Case Study: Electronic Visit Verification (EVV) System Implementation

CHALLENGE

The Illinois Department of Healthcare & Family Services (HFS) was required to implement an Electronic Visit Verification (EVV) System in order to comply with the 21st Century Cures Act. An EVV system, which records the delivery of Home Health Care (HHC) Services to Medicaid recipients by verifying the date, time, and location of caregiver visits, is designed to improve the Medicaid program integrity, reduce overpayments and claim errors, safeguard against fraud and abuse, and improve program oversight.

In order for the State to receive enhanced federal funding for Medicaid expenses associated with EVV, the newly implemented system had to be certified by the Centers for Medicare and Medicaid Services (CMS).

PROBLEM

The State had selected an EVV software vendor but needed to engage an experienced Project Management team to oversee the implementation of the chosen solution. The Project Management team was responsible for:

- Developing a project plan that identified priority activities and timelines
- Ensuring that the project and the EVV Vendor adhered to federal standards so the system could be certified by CMS
- Conducting internal meetings and reviews with HFS, other stakeholders, and the EVV Vendor for implementation activities, including systems and communications materials
- Establishing reporting requirements for the EVV vendor, including a timeline for reporting
- Reviewing all vendor deliverables to ensure they were meeting contractual requirements
- Coordinating with the EVV Vendor to develop a communication plan for outreach to stakeholders
- Ensuring the EVV vendor provided timely and appropriate training to stakeholders

SOLUTION

Due to the company's experience with EVV system certification and our history of success in managing multiple large IT system replacements, the State of Illinois selected netlogx as the Project Management team for this effort. Using Project Management Body of Knowledge (PMBOK) methodology, the netlogx team established a project plan and a project schedule. In addition, we:

- Established a schedule of weekly touchpoint meetings, designed to identify action items and document and mitigate risks and issues
- Provided follow up on risks, issues, and action items to ensure all items were addressed and mitigation plans were in place where needed
- Developed a certification strategy and work plan and distributed tools and documentation to the State and EVV Vendor
- Developed tools for information collection and status monitoring, to be used as artifacts in the certification process
- Developed a procedure for expediting communication and discussion around upcoming and urgent project needs
- Analyzed schedule adherence and gaps on a weekly basis
- Reviewed status reports on a weekly basis to ensure they met contract requirements
- Developed a communication plan to address end-user concerns with the new system
- Researched and reported EVV implementation and operational best practices

RESULTS

The netlogx project team developed a project plan and schedule to implement the new EVV solution on time and within budget and position the State of Illinois HFS department to achieve certification from CMS. The framework we developed provided the HFS with a defined approach and actionable plan for the successful completion of EVV certification.

ADVANTAGES

- By applying PMBOK methodology, netlogx could quickly assess overall project health and provide the HFS with up-to-date information
- netlogx' knowledge of CMS EVV and certification requirements and our past experience with EVV certification enabled us to quickly develop tools and templates for creating and storing required artifacts
- Establishing a weekly schedule of touchpoint meetings resulted in more productive discussions between the vendor and State project teams
- By monitoring schedule adherence closely, netlogx identified Late-to-Start and Late-to-Finish date changes, allowing State teams and the vendor to quickly address any impacts to the baseline schedule
- netlogx' review of project deliverables helped ensure contractual standards were met