Next Generation MMIS

Modular is Hard but Possible

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“We know what we don’t like about buying consolidated product suites: one great product and a bunch of mediocre ones. And we know what we don’t like about buying best-of-breed: multiple vendors, multiple interfaces and multiple products that don’t work well together.”

A Single Monolithic System
From this...
To that...
South Carolina MMIS Strategy

- Administrative Services ("ASO")
- Reporting & Data Analytics
- Operational Data Store ("ODS")
- Provider Enrollment & Management
- Finance & Administration
Program Principles

> Support the state’s move towards a managed care-centric Medicaid program while finding a cost-effective approach for the FFS population
> Maintain flexibility, reduce time and cost of implementations
> Use a modular, componentized approach that incorporates current technology
> Use configurable Commercial-Off-the-Shelf (COTS) or Software-as-a-Service (SaaS) whenever practical
> Deliver components incrementally
> Determine staffing needs and state staff capacity
Key Shifts in MMIS Needs

> Shift from claims payment to support of health outcomes and population health analysis
> Shift from transactional payment focus to management and analysis of patterns and trends
> Shift from static reports/data/information toward near-real-time dashboard and predictive metrics
> Shift from silo’d data to enterprise data
> Shift from departmental processes to lean integrated best-practice operational processes
ASO Strategy

> Seek a commercial ASO to manage claims operations for remaining FFS lives
> View ASO as Software-as-a-Service (Saas) and Business Process Outsourcing (BPO)
> Drive approach to get as many vendors as possible who have experience administering insurance programs with at least 100,000 lives
ASO Demands and Challenges

- ASO only works if the requirements are truly equivalent to commercial insurance
  - Need a “market” to drive down cost
  - Need to fit into existing solutions, not customize to Medicaid needs
- Requires us to “translate” those things that are unique to Medicaid into commercial insurance
- Requires us to clearly document payment policies, rules and edits in ways that are usable by commercial claims processors
- Challenges Medicaid to question policies, processes, and historical assumptions
Anticipated ASO Procurement/Contract

- Contract with an ASO/TPA to perform claims processing & provider management operations
  - Claims adjudication
  - Prior authorization
  - Call/contact management
  - Possible case management

- Retain control over Medicaid program and enable State staff to focus on program design
  - Program design and policy development
  - Business rule development
  - Definition of reference data
  - Final claims payment (via state treasurer system)
Reporting & Analytics

> Provide tools to shift from cost and counting toward population health and health outcomes
> Meet reporting (federal/state) reporting requirements
> Enhance Program Integrity and SURS functions
> Provide tools for Predictive Analytics and proactive fraud and abuse monitoring
> Provide robust tools for use with Operational Data Store
> Exploit data and process integration technologies to develop enterprise-wise real-time solutions
> Establish sustainable integrated processes to demonstrate continuous efficiency gains
Reporting & Analytics

> Support for payment reform with focus on MCO/ASO performance and contract oversight
> Consideration of program integrity with regard to MCOs and encounters
> Population focus on improving overall health with effective use of screening, preventative services, etc.
> Isolation of cross-program “bad actors” to drive fraud, waste and abuse identification
> Automation of program integrity case life cycles from identification, to verification, to prosecution and recoupment
Reporting & Analytics Approach
Multi-Phase

SURS & DSS Replacement
- Reports
- Algorithms
- User Interfaces
- ETL Rules

ODS Integration
- Spreadsheets to User Tools/Interface
- Batch to Real Time
- Requests to Self-Service

Enterprise Analytics
- Quality of Health Outcomes
- Predictive Analytics
- Enterprise Fraud, Waste, and Abuse
- MCO & ASO Payment Integrity
- Utilization Pattern Analysis
- HEDIS Certification

Healthy Connections
Anticipated Reporting & Analytics Procurement/Contract

> Determine most effective contract strategy
  > COTS product(s) (part of enterprise tools)
  > Implementation labor/resources
  > Operations labor/resources

> Increase state analytics self-sufficiency to reduce reliance on available vendor proprietary solutions and data
Operational Data Store (ODS)

> Provide near-real-time view of the enterprise
> Focus on the operational requirements of a particular business process
  > Customer/stakeholder experience/service
  > Yesterday/today activities (encounters)
> Serve as a hub and when needed a transactional repository for enterprise data
> Enable reporting and analytics over the data available in the ODS and correlate with other systems
Provider & Finance

> **Provider Approach**
  > Building upon work completed in Minnesota’s provider challenge
  > Include provider operations with ASO contract
  > Focus on reducing provider burden in registering as a Medicaid provider (FFS and MCOs)

> **Finance Approach**
  > Make payments from State’s SAP system
  > Handling the uniqueness of Medicaid financing
What is Hard...

- Cultural Transformation and Change Management
  - Clear documentation of processes and procedures
  - Doing it differently
- Need for Enterprise Architecture
  - Drive toward “standard” transactions
  - Completely new infrastructure
- Need for Project Management (PMO)
- Need for Lifecycle Management
  - Incremental, agile, scrum, waterfall, hybrid...
- Dependence on Integration
  - New (and required) state expertise
  - Core to “managing the enterprise”
  - Key to modularity and re-use
State Challenges & Opportunities

> Attracting and Retaining Staff
  > Knowing enough about technology and program

> Procurement
  > Multiple vendors/contracts
  > Dependencies and timing

> Integration Points
  > Multiple vendors/contracts
  > Dependencies and timing
CMS/State Challenges & Opportunities

- Different MMIS Strategy
  - Not “big bang” or “rip-and-replace”
  - Incremental release

- The “ASO” Concept
  - Balance between “visibility” and “black box”

- Certification Approach
  - Potential use of CMS “pilot” to tie XLC
“The most serious mistakes are not being made as a result of wrong answers. The truly dangerous thing is asking the wrong questions.”

Peter Drucker
A next generation MMIS is possible, but it will be hard.