

## Care Compass Network uses technology to position its integrated network of partner organizations for success



- OBJECTIVE:** Care Compass Network (CCN), is a non-profit Upstate New York Provider Performance System (PPS), based in Binghamton, NY. CCN is one of 25 PPS that were created as part of the State of New York's 2014 adoption of a 5-year CMS Delivery System Reform Incentive Payment (DSRIP) Medicaid program. In 2014 CCN also applied for and was awarded a \$14.3 million CRFP (Capital Restructuring Finance Program) grant from the New York State Department of Health. Funding from the CRFP Grant will support the work of CCN's partner organizations and set them on a successful path as we move towards a value-based payment environment, one of the key outcomes outlined in the DSRIP program.
- SITUATION:** Due to the short-term nature of DSRIP (5 years) and the associated deadlines and requirements associated with the CRFP grant, CCN had immediate needs for interim IT executive leadership as well as assistance in conducting thorough evaluations and selections for significant investment in information technology in the upstate NY region. At the time, CCN did not have a fully staffed in-house IT Department.
- SOLUTION:** CCN engaged iatricSystems™ Professional Services to initially provide an Interim CIO role for a six-month period, and to initiate several IT evaluation and selection processes, in parallel, in order to meet pending CRFP grant related deadlines.
- RESULTS:** With iatricSystems guidance, the CCN leadership team has been very successful in enabling, supporting, and funding broader adoption of information technology across its nine-county region. In addition, CCN has been an effective catalyst in engaging its healthcare and community service organizations on the topic of meaningful information exchange.



### Interim CIO

iatricSystems was initially contracted to provide an Interim CIO role, for a period of six months. The primary objectives of this initial six-month engagement were:

- Provide CCN with an experienced IT executive to represent CCN's IT related interests on various governance committees, executive leadership groups, etc
- Assess and operationalize CCN's recently completed and approved Strategic IT Plan, which identified several areas of IT related needs for CCN and/or its partner organizations
- In regard to the CRFP grant, identify and ensure compliance with all data submission requirements and associated deadlines
- Initiate and complete formal evaluation and selection processes for; electronic health records systems (EHRs), care management and population health management platforms, and telehealth technologies

All of the above objectives were completed within six months and provided CCN with greater clarity in regard to short-term and long-term IT priorities.

### Executive IT Advisor

At the end of the initial six-month contract, iatricSystems Professional Services role was extended for an additional 15-month period, serving as an executive IT advisor both to CCN's new Director of Information Technology and its senior leadership team during CCN's PPS-wide strategic planning process.

iatricSystems took a leadership role in the development of CCN's first three IT incentive programs for partner organizations; (1) Connectivity and Interoperability (to incentivize RHIO adoption), (2) EHR Systems (for those healthcare and community organizations excluded from the meaningful use program), and (3) Software-Based Screening Tool (for behavioral health screening). The first two incentive programs were especially successful in increasing adoption and utilization of RHIOs as well as the adoption and implementation of EHR systems in LTPAC facilities and community service organizations.

### Population Health, Care Management, and Telehealth Platforms

During the second half of the 15-month engagement extension period, CCN initiated a "grass roots" effort to initiate a process to further qualify and quantify the level of interest and need among its 180+ partner organizations for; (a) a population health management platform (including analytics), (b) a care management platform, and (c) telehealth technologies. In order to complete this process within a 3-4 month period, CCN contracted with iatricSystems for additional consulting resources. Once completed, this process initiated formal evaluation and selection processes for a population health management platform, a care management platform, and telehealth technologies to support telehealth consults in LTPAC facilities and primary care settings.

### Population Health and Care Management Implementation Consultant Selection

To comply with the established DSRIP timeline, CCN identified the need to implement the population health management (PHM) and care management (CM) platforms within nine months. The CCN team realized they needed SME assistance to advise stakeholders, manage implementations, and promote user adoption. iatricSystems was tasked with identifying third-party consultants to work alongside the technology vendors and partner organizations.

iatricSystems developed a request for proposal (RFP) and selection criteria for CCN to score and measure responses to the RFP. After receiving the consultant RFP responses, presentations, and interview responses, CCN leadership utilized iatricSystems recommendation to successfully select one consultant group for population health management and another consultant group for care management.

"The depth and breadth of knowledge and expertise of iatricSystems has been instrumental to our organization and our partners in our efforts to transform healthcare in our upstate NY region. iatricSystems provided key advisement and support during the early stages of DSRIP..."

– Mark Ropiecki  
Executive Director

### Program, Vendor, and Resource Management

With multiple vendors, consultants, and more than 180 partners anxiously prepared to move forward with implementing their new technology, CCN needed to develop a systematic approach that would ensure successful user adoption. iatricSystems developed the portfolio, program, and project management framework necessary to formalize the delivery of the population health and care management implementations. A replicable method of project delivery was created to ensure CCN obtained the same successful results each time, regardless of their data partner, EMR, vendor, or assigned resources.

iatricSystems also identified the need for CCN to collaborate with and manage large teams of external resources. iatricSystems selected and implemented the project management software and built the associated project templates, schedules, status reports, dashboards, issue logs, and risk registers necessary for the assigned project managers.

With the framework in place, iatricSystems was asked to manage the initial phases of population health and care management implementations to ensure the projects remained within scope, on budget, and on time.

### Beyond DSRIP

Each PPS – such as CCN – is required to develop a strategy and sustainability model that will be implemented when New York State’s 5-year DSRIP program comes to an end on March 31, 2020. Through the various roles and three years of service to CCN’s leadership team, iatricSystems helped CCN develop a structured approach to project and program delivery, along with the adoption of necessary technology platforms to continue supporting the development of enduring partnerships of clinical and community service providers that will enable the network to continually provide quality care to the community members in the CCN service area.