

**TERROS, Inc.**  
**Application to**  
**ASET-Arizona Strategic Enterprise Technology**  
**In response to**  
**Unconnected Healthcare Providers**  
**Health Information Exchange (HIE) Grant Program**  
**Draft as of November 16, 2012**

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## A. COVER SHEET

TERROS, Inc. a non-profit 501(c)(3) integrated healthcare agency, submits an application in response to the Unconnected Healthcare Providers-Health Information Exchange (HIE) Grant Program to create a Health Information Exchange between TERROS and its partners under the auspices of the Arizona Department of Economic Security's Arizona Families FIRST program. Substance abuse treatment services are provided to families who are involved with Child Protective Services. Partner agencies include:

- Family Services Agency (FSA)
- EMPACT-SPC
- National Council on Alcoholism and Drug Dependence (NCADD)
- Native American Connections

The following information is provided as the cover sheet as required.

**Name of Organization/Lead Applicant:** TERROS, Inc.

**Contact Information for Person Completing the Application:** Saffron Wanger, Chief Information Officer, TERROS, Inc.

**Executive Sponsor of Application:** Peggy J. Chase, Chief Executive Officer, TERROS, Inc.

**Date Applying to ASET:** November 15, 2012

**Total Dollar Amount Requested:** \$100,000.00

## **B. GRANT APPLICATION**

### **1. Project Description and Partner Relationship/Collaborative Structure**

Brief Organizational Description: TERROS, a community based nonprofit organization that provides integrated health care including behavioral health service, was founded in 1969. TERROS provides a full range of culturally specific services from prevention and crisis response to a complete continuum of outpatient services focusing on recovery and relapse prevention. In 2011, TERROS focused on an integrated health care approach and now provides medical as well as behavioral health care. TERROS also provides co-occurring care to persons with both substance abuse and mental illness issues. TERROS has significant levels of expertise in behavioral health, substance abuse treatment, outreach, engagement and retention, in-home service delivery, collaboration and partnering, managing complex programs and their related sources of funding.

TERROS has a long history of using technology and automation to improve efficiency and effectiveness as well as improving workflow. TERROS currently produces approximately 500 automated reports monthly for managers, supervisors, and staff that provide meaningful information for management and delivery of programs and services. TERROS has implemented a paperless clinical system using a certified EHR under Meaningful Use. This focus ensures that staff can be efficient. TERROS has eleven dedicated staff in information systems which includes a depth of knowledge in the areas of development, project management, business analysis, network administration, and technical support. The Chief Information Officer, Ms. Saffron Wanger, reports directly to Ms. Peggy J. Chase, the Chief Executive Officer for TERROS.

The requested HIE funding will be focused on the TERROS Arizona Families FIRST program which provides family-focused outreach, substance abuse treatment and service coordination to persons referred by The Arizona Department of Economic Security's Child Protective Services. Services are delivered by TERROS and its partners: Family Service Agency, NCADD, EMPACT-SPC, and Native American Connections. The service delivery continuum for the program includes: outreach and engagement, intake and assessment, case management/case coordination, and substance abuse treatment services.

Current Use of Health Information Exchange among Partners: TERROS utilizes health information exchange with a variety of community partners. Examples include:

- TERROS collaborates with Crisis Recovery Network and uses an electronic HIE for the purposes of dispatching crisis services and providing information about disposition. Approximately 700 clients are served each month. As a result, clinicians are better prepared to address the crisis or emergent issue because they have access in the field to a range of real time information. This enables the clinicians to respond specifically to the client's presenting needs.
- Internally, TERROS utilizes a robust Electronic Health Record system to share information across multiple programs bridging nine clinical locations with a volume of 35,000 unique clients every year.

TERROS is requesting funds to implement an HIE to support its Arizona Families FIRST program for which TERROS is the grantee in Maricopa County. Funds requested from this grant will be utilized to establish an electronic HIE among TERROS and the four partners—Family Service Agency, EMPACT-SPC, NCADD, and Native American Connections.

The current exchange of information for Arizona Families FIRST is cumbersome with multiple databases and methodologies being used. There is duplication in data entry because data is currently exchanged manually and entered into unconnected systems. Funds from this grant would provide the foundation to build an HIE among the partners which will greatly improve data quality and efficiency and allow staff to focus on delivery of quality services to families. The current workflow for Arizona Families FIRST partners:

- Provider receives referral via fax
- Provider checks AHCCCS status manually
- Outreach department sends CPS referral information via email
- Collaborator selects best program and group from lists manually updated
- Case manager faxes assessment to collaborator
- Provider faxes new client information to CPS
- Provider faxes acknowledgement of assessment and recommendations to DES
- Case Manager faxes, hand-delivers, or scans to email clinical documentation including drug screens, assessments, treatment plans, demographics, monthly reports, and closure letters at the time of each service to collaborators
- Providers send monthly reports to DES
- Case Managers send closure letters to CPS

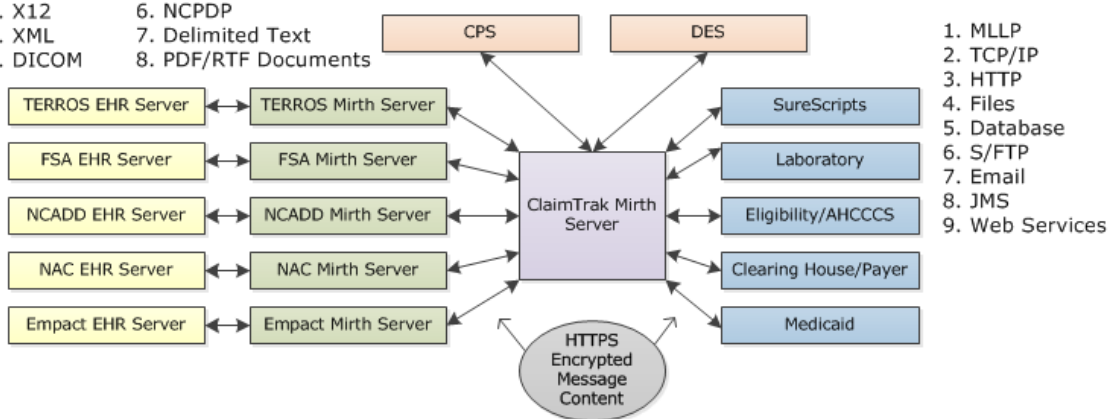
The HIE project will provide interoperability between partners and other agencies. The HIE design uses Mirth as the backbone. Mirth is an industry based solution that provides the ability to build dynamic sustainable data interchanges quickly. It creates a common platform that can integrate all of our data interchange needs. Mirth supports several message standards and communication protocols. The focus for the grant period will be connecting partners, laboratory order and results, and E-Prescribing. However, from the initial concept diagram below you can see the long term plan reaches beyond those initial objectives.

Mirth supports these message standards:

1. EDI
2. X12
3. XML
4. DICOM
5. HL7 v2.x and v3
6. NCPDP
7. Delimited Text
8. PDF/RTF Documents

Mirth supports these communications protocols:

1. MLLP
2. TCP/IP
3. HTTP
4. Files
5. Database
6. S/FTP
7. Email
8. JMS
9. Web Services



Geographic Area and Demographics of Population Served: The service area is Maricopa County and the demographics of the population served through Arizona Families FIRST are as follows: A total of 6,577 clients were served in FY 11/12. Of those, 62% are White, 4%-Native American, 9%-African American, 20% unknown and 5% other. Of all clients, 20% are of Hispanic origin. Of all clients, 71% are female and 29% male. Clients' age range includes 36% 18-25, 42% 26-35, 17% 36-45, 4% 46-55, and 1% other.

Description of Issues/Business Process that Health Information Exchange (HIE) will Assist with Improving: TERROS anticipates addressing the following issues through the implementation of the HIE:

- For the Arizona Families FIRST program, eliminate information exchange via paper, fax, phone calls, and emails.
- Efficiently exchange information among providers that can be housed alongside the information contained in an EHR through an automated process. This will allow for the automation of comprehensive reports and dashboards for program improvement, service adaptations and ensure clients are provided the most appropriate services to address their specific needs.
- Eliminate client documentation redundancies by eliminating the need for the client to provide the same information to multiple providers, clinicians, or support staff. This will reduce client frustration and enhance the time that the clinician can spend with the client.
- HIE data can be used to provide alerts for partners, to meet performance measurements and critical timelines and obligations to meet certain requirements within time frames.
- Provide enhanced data to ensure audit trails are in alignment with contract deliverables
- Provide real time information for client staffings so the clinical care team has access to the same information.

Describe how the HIE Grant Funds will Enable Agency to Meet Business Objectives: The HIE funds will enable TERROS and its partners to meet the following business objectives:

- Automate the extensive data collection and management to facilitate coordination of care among Arizona Families FIRST program providers.
- Provide a better experience for clients by reducing requests for information multiple times in order to focus clinician energy on engagement and retention of the client in the program.
- Referrals and clinical documentation will be completed electronically, thus providing efficiency to the system.
- Electronic prescribing and laboratory orders/results to improve the continuity of divergent services to clients thus facilitating the client's adherence to the treatment plan resulting in better outcomes.

Long term milestones beyond the immediate funding period will allow TERROS to develop procedures and protocols to extend HIE to including:

- Electronically submit required comprehensive monthly reports to the Arizona Department of Economic Security's Child Protective Services.
- Automate Arizona Families First billing process.
- Develop a streamlined automated process to verify AHCCCS eligibility.
- Extend collaborative care approach through the network of behavioral health providers.

- Connection to HINAz enables TERROS to access hospitalization and prescription data in order to help patients access the correct level of care rather than being hospitalized. It will also provide access to information related prescription costs and adverse medical reactions.

Describe how Project will serve the Needs of the Underserved and Low Income Populations the Agency Cares For

The TERROS HIE project will focus on the Arizona Families FIRST Program which provides services to families involved with child protective services. Although income level data is collected, it is not in a reportable format without the proposed integrative project. Evidence suggests there is a strong relationship between poverty and child maltreatment.

Name of Organization that will serve as the Fiscal Agent on this Project: TERROS, Inc. will serve as the fiscal agent for the project.

Name and Resume of Individual Who will serve as Project Lead: Ms. Saffron Wanger, Chief Information Officer will be the project lead. Her resume is attached as required.

Joint Application-Letter of Support: Letters of Support are attached as required.

**2. Project Work Plan**

Milestones and Expectations for the Project

The goal of this project is to exchange information relating to referrals, assessments, treatment plans, services provided, lab orders and results, and E-Prescribing across agencies that provide services to the same clients, securely and electronically resulting in more efficient workflows for clinical care teams. The major milestones for the project include creating a full project plan, configuring and installing equipment, development, testing, training and deployment.

Time Specific Objectives to Achieve each Stated Outcome/Goal

<b>Milestone Task</b>	<b>Start Date</b>	<b>Duration</b>
Grant Applications Due to ASET	11/16/2012	
Grant Decisions Communicated	12/31/2012	
Sign and return grant agreement		
Project Planning <ul style="list-style-type: none"> <li>• Create detailed project plan</li> <li>• Finalize roles and responsibilities</li> <li>• Determine project tasks</li> <li>• Finalize equipment needs, software and license fees for each agency</li> <li>• Finalize project budget</li> <li>• Develop project schedule</li> </ul>	01/02/2013	3 Weeks
HIE Marketplace Orientation/Project Kickoff	Mid-January	
Project Kickoff <ul style="list-style-type: none"> <li>• Introduce team, project, project goals and schedule</li> </ul>	01/21/2013	
Order, configure and install equipment	01/22/2013	4 Weeks
Development	01/22/13	16 Weeks

<b>Milestone Task</b>	<b>Start Date</b>	<b>Duration</b>
<ul style="list-style-type: none"> <li>• Vendor to code connection to each agency</li> <li>• Vendor to code connection to each outside agencies</li> <li>• Vendor to code user interface for exchange</li> </ul>		
Testing – start 6 weeks after development then runs concurrently with development thereafter <ul style="list-style-type: none"> <li>• Test communication/information exchange from agency servers to ClaimTrak Mirth Server</li> <li>• Test communication/information exchange from ClaimTrak Mirth server to outside agencies</li> <li>• Test return communication/information exchange from outside agency back to ClaimTrak</li> <li>• Test return communication/information exchange from ClaimTrak Mirth Server back to agencies</li> </ul>	03/04/2013	12 Weeks
Mid grant progress report due	04/30/2013	
Training <ul style="list-style-type: none"> <li>• Consultants working on the development will train staff at each agency to use interface for exchange.</li> <li>• TERROS to train IT staff on equipment, maintenance and support</li> </ul>	05/27/2012	2 Weeks
Go live with Health Information Exchange <ul style="list-style-type: none"> <li>• On the day each agency goes live with a technical resources and trainer will be available at each site</li> <li>• Technical resource and trainer will be available for further support if needed to each agency for the follow two weeks (through 6/29)</li> </ul>	06/10/2013	1 Weeks
Close project <ul style="list-style-type: none"> <li>• Determine if objectives and goals were met and what value was gained by each agency</li> <li>• Knowledge transfer</li> <li>• Determine future plans and priorities</li> <li>• Document lessons learned</li> </ul>	06/24/2013	1 Week
Grant Program Ends	06/30/2013	
Continuous evaluation, ongoing maintenance and support		
Final Deliverables Due To ASET	07/30/2013	

The collaboration of agencies would like to continuously evaluate, support and grow it's HIE with plans that extend beyond the grant period. The vision the group shares is to see the HIE grow to include 270/271 eligibility checks, clearinghouse/payer communication, PCP communication as well as connect to HINAz.

Communication Plan To Ensure all Stakeholders are Kept Informed of Project Goals and Progress and are Engaged

The project will ensure communication with key stakeholders including CEOs, CIOS, and IT Directors and staff for each partner agency. The consultants related to HIE development will also be key stakeholders. Communication will take place through weekly status calls, regularly

scheduled meetings-at least monthly- email updates based on project due dates and milestones and end of project training and roll out sessions.

Names, Titles, and Organizations of the Primary Project Team Members and their Roles: The Project Team includes the following individuals:

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Role</b>
Saffron Wanger	CIO	TERROS	Overall project oversight
Leslea Drake	Project Manager	TERROS	Day to day project management
Kristina Perkins	IT Manager	TERROS	Infrastructure Consultant
Darryl Hardy	Network Administrator	TERROS	Day to day infrastructure work
Michael Fireman	Developer	TERROS	Information Solutions Consultant
Chuck Davis	Developer	TERROS	Reports
Gayle Stocking	Business Analyst	TERROS	Requirements Gathering
Ron Wilson	Senior Interoperability Developer	ClaimTrak	Sr. Interoperability Developer
Development Team	Developer(s)	Claimtrak	Developers
David Laimar		EMPACT-SPC	Agency Coordinator
Agency Representative	To be determined	Family Service Agency	Agency Coordinator
Agency Representative	To be determined	NCADD	Agency Coordinator
Agency Representative	To be determined	Native America Connections	Agency Coordinator

Description of the Source of any In-Kind Technical Support — Internal and/or External:

TERROS staff time will be an in-kind contribution to the project. In addition, Ron Wilson who is the Senior Interoperability Developer for ClaimTrak (the platform on which the HIE will be built) along with their development team will also provide time and expertise to develop the information exchange and connections to the electronic health record as an in-kind contribution. The in-kind development of connections to the electronic health record will include gathering message information to be exchanges from an EHR. The in-kind information exchange development will include development to collect information from an agency’s EHR, sending it an agency’s Mirth server. Data will arrive at the vendors Mirth server and then be sent to the various outside agencies (scripts, labs, etc.)



### 3. Line Item Budget

PROJECT TITLE: ASET - Arizona Strategic Enterprise Technology UHC/HIE

6 Month Budget, Jan-Jun 2013

Description Cost Component - Description	ASET Funding Request	50% Match		Total Project Budget
		Cash	In Kind Contributions	
<b>Salary and Fringe</b>				
Project Management			21,174	21,174
Hardware/software deployment			9,244	9,244
Report creation			19,414	19,414
<b>Total Salary &amp; Fringe</b>	<b>0</b>	<b>0</b>	<b>49,832</b>	<b>49,832</b>
<b>Equipment</b>				
Server and appliance for exchange	8,000			8,000
Agency servers (5)	17,900			17,900
<b>Total Equipment</b>	<b>25,900</b>	<b>0</b>	<b>0</b>	<b>25,900</b>
<b>Software</b>				
Information exchange transaction licensing	49,500			49,500
SQL Server licensing	9,600	12,800		22,400
Information exchange development			17,500	17,500
EHR connection development			2,500	2,500
<b>Total Software</b>	<b>59,100</b>	<b>12,800</b>	<b>20,000</b>	<b>91,900</b>
<b>Supplies</b>				
Cables, connectors, and misc. supplies		1,260		1,260
<b>Total Supplies</b>	<b>0</b>	<b>1,260</b>	<b>0</b>	<b>1,260</b>
<b>Consultants/Contracted Services</b>				
Project management (vendor development)	12,500			12,500
Training	2,500	2500		5,000
<b>Total Consultants/Contracted Services</b>	<b>15,000</b>	<b>2,500</b>	<b>0</b>	<b>17,500</b>
<b>Other</b>				
Documentation			2,500	2,500
Operating Expense			9,468	9,468
<b>Total Other</b>			<b>11,968</b>	<b>11,968</b>
<b>TOTAL PROJECT BUDGET</b>	<b>\$100,000</b>	<b>\$16,560</b>	<b>\$81,800</b>	<b>\$198,360</b>

#### **4. The Budget Narrative**

Salaries and Fringe will be provided in-kind by TERROS from non-federal contracts and the general fund.

- Project Oversight - CIO Saffron Wanger, 2% level of effort, will have overall responsibility for implementation of the grant, supervision staff and ensure that overall goals are met.
- Project Management – Project Manager Leslea Drake, 50% level of effort, will have responsibility for planning, coordination, and execution of day-to-day program deliverables.
- Hardware Deployment/Consultation - IT Manager Kristina Perkins, 10% level of effort, will provide expertise and guidance for the hardware configuration and installation.
- Hardware Deployment/Installation – Network Administrator Darryl Hardy, 15% level of effort, will be responsible for configuring and installing hardware.
- Development Consultation –Michael Fireman, 25% level of effort, will provide expertise and guidance in development and functionality as it relates to the EHR.
- Report Programming – Developer Chuck Davis, at a 25% level of effort, will be responsible for development of reports.

Salary and Fringe was calculated using base salary times the number of dedicated hours plus 26 percent (the current agency trend) for fringe which consists of payroll taxes, medical insurance, and workers compensation insurance.

Equipment – ASET funds are being requested to purchase a server and Mirth appliance for each partner agency participating in the HIE project.

Software – ASET funds are being requested for transactional information exchange messaging fees for each agency for the first year. A message is any one lab result, lab order, e-prescription, etc. SQL Server licenses will be provided for each agency.

Supplies – Such as network cables will be provided in-kind by TERROS from the general funds.

Consultants/Contracted Services

- Project Management – ASET funds are being requested for vendor project management fees to manage the development efforts by the vendor (provided in kind) which will keep the project on schedule and within budget.
- Information Exchange Development – Will be provided in-kind by the vendor, Claimtrak, includes communication with outside agencies such as SureScripts, laboratories etc
- EHR Connection Development – Will be provided in-kind by the vendor, ClaimTrak, which includes getting the message from an agency’s HER server to their Mirth server then on to the Vendors Mirth server.
- Training – ASET funds are being requested to provide each agency with training to use the HIE and will be matched by TERROS from the general fund.

Other – Technical documentation will be provided in-kind by the vendor. Operating Expenses associated with in-kind staff will be provided in-kind consisting of Occupancy Expense at \$523/mth/fte X 1.27 fte; Network Connectivity and Communication Expense at \$327/mth/fte X 1.27 fte; and Other Operating Expense at \$392/mth/fte X 1.27 fte. Calculations based on the current agency trends.

#### **ATTACHMENTS**

Saffron Wanger-TERROS CIO, Resume

Letters of Support: EMPACT-SPC, Family Services Agency, Native American Connections, NCADD