VHA Office of Integrated Veteran Care (IVC)

Data Issue Management Process User Guide

V.1.1

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Document Information

Version History

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1.0	10/13/2022	First Draft
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1. Introduction

The Veterans Health Administration (VHA) Office of Integrated Veteran Care (IVC) Data Management (DM) project was established in April 2022 to define an improved process for documenting cross-system data issues and facilitating their resolution between the former VHA Office of Community Care (OCC) systems and the project teams that manage their development and sustainment.

A reorganization that formed the new office of Integrated Veteran Care in July 2022 drove some changes in scope. Some former OCC systems moved from OCC to VHA Finance and IVC inherited new systems from the former Office of Veterans Access to Care (OVAC).

Subsequently, the project's initial scope was limited to the Claims Value stream of systems which utilize data IVC depends on, which includes the following systems:

- Community Care Reimbursement System (CCRS)
- Program Integrity Tool (PIT)
- Community Care Referral and Authorization (CCRA)
- Provider Profile Management System (PPMS)
- Corporate Data Warehouse (CDW)
- electronic Claims Adjudication Management System (eCAMS)
- ClaimsXM (CXM)
- Revenue Ops Workflow Tool (ROWFT)

This project is organized into two phases. Phase I scope involves researching current data issues and processes, developing requirements for a data issue management process and selection of tools required to support those processes. Phase II involves launching a 60-day Pilot to test out Tier I of the 3-tiered data issue management process, to include the tools that support that tier. This guide should be considered a "living document". Updates to the guide will occur at end of Phase II and/or project closure and as needed after transition to long term Business owner.

2. Phase I Summary

Phase I involved researching and reviewing known cross-system data issues that were identified and captured during working groups, reported during scrum-of-scrum meetings, or identified by Project Managers.

During the review, data issues were categorized. For instance, one common data issue encountered involves missing or truncated data after data has been transferred from one system to another. As an example, an issue brief from 2021 described a case where Consolidated Patient Account Centers (CPACs) reported missing diagnosis

codes on new claims that entered the HURON Revenue Ops Workflow Tool. In another example, the CCRS team was informed that there appeared to be many claims missing from the PIT that should have been passed down by CCRS.

Duplication of data is another issue requiring mitigation. For example, In July 2022, 38 million records were found in the "PIT-PATIENT" CDW table, as compared to 7.3 million identified in the PIT database.

Lack of access to data is also a common issue. For example, the Consolidated Data Sets (CDS) project experienced delays in development of the Claims data set as they experienced challenges in accessing full sets of Claims data. Requesting data access proved challenging as there wasn't a standardized process to make an access request to a specific project team.

In addition to researching data issues, the project team participated in both business and (Office of Information and Technology (OIT) working groups to better understand current data issue management processes and how they are affecting data issue resolution. The team observed that system development teams tend to work in siloed environments and communications are limited to teams calls or email chains. Teams are also challenged to understand when and if data issues have been resolved. In addition, the level of effort required to complete the work needed to fix a data issue can fall outside the scope of the project teams resources. Teams feel obligated to work on the most critical issues which leads to a backlog; there's just not enough time/resources to resolve everything.

After gaining an understanding of the issues and current mitigation processes, the team got to work developing a standardized process to manage these data issues. In addition, the team performed requirements elicitation to determine functional requirements, analyzed alternatives based on available Commercial-Off-the-Shelf (COTS) software and selected two Microsoft Suite tools to support the Data Issue Management process.

3. Data Issue Management Process

The diagram below illustrates the three-tiered IVC Data Issue Management Process, which includes:

I. IVC system stakeholders enter, track status, and generate reports concerning data issues affecting one or more IVC systems.

II. Issue coordinators manage data issues to include, triage and root cause analysis, scope determination, and elevation to executive leadership or assignment to appropriate project teams/SMEs.

III. Project teams perform data issue mitigation against "in scope" issues and communicate status with the issue coordinator who is ultimately responsible for closing out an issue.

All IVC Stakeholders

Tier I GUI

- PMD Data Management Dashboard - Power Apps
- Enter data issues
- PMD Leadership - Data Management Tracker - All Items (sharepoint.com)
- Track status
- Generate Reports
- Export Data

Issue Coordinator

Tier IIA Triage / Root Cause Analysis

Tier IIB SME Coord

Feedback Loop

Tier III SME Resolution

- PMD Leadership - Data Management Tracker - All Items (sharepoint.com)
- Identifies root cause & appropriate Project team/SMEs
- Determines priority of issue (Critical, Significant, Moderate, Minor)
- Determines if issue can be resolved with existing resources / added to backlog
- If ELT escalation required, Issue brief developed & briefed at PMR

- Assigns Issues to Project teams/SMEs/Data Stewards
- Obtains status from Project teams/SMEs
- Communicates issue status to IVC Stakeholders

- PI Planning
  - ❑ High/Med priority added to Sprints
  - ❑ Lower priority added to backlog
- Closed issues reported back to Issue Coordinator to document closure

PMR

4. Tier I, Graphical User Interface (GUI) Pilot Description

Audience: Project and Portfolio Managers

Scope: Users will report data issues through an intake form via the PMD Data Issue Management Dashboard tool. Data issues will be collected to help inform future scope/process changes.

Duration: 60 calendar days

Table 1- Tier I Key Features

Pilot	Post Implementation
Users report data issues via intake form @ PMD Data Management Dashboard - Power Apps	Users report data issues via intake form via PMD Data Management Dashboard - Power Apps
Users can view details of reported data issues @ PMD Leadership - Data Management Tracker - All Items (sharepoint.com) • User can view the issue entered • No issue resolution during 60-day pilot • Data entered during pilot will be used for testing/enhancing the tool	Users can track status of data issues @ PMD Leadership - Data Management Tracker - All Items (sharepoint.com) • Uses live data • Follows all steps of process
Users can generate reports containing sample data	Users can view status of data issues and generate reports
Portfolio Managers will test the tool and provide Issue Coordination during Development phase	Transition tool to Business Owner who will assign appropriate POC(s) for Issue Coordinator role(s)

Tier I Data Issue Reporting Screen-by-Screen Instructions

This is the entry point for any IVC stakeholder to report a cross-system data issue. Users gain access to the PMD Data Management Dashboard via the following link: PMD Data Management Dashboard - Power Apps. The link will direct users to a landing page as shown below:
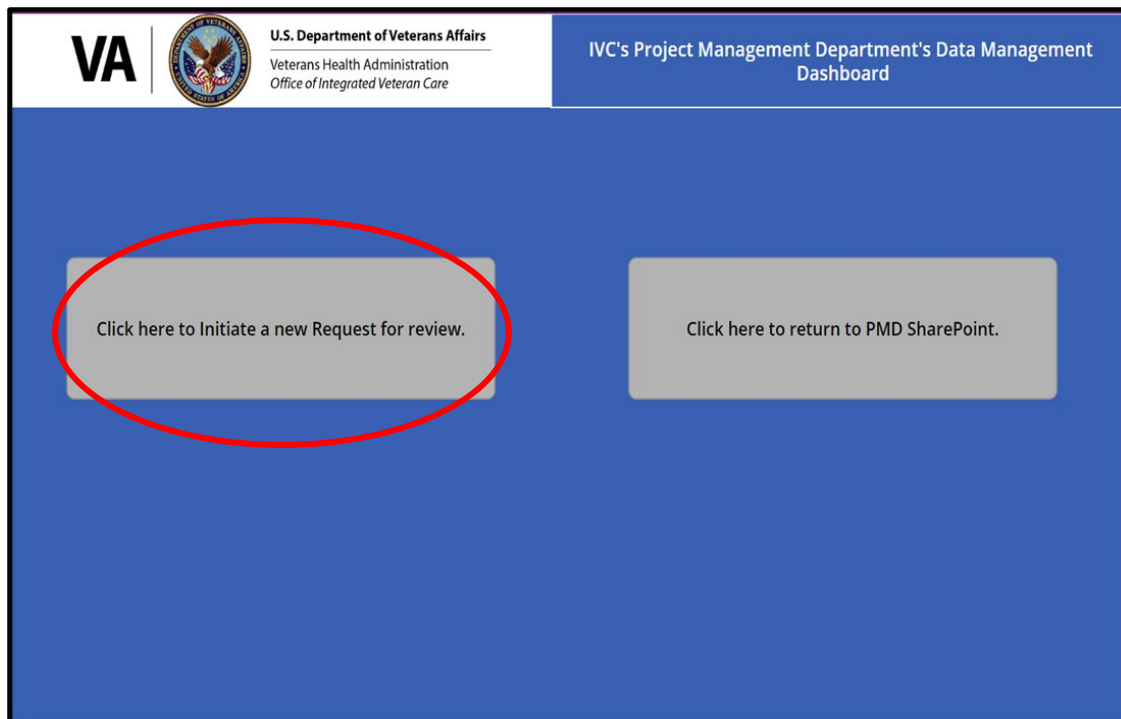
When users click on the "Initiate a new request" button, they will be directed to a simple intake form, as shown below:

The PMD Data Issue Management Dashboard Tool will automatically pull the User's information from the VA Global Access List. Users can populate the "People Finder" (circled in red) to add points of contact to be alerted to changes in issue status.

Users then select "Type" of Data Issue from the drop-down menu (circled in red). Users can choose between Data Accuracy, Data Access, Missing Data or "other". The project team will modify this and all drop down menus within the intake form after the initial pilot, adjusting for new information gained during the 60-day pilot.

Users can prioritize issues based on impact scales, prescribed by VA Risk, Issue and Opportunity Guidance (RIO). Descriptions for each priority are captured in the table below:

Table 2 – Issue Prioritization

Priority Rating	Performance	Cost	Schedule	Other
Minor	• Below Goal but within acceptable limits; no changes required • Acceptable alternatives exist • Minor impact on project success or business function	• Budget impacted by 1% or less; minor impact on project success • Minor commitment of project management reserves (schedule, cost used for workarounds • May cause trivial financial loss	• Non-critical path activities are late • Workarounds would avoid impact on key and non-key milestones • Minor impact on project success • Development	• Will not result in negative publicity or political damage
Moderate	• Below goal; moderate changes required • Alternatives would provide acceptable system performance • Limited impact on program success	• Budget impacted by 1% – 5% • Limited impact on project success • Does not require significant use of project cost reserves	• Non-critical path activities one month late • Workarounds would avoid impact on critical path • Limited impact on project success	• May cause damage to the reputation or loss of confidence • May result in legal liability and will require significant expenditure of resources
Serious	• Significant changes required • Causes considerable disruption in business function • Failure to deliver services	• Project budget impacted by 5% - 10% • Significant portion of program management reserves must be used to implement workarounds	• Critical path activities 2 weeks late • Workarounds would not meet milestones • Project success in doubt	• Results in a reportable condition • Result in compromise of large amount of Government information or services
Critical	• Unacceptable • Extended disruption in the business functions	• Budget impacted by 10% or more • Project success jeopardized	• Key events or milestones delayed by more than one month	• Results in full compromise of ability to provide services

Users then select issue priority from drop menu.

Users select affected systems from the drop down.
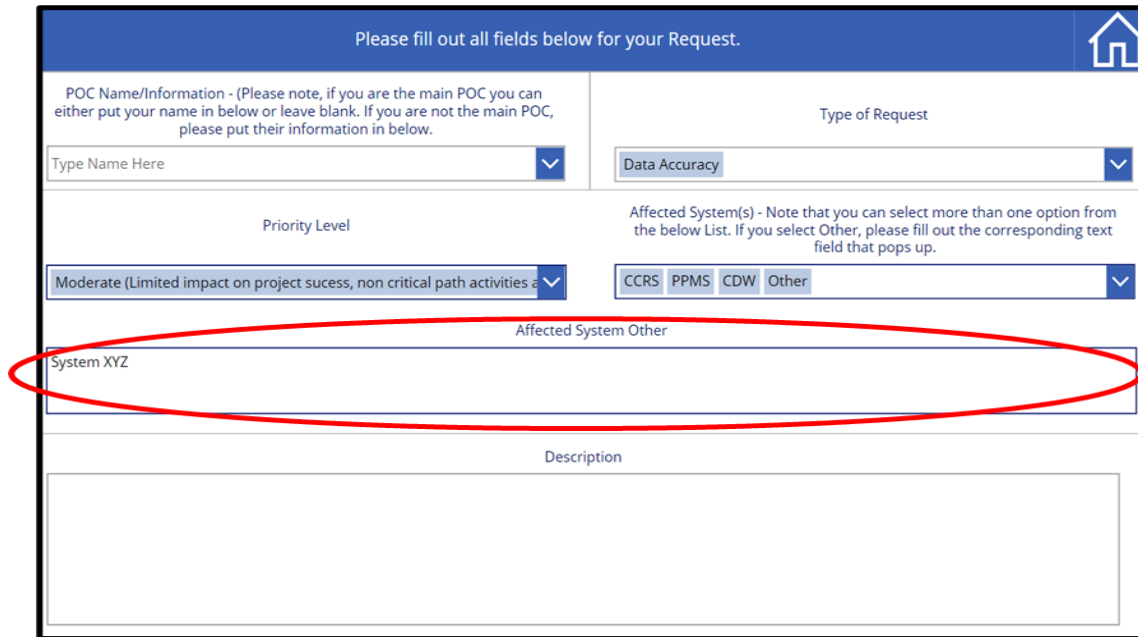
If the affected system is not listed, user selects "Other" and adds the name of the system in the box provided.
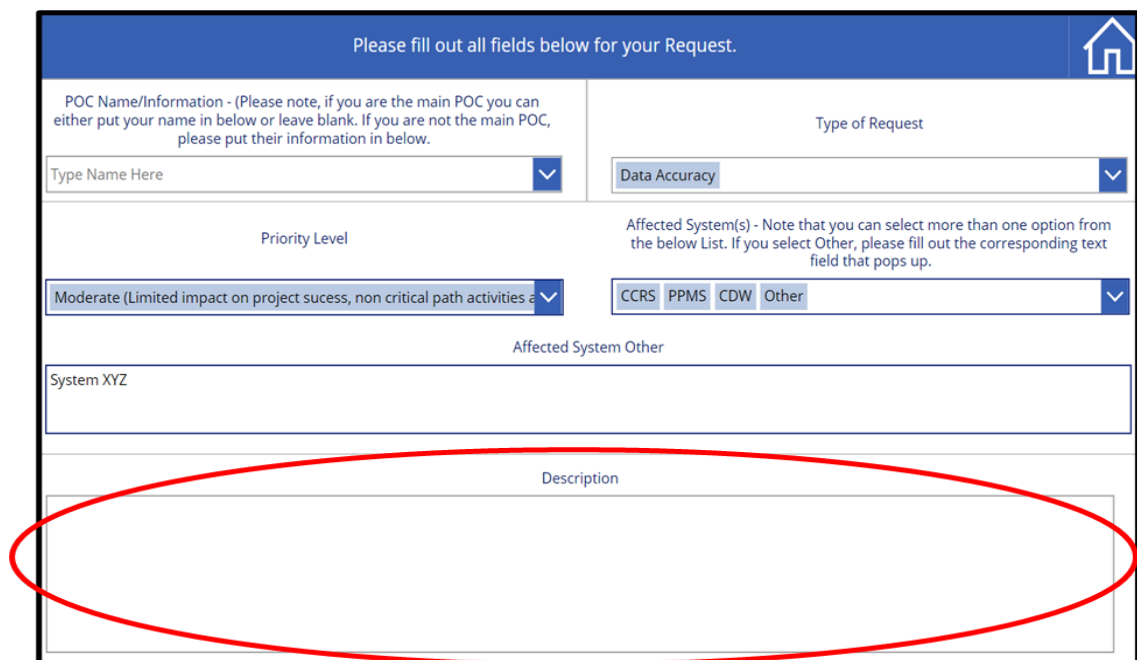
Users can provide additional information concerning the reported data issue in the "Description" box
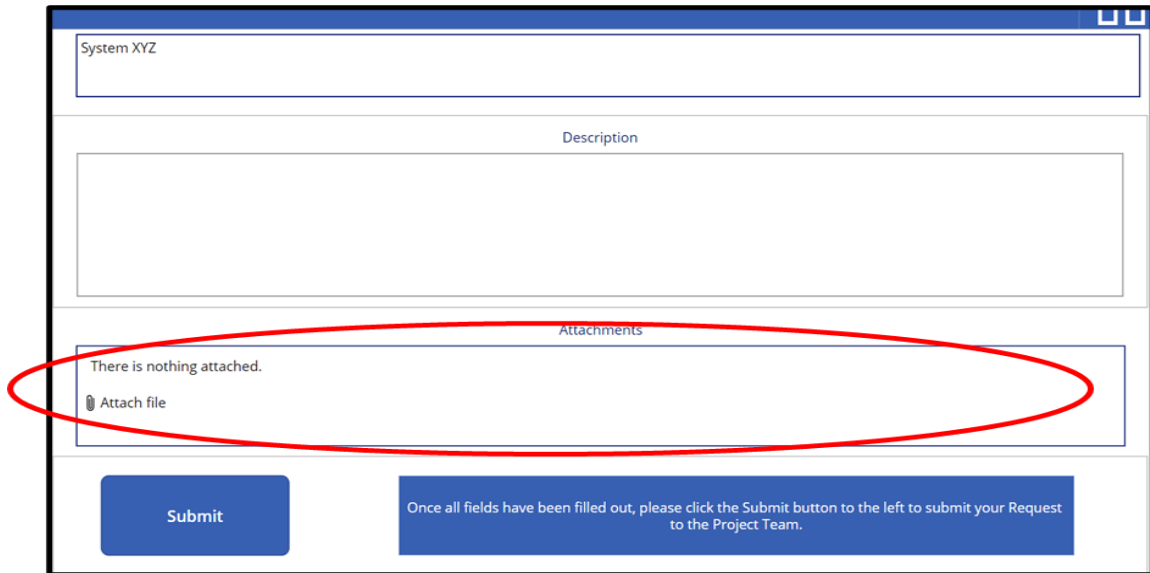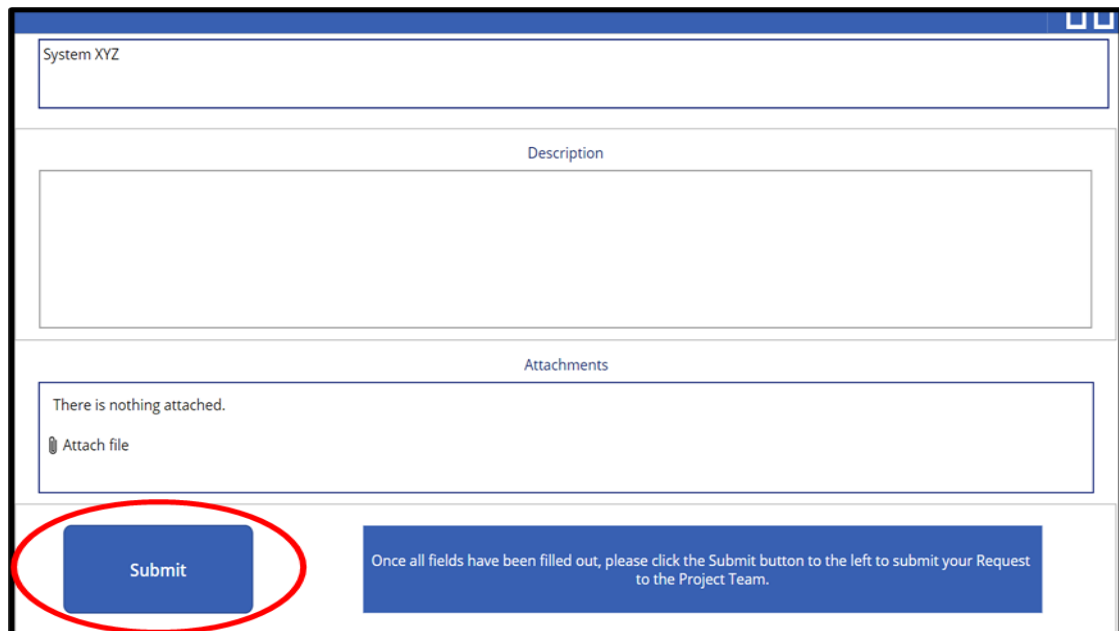
Users can also attach supplemental documentation/artifacts (e.g., email trails).

Once the intake is completed, the user can simply click the "Submit" button. The data issue will be automatically added to the "Data Issue Management Tracker Tool" and alert the Issue Coordination team that a new issue has been submitted for review.

5. Tier IIA and IIB Triage/Root Cause Analysis/SME Coordination

*Please note the information contained below is subject to change based on initial pilot findings and follow-on user testing of the dashboard and tracking tools.

Table 3 – Tier II Key Features

Issue Coordinator User Testing	Post Implementation
Issue Coordinator role will be filled by Portfolio Managers and other PMD Leaders	Issue Coordinator role will be designated by System Owners
Issue Coordinators receive Pilot data "issues" @ PMD Leadership - Data Management Tracker - All Items (sharepoint.com)	Issue Coordinators will receive "live" issues @ PMD Leadership - Data Management Tracker - All Items (sharepoint.com)
Issue Coordinators analyze affected systems, types of data issues, and other issue details to determine appropriate scope of systems, recommended additions to intake form or Data Issue Tracking Tool	Issue Coordinators track status of data issue via the Data Issue management Tracker Tool.

When a user hits the "submit" button on the PMD Leadership Data Issue Dashboard, the reported data issue is automatically added to a SharePoint list, located here: PMD Leadership - Data Management Tracker - All Items (sharepoint.com). A screenshot of the Data Issue Management Tracker is shown below. Please note, this section of the User Guide will be updated after analysis of the 60-day pilot findings.

Tier IIA/IIB Data Issue Tracking Tool

6. Tier III – Subject Matter Expert (SME) Resolution

After assignment to an issue, the Project Team/SME will begin the work of resolving the issues identified during root cause analysis. The team will report issue resolution to the coordinator. The coordinator will keep the tracking tool updated as mitigation efforts proceed. End users can also track status of a reported issue with "read only" access to the tracking tool. After full implementation of the process and tools, users will be able to generate reports and export data from the issue tracking tool.

List of Acronyms

Acronym	Definition
CCRA	Community Care Referral and Authorization
CCRS	Community Care Reimbursement System
CDS	Consolidated Data Sets
CDW	Corporate Data Warehouse
COTS	Commercial-Off-the-Shelf
CPAC	Consolidated Patient Account Centers
CXM	Claims XM
DM	Data Management
eCAMS	electronic Claims Adjudication Management System
IVC	Office of Integrated Veterans Care
OCC	Office of Community Care
OVAC	Office of Veterans Access to Care
PfM	Portfolio Manager
PIT	Program Integrity Tool
PM	Project Manager
PMD	Program Management Directorate
PPMS	Provider Profile Management System
RIO	Risk, Issue & Opportunity
ROWFT	Revenue Ops Workflow Tool
SME	Subject Matter Expert
VHA	Veterans Health Administration