Medicaid Transformation Waiver
Development of Transformation Project List

December 8, 2015

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Agenda

- Update on Waiver Activities
- Review goals for Medicaid Transformation
- Development of Transformation Project List
  - *Template available on the Medicaid Transformation webpage:* *http://www.hca.wa.gov/hw/Pages/medicaid_transformation.aspx*
- Questions and Answers

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Healthier Washington Strategies

| Building healthier communities through a collaborative regional approach | Ensuring health care focuses on the whole person | Improving how we pay for services |

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Medicaid Transformation Updates

- CMS update
  - *Budget neutrality discussions*
  - *Programmatic discussions*
  - *National implications*
- Workgroup activities
  - *Leveraging existing workgroups*
- Website has improved
  - http://www.hca.wa.gov/hw/Pages/medicaid_transformation.aspx
  - *Regularly posting updates*
  - *New webpages for each initiative*

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Medicaid Transformation Goals
Achieving the Triple Aim

- **Reduce avoidable use of intensive services and settings**
  —such as acute care hospitals, nursing facilities, psychiatric hospitals, traditional LTSS and jails

- **Improve population health**
  —focusing on prevention and management of diabetes, cardiovascular disease, pediatric obesity, smoking, mental illness, substance use disorders, and oral health

- **Accelerate the transition to value-based payment**
  —while ensuring that access to specialty and community services outside the Indian Health system are maintained for Washington's tribal members

- **Ensure that Medicaid per-capita cost growth is two percentage points below national trends**

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Medicaid Transformation Initiatives

Initiative 1 **Transformation through Accountable Communities of Health**

Each region, through its Accountable Community of Health, will be able to pursue transformation projects focused on health systems capacity building, care delivery redesign, and population health improvement.

Initiative 2 **Service Options that Enable Individuals to Stay at Home and Delay or Avoid the Need for More Intensive Care**

A broadened array of Long Term Services and Supports (LTSS).

Initiative 3 **Targeted Foundational Community Supports**

Targeted supportive housing and supported employment services will be offered to Medicaid beneficiaries most likely to benefit from these services.

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Development of Transformation Project Ideas

Why We Need Transformation Project Ideas

- Critical for ongoing waiver negotiations with CMS.

- The state must show how we will transform the delivery system in a way that supports CMS' goals:
  — *providing better care for Medicaid beneficiaries*
  — *addressing social determinants that affect people's health*
  — *paying for performance*
  — *fostering innovations that are sustainable over time*

- Need to formulate details around what we are doing, what CMS will be investing in and why this is important for Medicaid.

- We committed to a transparent process for building the transformation project menu.

- This is an opportunity for you to propose project ideas that reflect the priorities of your community and the people you serve.

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Transformation Project Ideas Must:

- Support the Medicaid Transformation goals.
- Have a foundation in evidence-based or promising practice research.
- Promote integrity and objectives of the federal Medicaid program.
- Have potential to show a return on investment within the five-year waiver demonstration *(if possible)*.
- Positively impact a substantial number of Medicaid enrollees – think big, start focused, scale fast.
- Be substantially different than existing efforts.
- Address significant health needs in ACH region or statewide.
- Show evidence of collaboration in project planning.

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Transformation Project Domains:

Domain 1—Health Systems Capacity Building

Strategies and projects that build providers' capacity to effectively operate in a transformed system.

These supports may be needed to complement projects related to care delivery redesign and population health domains, or to support delivery of benefits available through initiatives 2 and 3.

Domain 2—Care Delivery Redesign

Statewide scaling, spreading, and sustainability of care delivery models.

Projects that integrate systems of care and supports to address the health and recovery needs of the whole person, develop clinical-community linkages, and build better transitions of care.

Domain 3—Population Health Improvement/Prevention Activities

Targeted clinical and community prevention and health promotion

Must focus on Medicaid beneficiaries and be consistent with waiver goals.

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Project Ideas – A Starting Point

Domain 1 - Health Systems Capacity Building
- Workforce development (in support of Care Delivery Redesign)
- System infrastructure, technology and tools
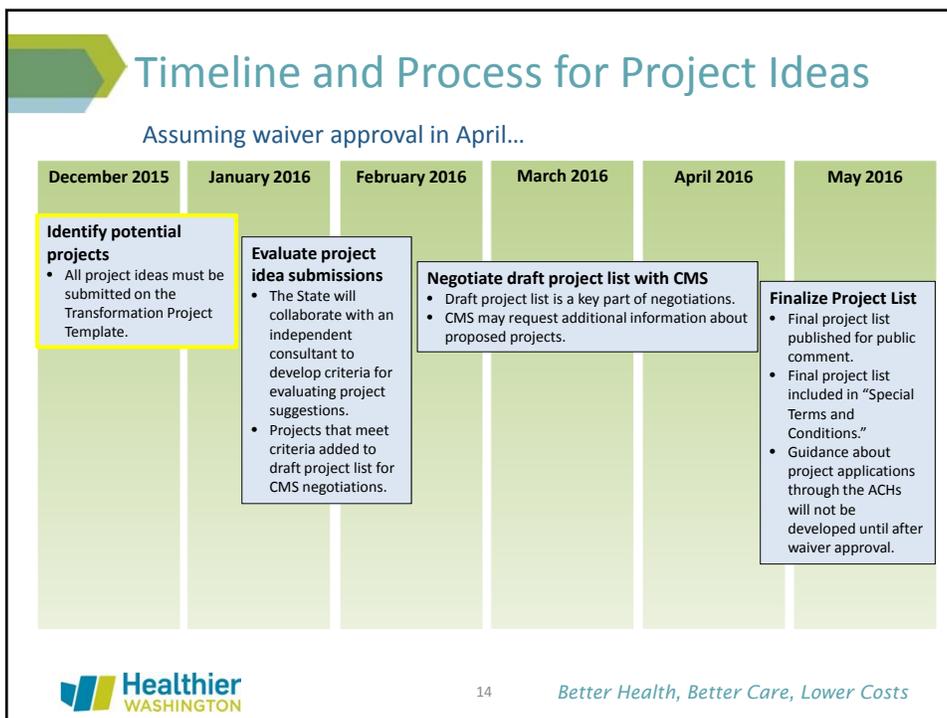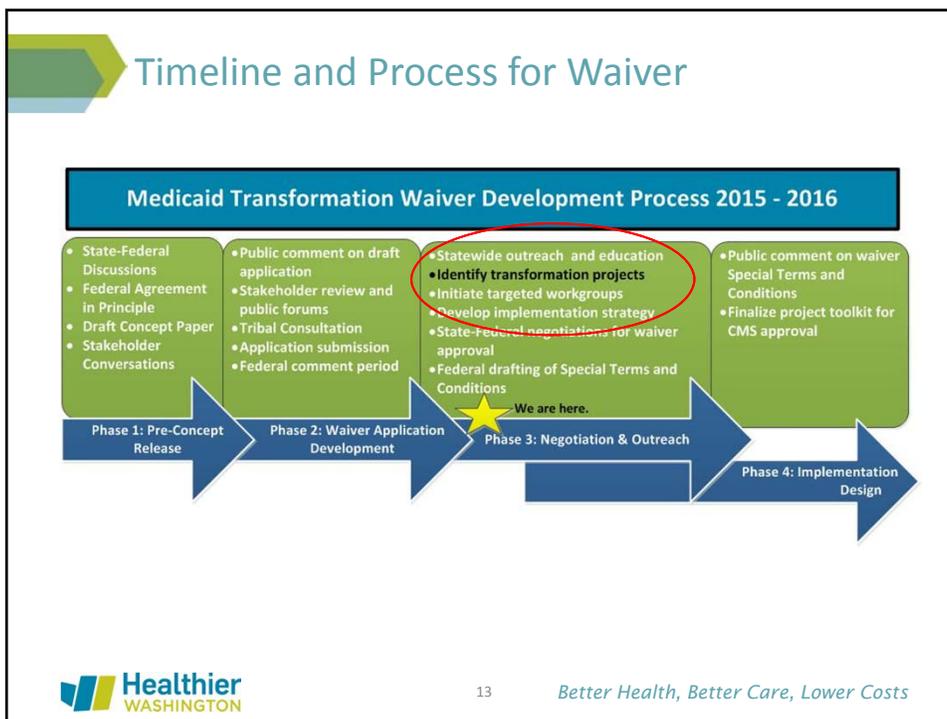- Supports for providers to adopt value-based payment models

Domain 2 - Care Delivery Redesign
- Bi-directional integrated delivery systems
- Access to care coordination, case management and transitional care
- Outreach, engagement and recovery supports

Domain 3 - Population Health Improvement - Prevention Activities
- Mental health and substance use disorders
- Chronic disease prevention (e.g. oral health, smoking, diabetes)
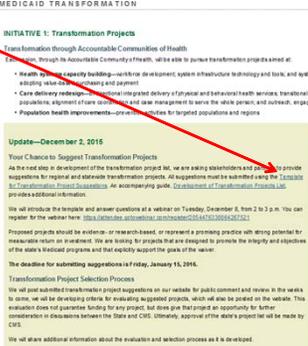- Promote Healthy Women, Infants and Children (safe pregnancy and delivery)

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Timeline and Process for Waiver

Medicaid Transformation Waiver Development Process 2015 - 2016

- State-Federal Discussions
- Federal Agreement in Principle
- Draft Concept Paper
- Stakeholder Conversations

- Public comment on draft application
- Stakeholder review and public forums
- Tribal Consultation
- Application submission
- Federal comment period

- Statewide outreach and education
- **Identify transformation projects**
- Initiate targeted workgroups
- Develop implementation strategy
- State-Federal negotiations for waiver approval
- Federal drafting of Special Terms and Conditions

- Public comment on waiver Special Terms and Conditions
- Finalize project toolkit for CMS approval

Phase 1: Pre-Concept Release

Phase 2: Waiver Application Development

Phase 3: Negotiation & Outreach — We are here.

Phase 4: Implementation Design

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Timeline and Process for Project Ideas

Assuming waiver approval in April…

December 2015	January 2016	February 2016	March 2016	April 2016	May 2016

Identify potential projects
- All project ideas must be submitted on the Transformation Project Template.

Evaluate project idea submissions
- The State will collaborate with an independent consultant to develop criteria for evaluating project suggestions.
- Projects that meet criteria added to draft project list for CMS negotiations.

Negotiate draft project list with CMS
- Draft project list is a key part of negotiations.
- CMS may request additional information about proposed projects.

Finalize Project List
- Final project list published for public comment.
- Final project list included in "Special Terms and Conditions."
- Guidance about project applications through the ACHs will not be developed until after waiver approval.

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How to Submit Project Ideas

- **Deadline: January 15, 2016**.

- Suggestions must be submitted using the "*Template for Transformation Project Suggestions*" (available on our website).

- E-mail completed templates to Medicaidtransformation@hca.wa.gov

- Be concise - no more than 3 pages if possible.

- Submissions will be posted on the Medicaid Transformation website for public review and comment.

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Template for Transformation Project Suggestions

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Project Template

The template has four key sections:

- *Rationale for project*
- *Project description*
- *Core investment components*
- *Project metrics*

It reflects critical information CMS needs to support the potential investment in a given project.

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Rationale for the Project

Rationale for the Project
Include:
• Problem statement – why this project is needed.
• Supporting research (evidence-based and promising practices) for the value of the proposed project.
• Relationship to federal objectives for Medicaid with particular attention to how this project benefits Medicaid beneficiaries.

The Washington State Institute for Public Policy, http://www.wsipp.gov, has identified "evidence-based" policies that can lead to better outcomes; Behavioral health research reports developed by the Research and Data Administration are available at: https://www.dshs.wa.gov/bhsia/division-behavioral-health-and-recovery/decision-support-and-evaluation

Medicaid objectives as stated in GAO report 15-239, April 2015, http://www.gao.gov/products/GAO-15-239:
- Increase and strengthen coverage of low income individuals.
- Increase access to, stabilize, and strengthen provider networks available to serve Medicaid and low-income populations.
- Improve health outcomes for Medicaid and low-income populations.
- Increase the efficiency and quality of care for Medicaid and other low-income populations through initiatives to transform service delivery networks.
- Criteria established for specific demonstrations described through an informational bulletin or State Medicaid Director's Letter – available at: http://www.medicaid.gov/federal-policy-guidance/federal-policy-guidance.html.

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Project Description

Project Description

Which Medicaid Transformation Goals are supported by this project/intervention? Check all applicable box(es)

- ☐ Reduce avoidable use of intensive services
- ☐ Improve population health, focused on prevention
- ☐ Accelerate transition to value-based payment
- ☐ Ensure Medicaid per-capita growth is below national trends

Which Transformation Project Domain(s) are involved? Check box(es)

- ☐ Health Systems Capacity Building
- ☐ Care Delivery Redesign
- ☐ Population Health Improvement – prevention activities

Describe:

- Region(s) and sub-population(s) impacted by the project. Include a description of the target population (e.g., persons discharged from local jail facilities with serious mental illness and or substance use disorders).
- Relationship to Washington's Medicaid Transformation goals.
- Project goals, interventions and outcomes expected during the waiver period, including relationship to improving health equity /reducing health disparities.
- Links to complementary transformation initiatives - those funded through other local, state or federal authorities (such as the health home program and Early Adopter/Behavioral Health Organization regional purchasing) and/or Medicaid Transformation initiatives # 2 and 3.
- Potential partners, systems, and organizations (e.g., health and social service providers, ACH participants) needed to be engaged to achieve the results of the proposed project.

> Not looking for an express commitment from potential partners but strong project ideas will reflect community linkage and cross sector collaboration.

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Core Investment Components

Core Investment Components

Describe:

- Proposed activities and cost estimates ("order of magnitude") for the project.
- Best estimate (*or ballpark if unknown*) for:
  - How many people you expect to serve, on a monthly or annual basis, when fully implemented.
  - How much you expect the program to cost per person served, on a monthly or annual basis.
- How long it will take to fully implement the project within a region where you expect it will have to be phased in.
- The financial return on investment (ROI) opportunity, including estimated amounts and associated ROI timeline.

> We do not want this to be a time-consuming task, but we need to have a basic understanding of the potential financial support necessary to implement the project as envisioned.

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Project Metrics

Project Metrics

The state will monitor implementation of transformation projects at regional and statewide levels through process and outcome measures. Each project will require clearly defined outcomes that relate to the goals and specific process steps.

Wherever possible describe:

- Key process and outcome measures (and specific benchmark performance data if known) against which the performance of the project would be measured. Include priority measures sets described in the Waiver application http://www.hca.wa.gov/hw/Documents/waiverappl.pdf pages 46-47.
- If no specific benchmark performance data are currently available, what efforts will be undertaken to establish benchmark performance ahead of any proposed project implementation?

This includes the statewide common measure set for tracking health care quality and cost across multi-payer public and private health delivery systems: http://www.hca.wa.gov/hw/Documents/pmcc_final_core_measure_set_approved_121714.pdf and the subset of 2016 Medicaid contract common performance metrics. It also includes priority measures for critical behavioral health and community support services recommended by the 5732/1519 Steering Committee and reported to the Legislature in "*Service Coordination Organizations – Accountability Measures Implementation Status*", (page 36) at: http://www.hca.wa.gov/documents_legislative/ServiceCoordinationOrgAccountability.pdf.

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Key Takeaways

- This waiver is a strategic opportunity for Washington.

- We must be clear with CMS what we are doing, what they are investing in, and why this is important for Medicaid.

- We need you—your input and involvement will ensure that priorities and needs of communities are understood by state and federal governments.

- Timeline pressures are critical.

- We need project ideas – not applications or proposals yet.

- Stay informed—we provide regular updates on the Medicaid Transformation webpage: http://www.hca.wa.gov/hw/Pages/medicaid_transformation.aspx

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Questions?

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For more information, contact:

Website:
www.hca.wa.gov/hw

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

For questions about Medicaid
Transformation:
medicaidtransformation@hca.wa.gov

Thank you