



The National Workgroup on Integration

To help our members leverage the opportunities created by health care reform efforts and current funding opportunities enabling the integration of health and human services, APHSA established the National Workgroup on Integration (NWI) in August 2011. The NWI is a collaborative workgroup comprised of senior leaders from 14 state and 4 local health and human service agencies; federal agency partners, including the Department of Health and Human Services' Administration for Children and Families and Centers for Medicare and Medicaid Services and the Department of Agriculture's Food and Nutrition Service; other state associations; and sponsoring industry partners including Accenture, AT&T, CGI, Deloitte, ESRI, Microsoft, PCG, and Xerox.

Recognizing that states are positioned along a continuum in how they are addressing horizontal integration and that some states are further along than others, the NWI works to: Identify emerging issues that are enablers or barriers to integration; develop guidance and provide tools and templates for integration; gather and disseminate best practices; and recommend policy and regulatory changes to facilitate integration. Products released to date include:

Foundational Document

Bridging the Divide: Leveraging New Opportunities to Integrate Health and Human Services (October, 2011) describes a vision for 21st Century health and human service programs of a fully integrated health and human services system. One that operates a seamless, streamlined information exchange, shared services, and coordinated care delivery system and that provides a consumer-focused modern marketplace experience designed to improve consumer outcomes, improve population health over time, and bend the health and human services cost curve by 2025. This report also provides a scan of the current environment and opportunities states may take advantage of to enhance efficiencies and maximize state and federal investments in health information technology, create effective and integrated workflow processes, enhance systems design for full integration, and address other cross-system areas of inquiry identified through the work of the National Workgroup on Integration.

Guidance

Governance Guidance (March, 2012) emphasizes the need for state and local human service agencies to be a part of the governing body in charge of modernization planning for eligibility and enrollment systems, as well as other IT modernization projects and integrated service delivery. This guidance is designed to help leaders understand the drivers of systems integration, the current environmental factors impacting efforts to integrate across systems, and strategies and steps to consider in both the short and long term as a state and localities work to achieve not only interoperability but true integration of health and human service delivery.

Technology Guidance (May, 2012) provides an overview of technology's supporting role, identifies the challenges faced by health and human service leaders to build horizontally

integrated and interoperable eligibility determination systems, and focuses on how enterprise-wide Service Oriented Architectures can link disparate databases from various agencies that serve the same clients. The guidance also discusses recent federal policy opportunities that can be used to effectively leverage technology to ensure that the desired outcomes are achieved.

Business Model Guidance (August, 2012) builds on the 2025 vision articulated in *Bridging the Divide* and the Governance and Technology guidance by prompting health and human service leaders to rethink how human services are accessed and delivered and what reengineering of current systems must occur. The guidance also offers a new business model (©Cari DeSantis) for a 21st century health and human services delivery system.

Frequently Asked Questions

FAQ's have been published on the following topic areas aimed at leveraging the time-limited offer of enhanced federal funding for eligibility systems:

- *Building or Enhancing Interoperability of Human Services Programs with Medicaid Eligibility Systems and Health Care Exchanges*
- *APD Requirements for Using the Cost Allocation Exception*

2012 Webinar Series

NWI and its sponsoring industry partners completed 7-part webinar series built on the work of the NWI, and focused on the latest state/county activities around IT system modernization, data sharing, and new governance and business process models fostering these efforts. The Webinar Series promotes the work of the NWI members, is a resource for state and county health and human service agencies and provides stakeholders with an opportunity to hear from leading experts from across the public and private sectors.

HHS Integration Maturity Model

In February, 2013, the NWI developed a Health and Human Services Integration Maturity Model and subsequent self-assessment tool to create a national baseline of where agencies are relative to the modernization of their business processes to foster health and human service integration. The Maturity Model allows agencies to assess themselves on the original and additional components to the Business Model¹ in relation to the maturity levels of the Human Services Value Curve².



For more information and access to the guidance and FAQ's go to <http://nwi.aphsa.org>

¹ Cari DeSantis, M.A.L.S.. *Business Model for Horizontal Integration of Health and Human Services*. APHSA. 2012

² Antonio M. Oftelie. *The Pursuit of Outcomes: Leadership Lessons and Insights on Transforming Human Services: A Report from the 2011 Human Services Summit on the Campus of Harvard University*. Leadership for a Networked World. 2011.