Project Plan Assessment
Review Tool – *Updated November 3rd, 2017*

I.   Introduction

The Washington State Health Care Authority (HCA) engaged Myers and Stauffer LC to serve as the Delivery System Reform Incentive Program (DSRIP) Independent Assessor for the *Medicaid Transformation Demonstration*. Myers and Stauffer will conduct assessments of Project Plans submitted by Accountable Communities of Health (ACHs) on November 16, 2017.[1]
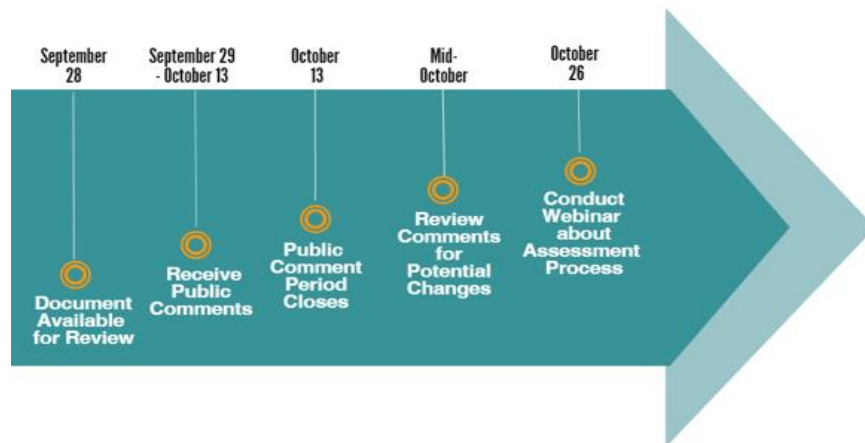
This document provides an overview of the estimated timeline and general approach to Project Plan assessments. Additionally, it summarizes two primary components of Myers and Stauffer's review tool for which we requested public comments:

- Evaluation criteria and related definitions
- Scoring methodology

These assessment components are incorporated into the Project Plan review tool, which is used to document findings, feedback to the ACHs, and ACH responses, as well as to calculate final scores.

The information was posted publicly beginning September 28, 2017 through October 13, 2017. Comments were submitted to medicaidtransformation@hca.wa.gov, and Myers and Stauffer held meetings with ACHs to discuss questions. A public webinar was held October 26, 2017 to address comments received and to provide additional detail about the process Myers and Stauffer will follow to conduct the Project Plan assessments and related timelines.

**High-Level Timeline for Public Comment Period and Informational Webinar**

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[1] The Project Plan template and supplemental workbook template are available at: https://www.hca.wa.gov/about-hca/healthier-washington/medicaid-transformation-resources (See Initiative 1 tab).

II. Estimated Timeline and General Approach to Project Plan Assessments

Project Plan assessments are scheduled to occur beginning November 16, 2017, with the anticipated release of final reports in February 2018. Below is an estimated timeline of key activities. Timing may vary by task based on progress of reviews and the write-back process.

High-Level Project Plan Assessment Timeline
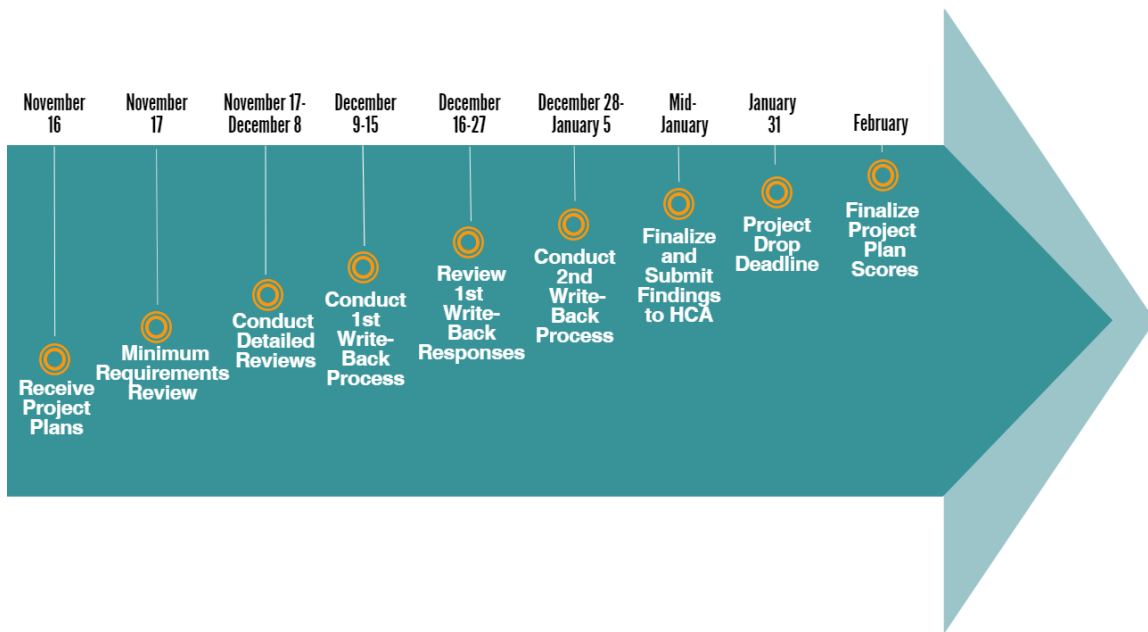
Myers and Stauffer will conduct the assessment and scoring independently and objectively, with the overarching goal to support ACHs in attaining successful Project Plans. Therefore, as part of the assessment process, Myers and Stauffer will conduct two rounds of write-back processes, as depicted in the above timeline. Through the write-back process, Myers and Stauffer will provide active feedback, questions, and comments to assist ACHs in identifying areas of their Project Plans that may need improvement, with the goal of improving the quality and likelihood of successful Project Plans. At the conclusion of the assessment, Myers and Stauffer will submit findings to HCA for final review and determination of Project Plan approval.

III. Assessment Criteria and Related Definitions

Myers and Stauffer will assess ACH responses to each Project Plan subsection based on the criteria and related definitions outlined in Table 1. The criteria are aligned with Phase II certification evaluations in that specific emphasis is placed on completeness, clarity, specificity, and logic.

Based on public comment, the criteria has been modified as follows:

- The Meets Expectations criteria category has been changed to Meets or Exceeds Criteria.
- The Yes/No criteria category has been further defined to clarify intent.

Table 1. Project Plan Assessment Criteria and Related Definitions		
Criteria Category	**Percentage of Points Received**	**Definition**
Meets or Exceeds Criteria	100%	- *Completeness*: Responds to all parts of the sub-section, and required attachments provide all information requested. Minor deficiencies may exist in the response, but are outweighed by the strengths. Deficiencies can be readily corrected. - *Clarity*: Articulates clear answers to the sub-section. - *Specificity and Detail*: Conveys a depth in information through thoughtful and meaningful efforts and evolving capacity (e.g., articulates key steps, considerations, timing, and accountability; cites concrete examples of progress/achievements). - *Logic*: Provides rationale between the strategy, process and/or mechanism and the intended impact.
Needs Moderate Improvement	80%	- *Completeness*: Responds to the sub-section, and provides required attachments. Deficiencies exist in the response that are balanced by the strengths. Deficiencies can be readily corrected. - *Clarity*: Answers to sub-section may not be clearly articulated. - *Specificity and Detail*: Narrative lacks depth in information; supporting details or concrete examples may be missing. - *Logic*: Response may not include the rationale between the strategy/process/ mechanism and the intended impact.
Needs Substantial Improvement	60%	- *Completeness*: Responds to the sub-section, and provides required attachments. Contains significant deficiencies that are not offset by strengths. Response marginally meets the response requirements, and requires extensive corrections. - *Clarity*: Answers to sub-section are not clearly articulated. - *Specificity and Detail*: Narrative lacks depth in information; supporting details or concrete examples are missing. - *Logic*: Response does not include the rationale between the strategy/process/ mechanism and the intended impact.
Incomplete	30%	- Response does not address the topic of the sub-section, and/or all required components have not been addressed.
No Submission	0%	- Response has not been submitted or a required attachment has not been provided.

Table 1. Project Plan Assessment Criteria and Related Definitions		
Criteria Category	**Percentage of Points Received**	**Definition**
Completed: Yes/No	n/a	• Attachment, Attestations, and Supplemental Workbook tabs have been submitted and are complete. • The item does not have a separate allocated score, but is considered in the overall sub-section rating and score. • Two exceptions are the Project Metrics and Reporting Requirements and Relationship with Other Initiatives sub-sections. They do not have assigned scores given they only required attestations. • Sub-section will be marked incomplete if any documentation is missing.

IV. Scoring Methodology

An ACH's total score on its Project Plan will be based on the quality of the ACH and project level responses. Overall scoring is as follows:

- Section I: ACH Level – Accounts for 30 percent of total score
- Section II: Project Level – Accounts for 70 percent of total score

Section I: ACH Level Plan

Table 2 provides the total possible points allocated to each Project Plan Section I sub-section. Section I has a total of 240 available points.

In response to public comment and October 18th revisions to the Project Plan template, point allocations have been decreased for Required Health Systems and Community Capacity (Domain I) Focus Areas for all ACHs, and increased for both the Community Engagement and Stakeholder Input and Tribal Engagement and Input sub-sections.

Table 2. Project Plan Section I: Total Available Points			
Sub-Section	**Total Points Available**	**Response Format**	**Suggested Word Count**
1. Regional Health Needs Inventory	40	Narrative	4,000
2. ACH Theory of Action and Alignment Strategy	35	Narrative	1,500
		Attachment	n/a
3. Governance	30	Narrative	1,000
		Attachment	n/a
4. Community Engagement and Stakeholder Input	33	Narrative	1,000
		Attachment(s)	n/a
5. Tribal Engagement and Input	33	Narrative	1,000
		Optional Attachment(s)	n/a

Table 2. Project Plan Section I: Total Available Points			
Sub-Section	**Total Points Available**	**Response Format**	**Suggested Word Count**
6. Funds Allocation	35	Narrative	3,000
		Attestation	n/a
		Supplemental Data Workbook: Funds Distribution Tabs	n/a
7. Required Health Systems and Community Capacity (Domain I) Focus Areas for all ACHs	34	Narrative	2,000
Section I Total	**240**		

Section II: Project Level Plan

An ACH must provide separate responses to Section II for each project the ACH proposes to implement. As such, each project will be assessed and scored separately.

Table 3 provides the total possible points allocated to each Project Plan Section II sub-section. Section II has a total of 95 available points per project. Upon completion of individual project scoring, the scores across individual projects are averaged to yield the final Section II score.

Table 3. Project Plan Section II: Total Available Points			
Sub-Section	**Total Points Available**	**Response Format**	**Suggested Word Count**
1. Project Selection and Expected Outcomes	25	Narrative	2,000
2. Implementation Approach and Timing	20	Supplemental Data Workbook: Implementation Approach Tabs	n/a
3. Partnering Organizations	20	Supplemental Data Workbook: Partnering Provider Tabs	n/a
		Narrative	500
4. Regional Assets, Anticipated Challenges, and Proposed Solutions	15	Narrative	1,000
5. Monitoring and Continuous Improvement	10	Narrative	500
6. Project Metrics and Reporting Requirements	Yes/No	Attestation	n/a
7. Relationship with Other Initiatives	Yes/No	Attestation	n/a
8. Project Sustainability	5	Narrative	500

Table 3. Project Plan Section II: Total Available Points			
Sub-Section	Total Points Available	Response Format	Suggested Word Count
Section II Total per Project	95		

Project Valuation and Project Selection Percentage Boost

Maximum project valuation for Demonstration Year (DY) 1 is based on the final Project Plan score and the number of projects selected. ACHs will earn funds based on the Project Plan score (for example: prior to factoring in the number of projects selected, a Project Plan score of 83% is equivalent to 83% valuation). In additional to the valuation based on the Project Plan score, HCA will apply a project selection percentage boost, as shown in Table 4, based on the number of projects an ACH plans to implement.

Table 4. Project Selection Percentage Boost	
No. Projects Selected	Additional Percent Max Project Valuation for DY 1
4	0%
5	5%
6	10% + possible unearned funds
7	15% + possible unearned funds
8	20% + possible unearned funds

For example, suppose the ACH receives a final Project Plan score of 83 percent and has selected seven projects. The ACH would receive an additional 15 percentage points for selecting seven projects. In this scenario, the ACH would have a final DY1 project valuation of 95 percent, and would be eligible to receive a portion of project selection bonus funds. See the Sample Calculations section below for a more detailed example.

The maximum an ACH will receive is 100 percent of project valuation for DY 1, plus the possibility of project selection bonus funds if available.

Sample Calculations

Below is an example of the scoring methodology for illustrative purposes. For ease of example in Section II scoring, the ACH is conducting six projects, and each project received the same scores.

Sub-Section	Total Points Available	Findings	Points Received
Section I: ACH Level			
1. Regional Health Needs Inventory	40	Meets or Exceeds Criteria (100%)	40
2. ACH Theory of Action and Alignment Strategy	35	Needs Moderate Improvement (80%)	28
3. Governance	30	Needs Moderate Improvement (80%)	24
4. Community Engagement and Stakeholder Input	33	Meets or Exceeds Criteria (100%)	30
5. Tribal Engagement and Input	33	Needs Moderate Improvement (80%)	26.4
6. Funds Allocation	35	Needs Substantial Improvement (60%)	21
7. Required Health Systems and Community Capacity (Domain I) Focus Areas for all ACHs	34	Needs Moderate Improvement (80%)	27.2
Section I Total	*240*		*196.6*
Section II. Project Plan Level			
Assumption: ACH conducts six projects, and each project receives the below scores.			
1. Project Selection and Expected Outcomes	25	Meets or Exceeds Criteria (100%)	25
2. Implementation Approach and Timing	20	Needs Moderate Improvement (80%)	16
3. Partnering Organizations	20	Needs Moderate Improvement (80%)	16
4. Regional Assets, Anticipated Challenges, and Proposed Solutions	15	Needs Moderate Improvement (80%)	12
5. Monitoring and Continuous Improvement	10	Meets or Exceeds Criteria (100%)	10
6. Project Metrics and Reporting Requirements	Yes/No	Yes	n/a
7. Relationship with Other Initiatives	Yes/No	Yes	n/a
8. Project Sustainability	5	Meets or Exceeds Criteria (100%)	5
Section II Total	*95*		*84*

Summary Project Plan Score by Section			
	Points Available	**Points Received**	**Score**
Section I	*240*	*196.6*	*82%*
Section II			
Total Score Section II - Project 1	95	84	
Total Score Section II - Project 2	95	84	
Total Score Section II - Project 3	95	84	
Total Score Section II - Project 4	95	84	
Total Score Section II - Project 5	95	84	
Total Score Section II - Project 6	95	84	
Section II Total	570	504	*88%*

Final Project Plan Score and Project Valuation for Demonstration Year 1			
	Percent of Score Allocated to Total	**Project Plan Score**	**Final Score and Valuation**
Section I Contribution to Total Score	30%	82%	25%
Section II Contribution to Total Score	70%	88%	62%
Total Project Plan Assessment Score			*87%*
Percent of Max Project Valuation for DY 1			87%
Project Selection Percentage Boost (6 Projects)			10%
Final Project Valuation for DY 1			*97%*