Medicaid Transformation Demonstration
Public Comment: Project Plan Template

June 20, 2017

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Today's speakers

- Marc Provence, *Director, Office of Medicaid Transformation, HCA*
- Alice Lam, *Director, Manatt Health*
- Kali Klein, *Manager, Medicaid Transformation, HCA*
- Nathan Johnson, *Chief Policy Officer, HCA*
- Chase Napier, *Community Transformation Manager, HCA*

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Today's agenda

- Medicaid Transformation Demonstration (Demonstration) overview
- Project Plan Template
- Next steps
- Questions

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Terms you'll hear in today's presentation

- **ACH:** Accountable Community of Health
- **Partnering provider(s):** People and organizations that commit to project activities under DSRIP
- **Project Plan:** The document that ACHs will submit that describes the Demonstration projects they will undertake in their regions
- **Project Plan Template:** A document that models the format an ACH must use for their Project Plan
- **Project Toolkit:** The metrics and guidelines for ACHs to plan, implement and monitor projects
- **Independent assessor:** A state-contracted entity that will review and score Project Plans, as well as assist with ongoing monitoring of projects

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Medicaid Transformation Demonstration overview

Medicaid Transformation Demonstration

- Five-year demonstration of innovative strategies to improve health outcomes and use resources wisely
- Authorizes up to $1.5 billion in federal investments
- A key effort of Healthier Washington
- Three initiatives:

Transformation through Accountable Communities of Health
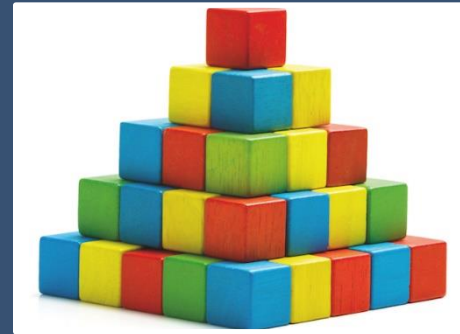*Up to $1.1B*

Long-term Services and Supports
$175M

Foundational Community Support Services
$200M

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Five years from now

Current system

- Fragmented care delivery
- Disjointed care transitions
- Disengaged clients
- Capacity limits
- Impoverishment
- Inconsistent measurement
- Volume-based payment

Transformed System

- Integrated, whole-person care
- Coordinated care
- Activated clients
- Access to appropriate services
- Timely supports
- Standardized measurement
- Value-based payment

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A regional approach

- ## ACHs play a critical role:

  - **Coordinate** and **oversee** regional projects aimed at improving care for Apple Health (Medicaid) beneficiaries

  - **Apply** for transformation projects and incentive payments on behalf of partnering providers within the region

  - **Solicit** community feedback in development of project plan applications

  - **Decide** on distribution of incentive funds to providers for achievement of defined milestones

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Progress to date

Protocol Development

· Pending CMS approval

Updated Project Toolkit

· Revised based on CMS comments

ACH Certification

· Phase I - Completed
· Phase II

Independent Assessor

· RFP released

DSRIP Support Team

· Providing technical assistance

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DSRIP support team – Manatt

- Support HCA and Accountable Communities of Health on Demonstration implementation
- Center for Evidence-based Policy:
  - Working with Manatt and the state
  - Regional Coordinators
    - "On the ground" technical support for ACHs

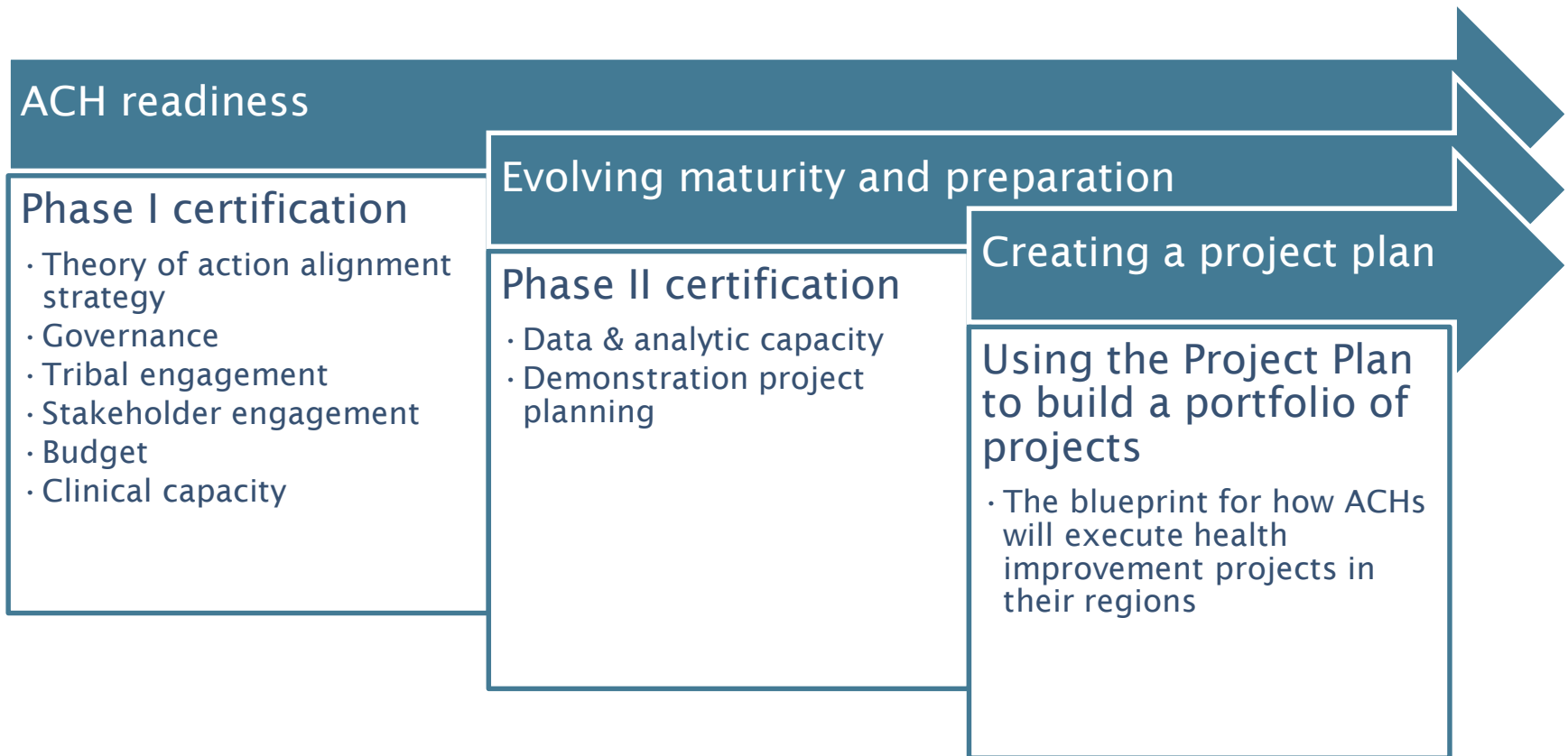# Project Plan

What is the Project Plan?

The Project Plan is a **blueprint** for the work the ACHs will undertake with their community partners. ACHs will be evaluated based on:

- Their readiness to plan and implement Demonstration projects

- How selected projects respond to community-specific needs and support sustainable delivery system transformation for Apple Health (Medicaid) beneficiaries

Successful completion and approval enables ACHs to earn Demonstration Year 1 (DY1) incentive funds

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The transformation process

The Project Plan Template was built on components of the certification process. The goal is to prepare ACHs to implement robust Demonstration projects.

ACH readiness

Evolving maturity and preparation

Creating a project plan

Phase I certification
- Theory of action alignment strategy
- Governance
- Tribal engagement
- Stakeholder engagement
- Budget
- Clinical capacity

Phase II certification
- Data & analytic capacity
- Demonstration project planning

Using the Project Plan to build a portfolio of projects
- The blueprint for how ACHs will execute health improvement projects in their regions

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Section 1: planning

Covers information on an ACH level

- Regional health needs inventory
- Theory of action and alignment strategy
- Governance
- Community and stakeholder engagement
- Tribal engagement and collaboration
- Funds allocation
- Required systems and community building

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Section 1: a deeper dive

Regional health needs inventory

- How ACHs have used and gathered data
- Summary of the regions' health needs
- Identified capacity or access gaps

Theory of action and alignment strategy

- Vision, strategies, and processes for health transformation
- How the projects work together to improve health
- How ACHs addressed gaps and/or areas of improvement

Governance

- How ACHs governance structures provides financial, clinical, community, data, and program management oversight
- Process for ensuring oversight of partnering provider participation and performance

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Section 1: a deeper dive (cont.)

Community and stakeholder engagement

- How ACHs solicited robust public input to project selection and planning
- How ACHs will continue to engage the public throughout the Demonstration

Tribal engagement and collaboration

- Description of key tribal priorities identified through the ACHs' tribal engagement efforts

Funds allocation

- How ACHs will manage and oversee Demonstration funds flow
- How funds have been used thus far, and how they will be used throughout the Demonstration

Required systems and community capacity building

- Strategies for value-based payment (rewarding outcomes)
- Maximizing the health care workforce and addressing workforce gaps
- Strategies for population health management

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Section 2: project plans

Covers information on a project level

- Project selection and expected outcomes
- Implementation approach and timing
- Required health systems and community capacity
- Partnering organizations
- Regional assets, anticipated challenges, and proposed solutions
- Monitoring and continuous improvement
- Project sustainability
- Project metrics and reporting requirements
- Relationships with other initiatives

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Section 2: a deeper dive

Project selection and expected outcomes

- Justification for selecting projects, how they address regional priorities, and how they support sustainable delivery system transformation
- Anticipated scope of projects, including target population and providers
- Plan to address geographic disparities (urban and rural)
- Expected outcomes

Implementation approach and timing

- How ACHs will accomplish project milestones in each stage

Required health systems and community capacity

- Strategies for value-based payment (rewarding outcomes)
- Maximizing the health care workforce and addressing workforce gaps
- Strategies for population health management

Section 2: a deeper dive (cont.)

Partnering organizations

- Ensure that partnering providers continue to serve Apple Health clients and represent a broad spectrum of care and social services
- Secure partnering providers that are critical to success

Regional assets, anticipated challenges, and proposed solutions

- Assets the ACHs and partnering providers bring to the projects
- Challenges or barriers to improving outcomes and lowering costs

Monitoring and continuous improvement

- Monitor project implementation progress and address delays
- Ensure partnering providers achieve continuous improvement
- Identify and address project initiatives or strategies that are not working/achieving desired outcomes

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Section 2: a deeper dive (cont.)

Project sustainability

- Ensure long-term project sustainability and impact beyond the Demonstration period

Project metrics and reporting requirements

- Report progress twice per year
- Update patient/provider rosters
- Update provider/practice data not available from the state
- Update required metrics
- Strengthen data-sharing with partnering providers

Relationships with other initiatives

- Identify partnering provider initiatives that are funded by the U.S. Department of Health and Human Services, or other delivery system reform initiatives
- Ensure those initiatives do not duplicate Demonstration projects

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Required ACH responses

Narration
- Provide narrative responses (with word count requirements) for majority of Project Plan Template sections

Attestation
- Attest to completion of certain activities, agree to complete others

Attachments
- Provide attachments where indicated (example: meeting minutes)

Supplemental Workbook (Excel)
- Provide additional detail for certain sections

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Project Plan scoring: preliminary

An ACH's overall score on its Project Plan is based on the quality of the ACH's responses to ACH level and project level questions, as well as the number of projects selected.

Section I: ACH level	+	Section II: project level	=	Project Plan score
30%		**70%**		

- **Each section out of 100 points (minimum of 60) required per section**

- **Each project level section averaged together**

score	% max project valuation for DY 1
60-69%	60%
70-79%	70%
80-89%	80%
90%+	90%

Project selection bonus

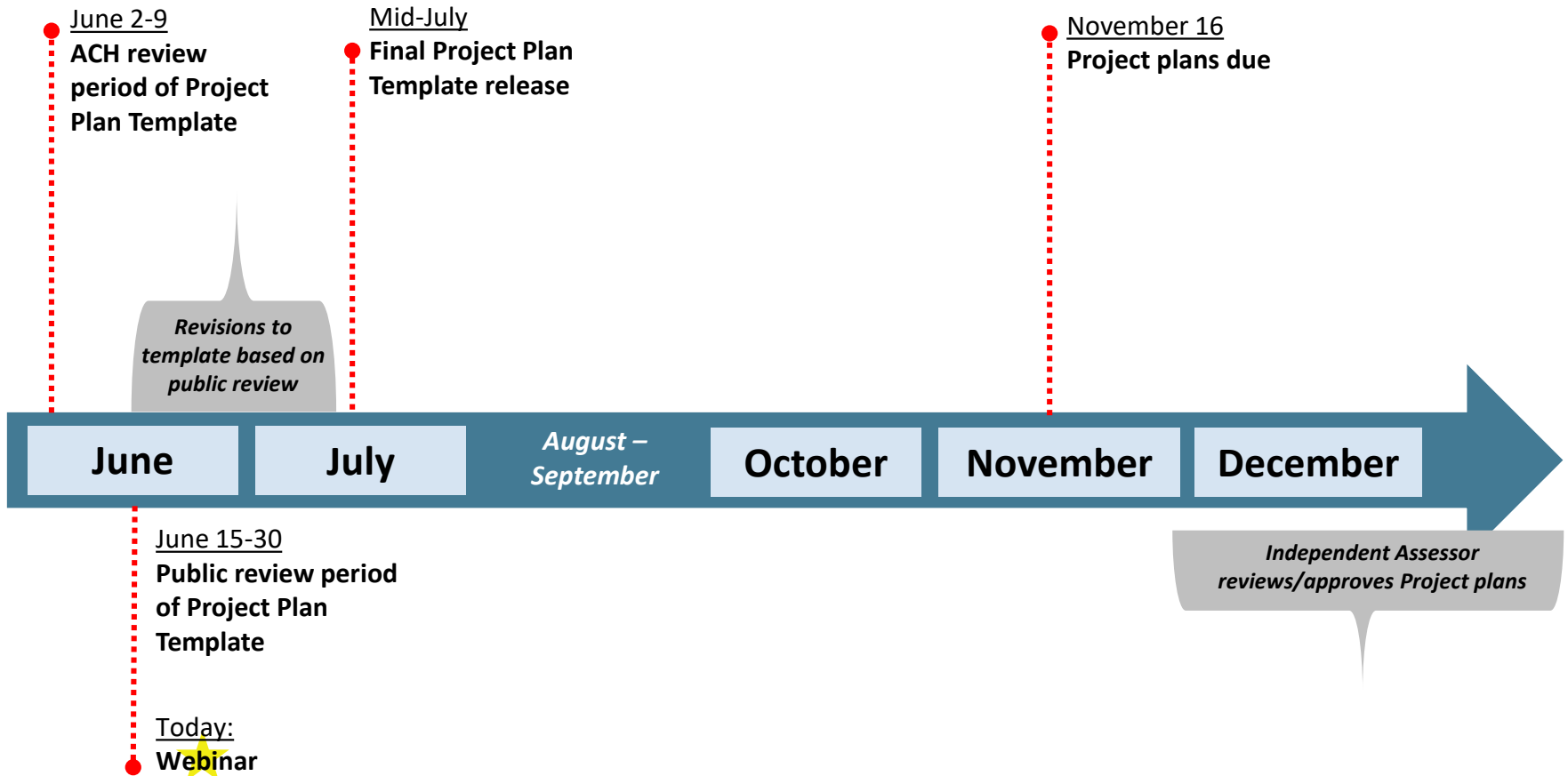| projects	additional % max project valuation for DY 1
4	0%
5	5%
6*	10% + possible unearned funds
7*	15% + possible unearned funds
8*	20% + possible unearned funds

*The maximum an ACH will receive is 100% of project valuation for DY 1, plus the possibility for funds that are unearned by ACHs that achieve less than 100%. Unearned funds will be distributed based on Project Plan quality, project selection, and attribution.

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Next steps

Timeline

June 2-9
ACH review period of Project Plan Template

Mid-July
Final Project Plan Template release

November 16
Project plans due

Revisions to template based on public review

June	July	August – September	October	November	December

June 15-30
Public review period of Project Plan Template

Independent Assessor reviews/approves Project plans

Today:
Webinar

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Important dates

- May 30: ACHs passed Phase I certification
- August 14: Phase II certification applications due
- August: independent assessor announced
- November 16: Project plans due to the independent assessor
- November-January: Project Plan evaluation
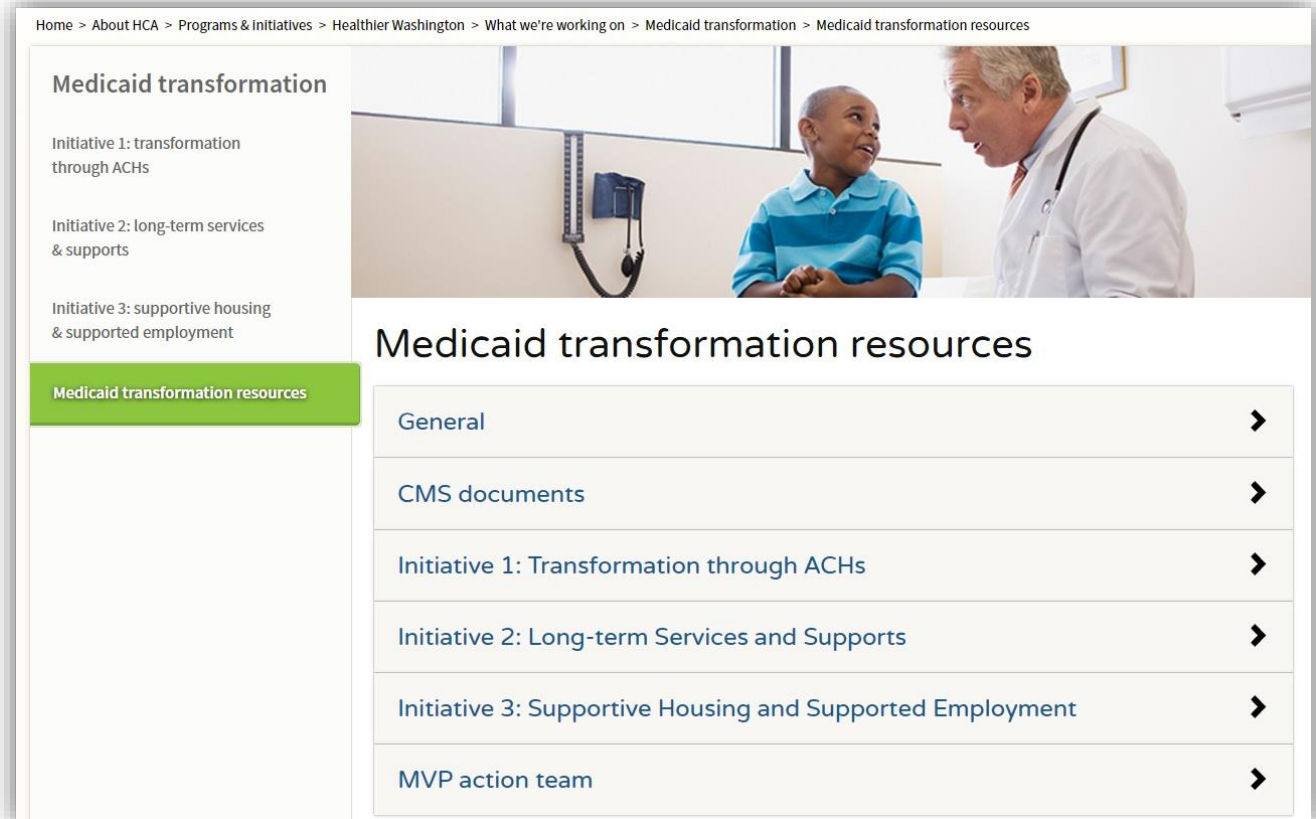
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Project Plan Template public comment

- Questions to consider:
  - is something missing?
  - is something confusing?
- Open through June 30
- Send comments to medicaidtransformation@hca.wa.gov

Demonstration resources

What you'll find:

- ✓ Draft Project Plan Template
- ✓ New draft: Project Toolkit
- ✓ Fact sheets
- ✓ Timeline
- ✓ ACH Phase I certification applications
- ✓ …and more

www.hca.wa.gov/about-hca/healthier-washington/medicaid-transformation-resources

Questions?

Join the Healthier Washington Feedback Network:
healthierwa@hca.wa.gov

Learn more:
www.hca.wa.gov/hw