunities
- Questions and Discussion



The Program Overview

BACKGROUND, INTENTIONS, NEED FOR CHANGE, PROGRAM SUMMARY, CHALLENGES + BENEFITS, & TIMELINE

Greta Ziegler

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Health IT Modernization Guiding Principles



DESIGN solutions that deliver culturally appropriate care, quality, safety, and improved patient outcomes



PARTNER across I/T/U for collaborative decision-making that is fully informed by clinical and business users in the field



EMPHASIZE usability and human-centered design



CONFIGURE solutions to meet organizational requirements with minimal use of customization



ENGAGE patients in their health journey through improved patient access



UTILIZE recognized best practices across clinical and business processes



ADOPT enterprise technology solutions that support continuity of care



PROVIDE timely and complete communication, training, and tools to support a successful deployment



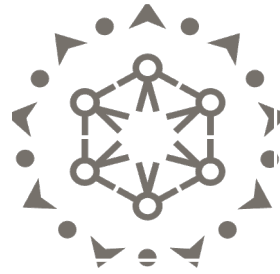
Health IT Modernization Intentions

Health IT Modernization is a 10-year initiative that offers transformational benefits in its impacts nationwide



The Health IT Modernization Program intends to:

- Replace RPMS
- Stabilize the support system
- Liberate data



Modernization supports all of Indian country



Sovereign tribes determine whether they participate in the IHS enterprise solution or adopt their own



Need for Health IT Modernization

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

The Resource and Patient Management System (RPMS) has served the I/T/U for **40+ years**

Technology advances, the regulatory environment, and the distributed deployment model created **significant challenges** for RPMS development and operations

The U.S. Department of Veterans Affairs' **VistA system** scheduled a **replacement** – affecting IHS dependencies

The HHS/IHS Health IT Modernization Research Project (2018-19) confirmed **RPMS's unsustainability**.

Several independent reviews identified opportunities for **Health IT to improve American Indian and Alaska Native patient care**

The U.S. Government Accountability Office [Report 19-471](#) listed RPMS as a “critical federal legacy system in need of modernization”

Two U.S. Department of Health and Human Services Office of Inspector General reports cited deficiencies ([A-18-16-30540](#) and [A-18-17-11400](#))



RPMS Challenges and Benefits of Modernization

**Outdated
Technology**

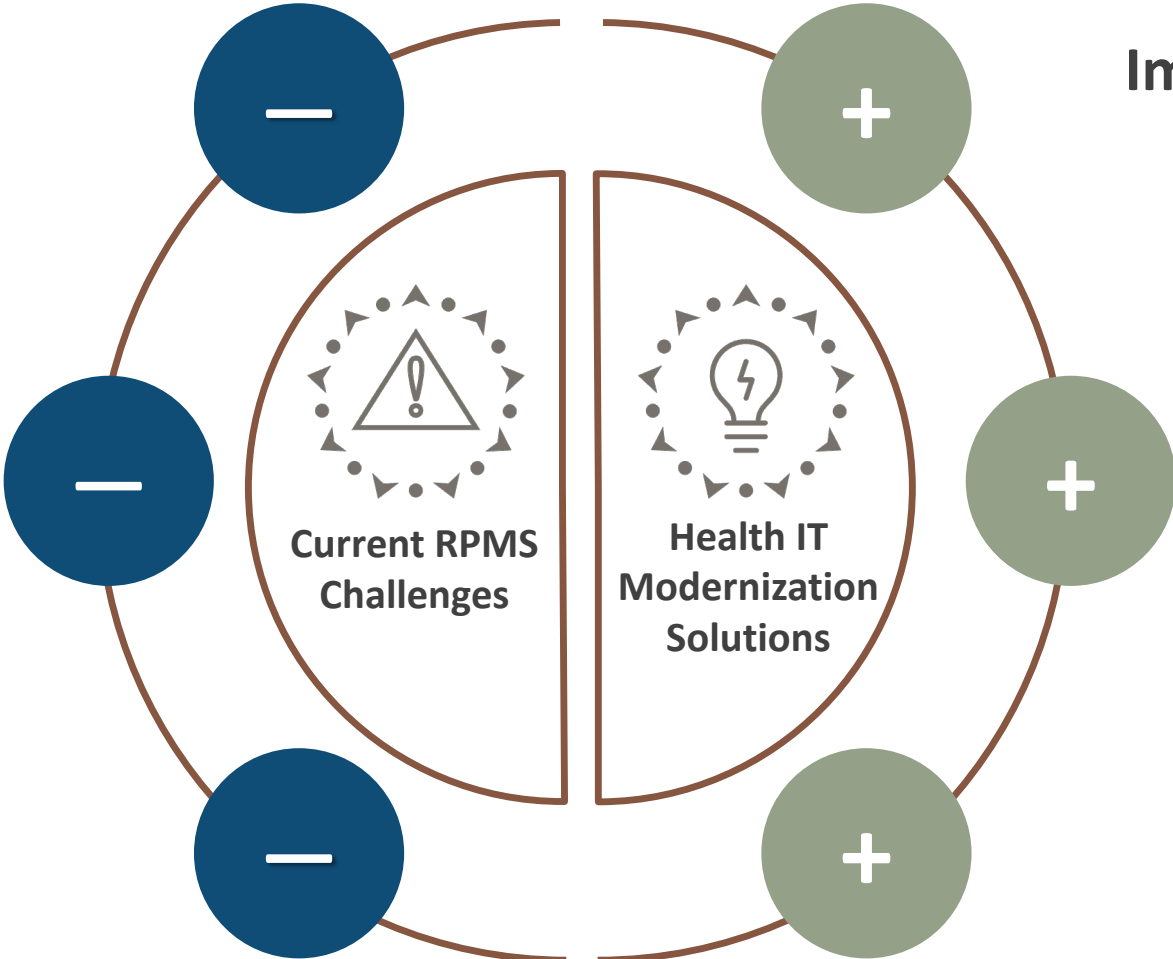
**Improved Capabilities
& Usability**

Decentralized

**Improved
Interoperability**

**Unsustainable
Development &
Support Model**

**Enterprise
Operations**



Contract Approach

OVERALL CONTRACT & OCM TEAM

Greta Ziegler

Business & CPIC Program Manager

IHS, HQ, OIT, DHITMO

Contract Approach

Multiple acquisitions support the IHS Health IT Modernization Program

1

Program Management Office (PMO) services*

Services provided by **Kadiak, LLC**

2

Organizational Change Management (OCM) support*

Services provided by **Totem, LLC**

3

Enterprise Electronic Health Record System

Service provider **to be determined.**



*Selected contracts identified as set-asides for Indian Small Business Economic Enterprises under the authority of the **Buy Indian Act**

IHS OCM Support Team



Totem: Small Business Administration (SBA) Certified 8(a), Small Disadvantaged Business



ECS Federal: Large Business



Chenega: Alaska Native Owned, SBA Certified 8(a), Small Disadvantaged Business.



Indigenous Pact: Native American Owned Business, Woman Owned Business, Certified B Corporation

Team Totem's Background

- [Totem Consulting](#) leads a proven team comprised of [Indigenous Pact](#), [ECS Federal](#), and [Chenega](#).
- Collaboration, human-centered approaches to change, data-driven solutions, and progress measurements are their keys to success.
- They supported large transformations at the National Institutes of Health, Defense Health Agency, U.S. Department of Veterans Affairs, and American Heart Association.
- The team has experiences with American Indian and Alaska Native communities where they provided EHR solutions in a complex health care delivery network.



Our OCM Approach

FRAMEWORKS, TACTICS, AND ALIGNMENT

Brooke Cose

OCM Lead & Project Manager
Totem Consulting

Change Activities: Consider the Human Experience in Change

- Activity 1: Think about a change that impacted you (i.e., new job, moving, marriage, children)

- 1 What emotions did you experience?
- 2 What made the change go well?
- 3 What made the change go poorly?



OCM Defined

The role of OCM in large scale change efforts is to help the enterprise increase user adoption while reducing disruption to operations during the transition.



OCM Approach & Key Elements

Human-Centered

Data Driven

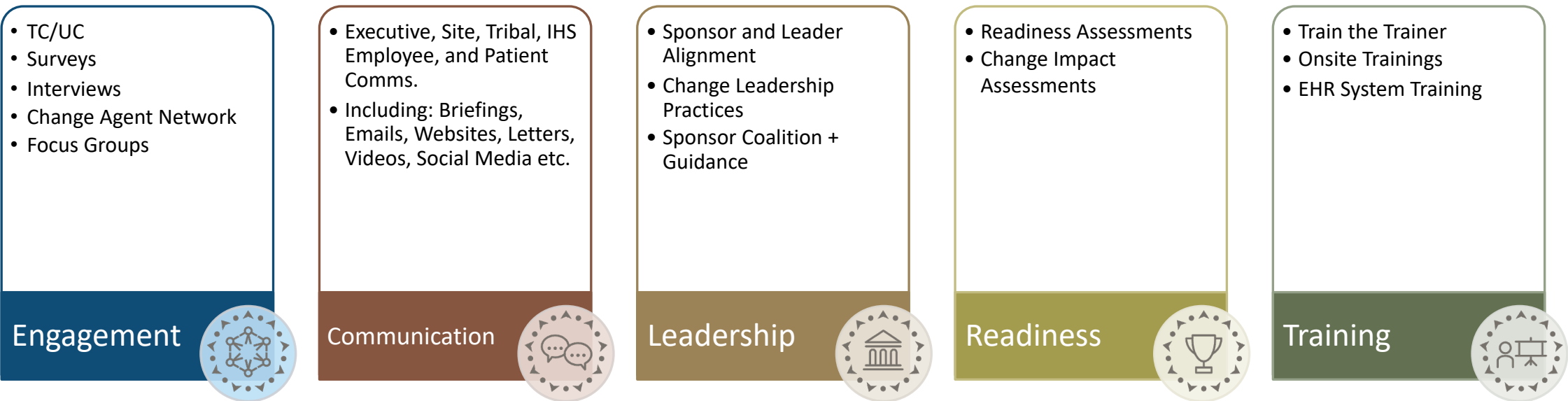
Iterative

Scalable



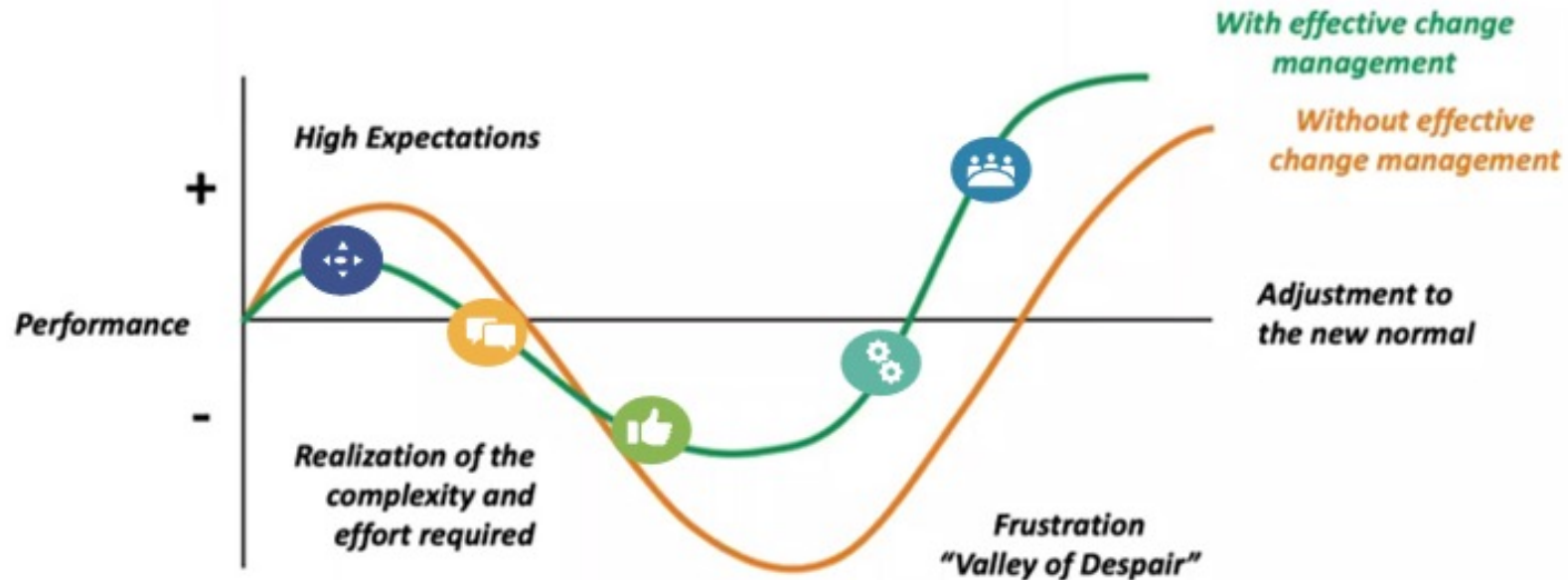
OCM Approach Defined

The OCM Team uses specific change tools and practices within each OCM element to support you along the change journey.



Change Curve – Effective Change

OCM helps reduce the negative emotional impacts from change and minimizes the time needed to adjust to the new normal.



OCM Activity 2

- Activity 2: Switch a watch or a ring, or interlace your fingers on your non-dominant hand

1 What are you feeling?

2 What do you want to do?

3 What would you need to do to maintain this change?



Organizational Change Management Progress

ROADMAP, GOVERNANCE, & LESSONS LEARNED

Kimberly Shije

Organizational Change Manager

IHS, HQ, OIT, DHITMO

Modernization Program Major Milestones



Research 2018-2019

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



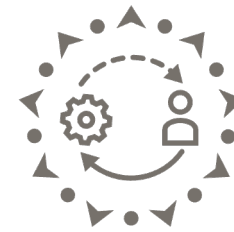
Plan 2020-2021

- Program Management Office via FFRDC support
- **Listening Sessions on modernization approaches**
- Virtual Industry Day
- Requests for Information
- [Decision memo](#) to replace RPMS
- Acquisition strategy



Buy & Build 2022-2024

- Executive Steering Committee
- Congressional Data Call inquiry
- DHITMO office established
- Award contracts for EHR solution, Program Management Office, and **Organizational Change Management support**
- Begin system build



Train, Deploy & Operate 2025+

- **Change management support**
- Local infrastructure assessment and migration
- User training
- Multi-year rollout in cohorts, across I/T/U

Schedule dependent on funding, participation, and lessons learned



OCM Modernization Program Milestones



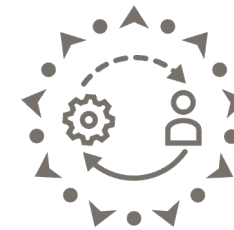
**Plan
2020-2021**

- Acquisition Status and Introduction to Modernization Focus Groups



**Buy & Build
2022-2024**

- Preparing for Change
- Modernization Resources
- Leaders Engaging in Governance
- The Path Forward



**Train, Deploy
& Operate
2025+**

- Ongoing Change Management Support

Schedule dependent on funding, participation, and lessons learned



Recent OCM Accomplishments

ORGANIZATIONAL CHANGE MANAGEMENT

IHS values collaborating with Partners and Stakeholders, and it is a key to managing organizational change

Published **Dear Tribal Leader Letters/Dear Urban Indian Organization Leader Letters**, Facilitated **quarterly TC/UC**

Interviewed participants to establish awareness about IT Health Modernization

COMMUNICATION & AWARENESS

IHS provides awareness through effective communication with Partners.

Delivered **45+** executive presentations to partners

Developed **200+** communications products

Tracked **4,000+** unique visitors to the IHS.gov Modernization-focused webpages




Lessons Learned from Similar Organizations

The OCM Team learns from lessons that similar organizations have experienced. Many of the Lessons Learned align to the OCM elements we use in our change management plans.



Engagement

- Engage Partners Early to Build Buy-in



Communication

- Standardize communications for employees and between organizational entities and EHR vendor
- Clear, Consistent, Frequent, & Transparent Messaging is Essential




Leadership

- Transformation must be a Leadership Priority
- View effort as a Clinical Transformation, not a Technology Project
- Commitment to 'Stay the Course' is Critical



Readiness

- Standardize and centralize monitoring of OCM deployment and effectiveness

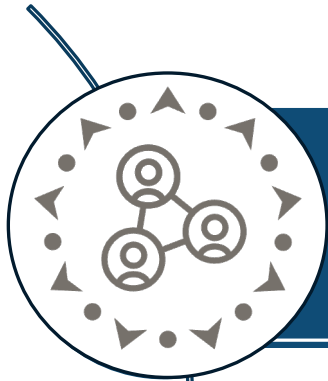


Training

- Standardize training for employees
- Provide more time to schedule and prepare for trainings
- Do not underestimate End User Training



Activity 3: Dialogue & Report Out



Peer-to-Peer or Small Group Dialogue

- What are the biggest challenges you believe the OCM Team should keep in mind and address through the change efforts?



3-5 Volunteers to Report Out



Governance for IHS Health IT Modernization

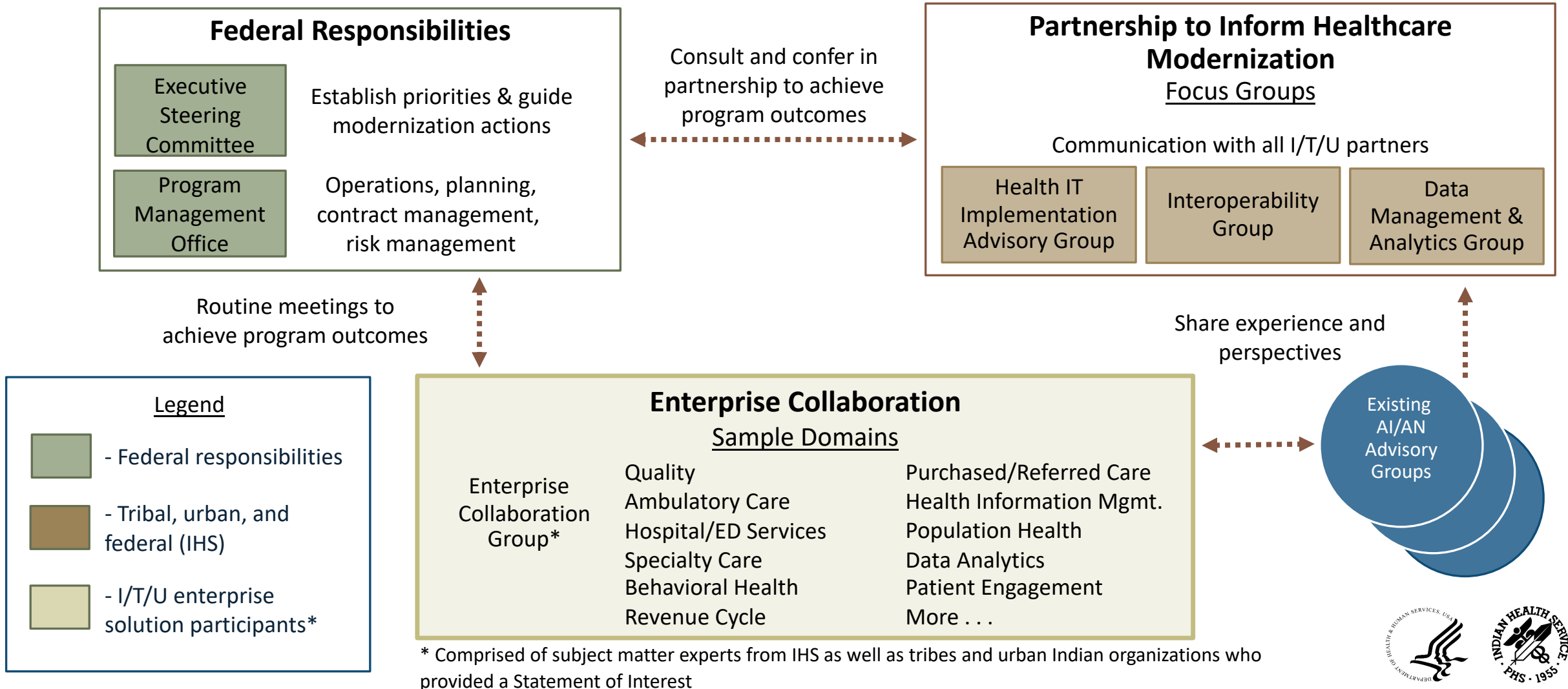
ENTERPRISE COLLABORATION GROUP (ECG) & STATEMENT OF INTEREST

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Governance Model for IHS Health IT Modernization



Enterprise Collaboration Group (ECG)

Purpose

A user-focused body that informs the DHITMO, and other partners impacted by the EHR solution, on key clinical and administrative topics.

Examples of clinical topics may be workflows related to medication management and patient registration/check-in; administrative examples may include revenue cycle and billing.

Scope

Review preferred, evidence-based practices and recommendations for the following operational aspects of EHR implementation and deployment:

- Workflows
- System Configurations
- System Policy

Outcomes

The enterprise EHR system is configured collaboratively by expert users from participating IHS federal facilities, Tribes, and urban Indian organizations (I/T/U)*

- Replaces local EHR committee
- Addresses accreditation
- Addresses patient safety and quality of care

*Statement of Interest provides IHS notice of Tribal/Urban partners who may join as tenants on the Enterprise EHR.



Statement of Interest

Opportunity for Tribes and urban Indian organizations to formally express interest in participating on the IHS enterprise EHR solution

- IHS desires to learn which Tribal and Urban health care entities have a likely interest in becoming a tenant on the shared system, so that we can begin to engage with those future users
- IHS circulated a brief “[Statement of Interest](#)” form on which Tribal and Urban health care entities can indicate their expected interest in partnering with IHS on the shared enterprise solution
- The Statement of Interest is NON-BINDING, and will serve to connect likely partners for purposes of system configuration, organizational assessment, and implementation planning
- The Statement of Interest was attached to a [Dear Tribal Leader and Urban Indian Organization Leader letter](#) published on June 29, 2023
- To date the IHS has received 40+ Statement of Interest documents



Collaboration Opportunities

FOCUS GROUPS

Kimberly Shije

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IHS, HQ, OIT, DHITMO

Guiding Partnership – Focus Groups

Anticipated launch following EHR contract award

Focus Groups

Interoperability

- Review and suggest strategies, operational requirements, clinical practice standards, and performance measures

Data Management and Analytics

- Review and suggest strategies that support effective data use, security and privacy controls, and standards

Implementation

- Responsible for helping IHS understand the strategies used by other federal agencies, Tribes, and urban Indian organizations to modernize their health IT capabilities and resulting performance changes in health care delivery; informs implementation planning and organizational readiness



Invitation to Join Focus Groups

Focus Groups

- Tribes and UIOs are encouraged to engage in modernization strategy via Focus Groups
- Participation will be open to all I/T/U organizations:
 - Subject matter experts in interoperability, data and analytics, and Health IT implementation
 - Participation is not limited to one Focus Group
 - Partners with a range of Health IT experience in RPMS or other EHRs

Tribal and urban Indian subject matter experts can email Modernization@ihs.gov to join a focus group of interest

Submit the person's name, title, credentials, tribe or urban Indian organization, email address, and focus group(s) they would like to support

Vendors cannot participate



In-Person Interview!



Scan to schedule an in-person interview for 15-minute this week.

IHS invites you to participate in a **Modernization Awareness Interview** to give your feedback and help shape the Health IT Modernization Program.

Questions & Discussion

Thank You!

Stay informed on the Health IT Modernization Program at www.IHS.gov/HIT

Sign up for Modernization or IHS Director Tribal Leader Updates at the [IHS website](http://www.IHS.gov/HIT)

Stay Informed

Greta Ziegler

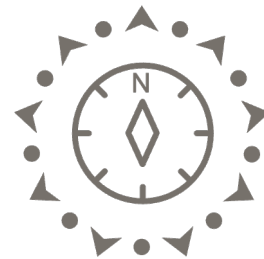
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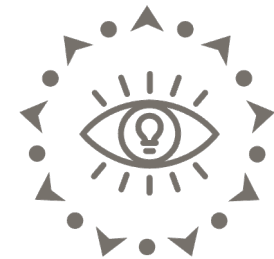
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IHS Mission

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

