

# Commonwealth of Massachusetts Department of Developmental Services

## Business and Systems Challenges of HCBS Waiver Management

**Tuesday, September 10<sup>th</sup>, 2013; 1:00 p.m. – 2:15 p.m.**

# Presenter Bios

Name	Position	Organization	E-mail
Janet George	Assistant Commissioner of Policy & Planning	Department of Developmental Services	<a href="mailto:Janet.george@state.ma.us">Janet.george@state.ma.us</a>
Hans Toegel	Deputy Assistant Commissioner of Policy & Planning	Department of Developmental Services	<a href="mailto:Hans.Toegel@state.ma.us">Hans.Toegel@state.ma.us</a>
Joanne Galvin	Co-Project Manager	Department of Developmental Services	<a href="mailto:Joanne.Galvin@state.ma.us">Joanne.Galvin@state.ma.us</a>
Prasad Thottempudi	Co-Project Manager	Deloitte Consulting	<a href="mailto:Pthottempudi@deloitte.com">Pthottempudi@deloitte.com</a>

# Department of Developmental Services – Agency Overview

**The Department of Developmental Services (DDS)** is a state agency that exists under the Executive Office of Human & Health Services (EOHHS), and manages and oversees the state of Massachusetts' comprehensive system of specialized services and supports for adults with intellectual disabilities and children with Autism spectrum disorder and children with developmental disabilities.

*“DDS is dedicated to creating, in partnership with others, innovative and genuine opportunities for individuals with intellectual disabilities to participate fully and meaningfully in, and contribute to, their communities as valued members.”*

**DDS serves:** 34,000 individuals    **Annual budget:** ~\$1.37 Billion

## **Key Facts**

- Commonwealth of Massachusetts is under the single state agency – MassHealth model that is responsible to administer or supervise the administration of its Medicaid program.
- DDS is the operating agency for its HCBS waiver programs
- The Information Technology (IT) business unit is not managed by DDS but instead by the EOHHS Secretariat

# DDS Adult Waivers – Background Information

FY86 – FY10

FY11 – FY13

FY14 – FY18

**Comprehensive Waiver**

**Adult Supports Waiver (ADS)**

**Community Living Supports Waiver (CLS)**

**Adult Residential Waiver (RES)**

## Rationale :

- Increased emphasis on Self-Determination
- Increased service options and opportunities for choice
- Increased number of potential enrollees
- Improved compliance environment
- Addressed numerous changes to meet new federal requirements
- Enhanced management control
- Maximized Federal Financial Participation

**Adult Supports Waiver (ADS)**

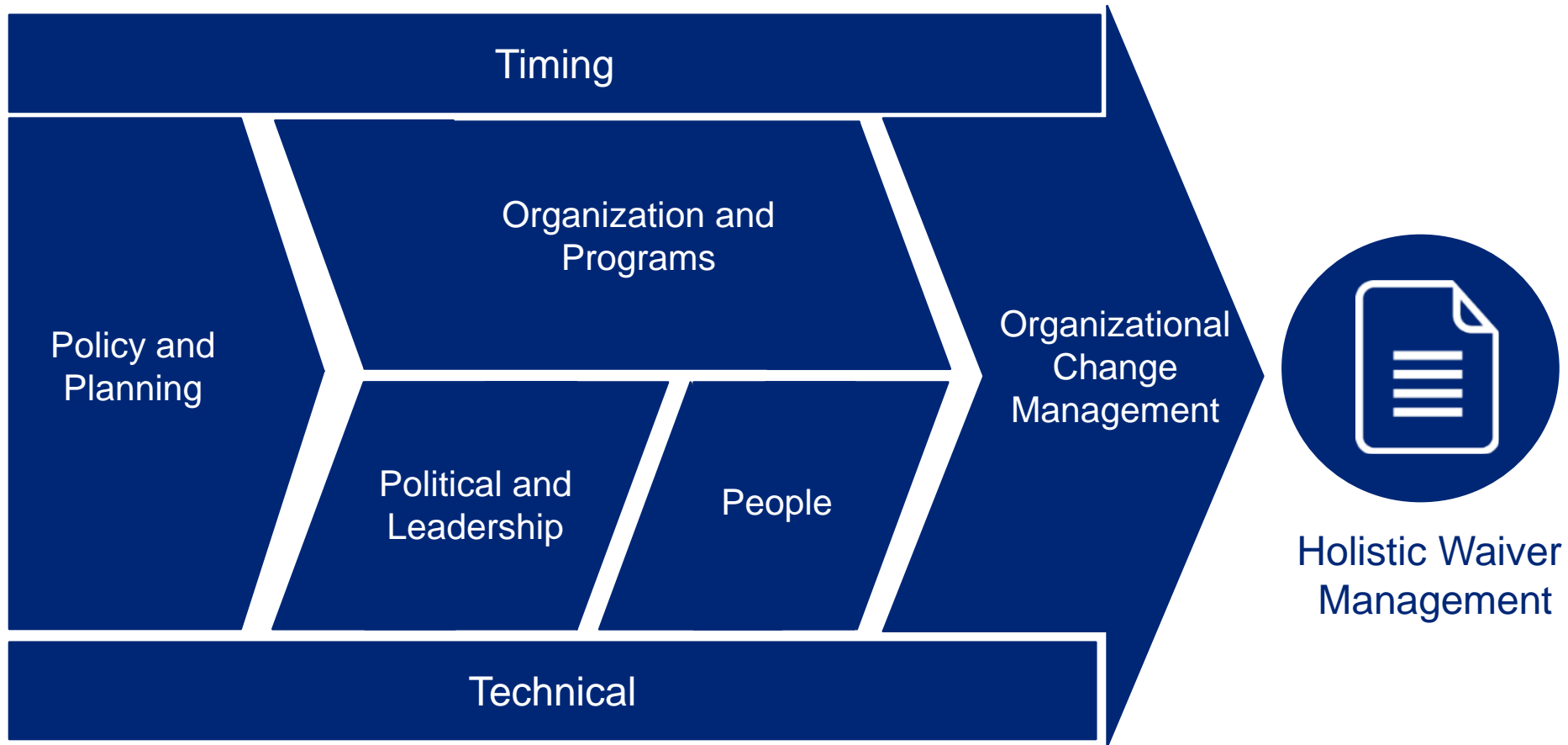
**Community Living Supports Waiver (CLS)**

**Intensive Supports Waiver (IS)**

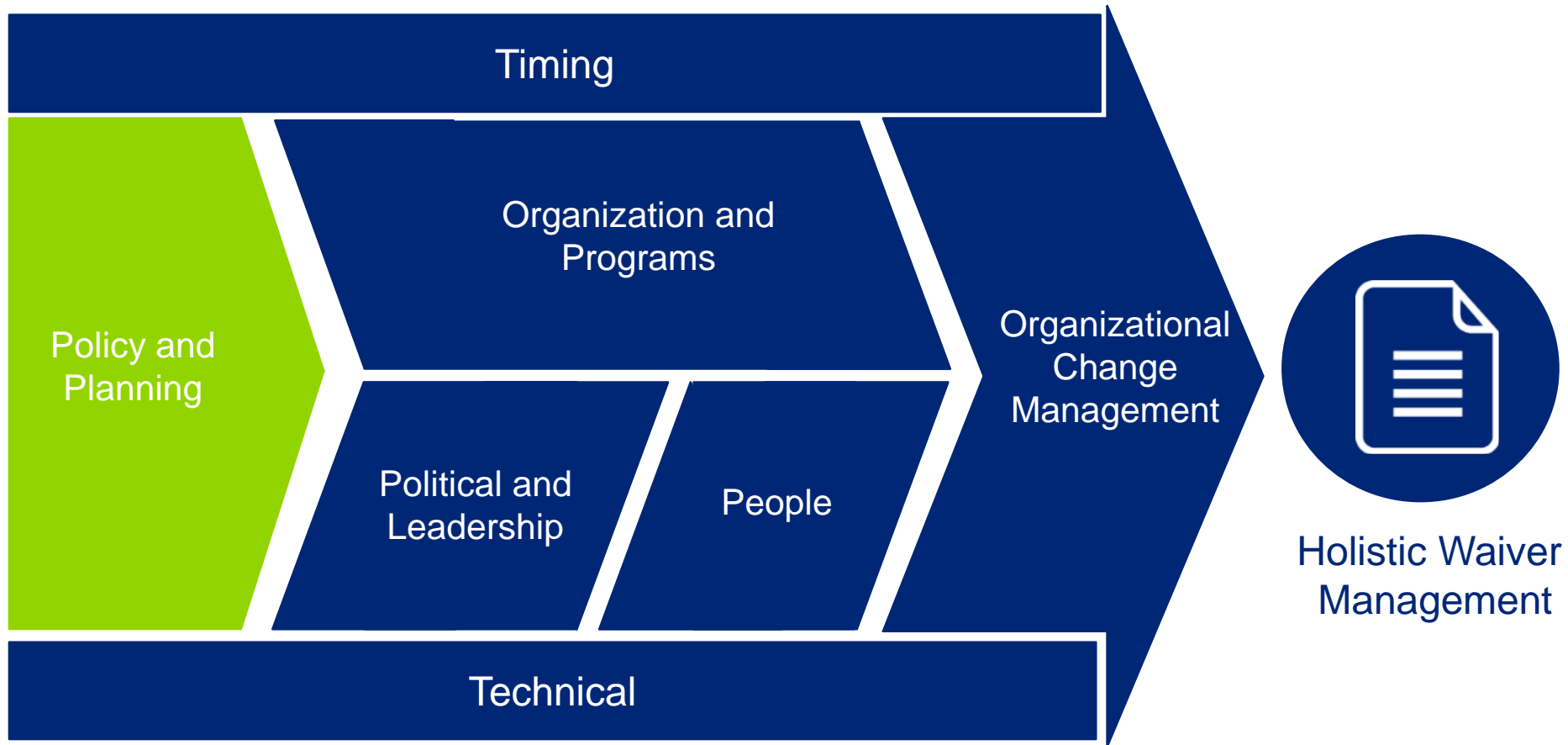
## Rationale :

- Increased the aggregate prospective budget limit
- Implementation of state legislation that standardized service rates across the state
- Minimized service limits and moved towards comprehensive budget limits
- Criteria changed to reflect intense support needs of individuals allowing for the possibility of less than 24/7 services for some people but at a very intensive support number of hours.

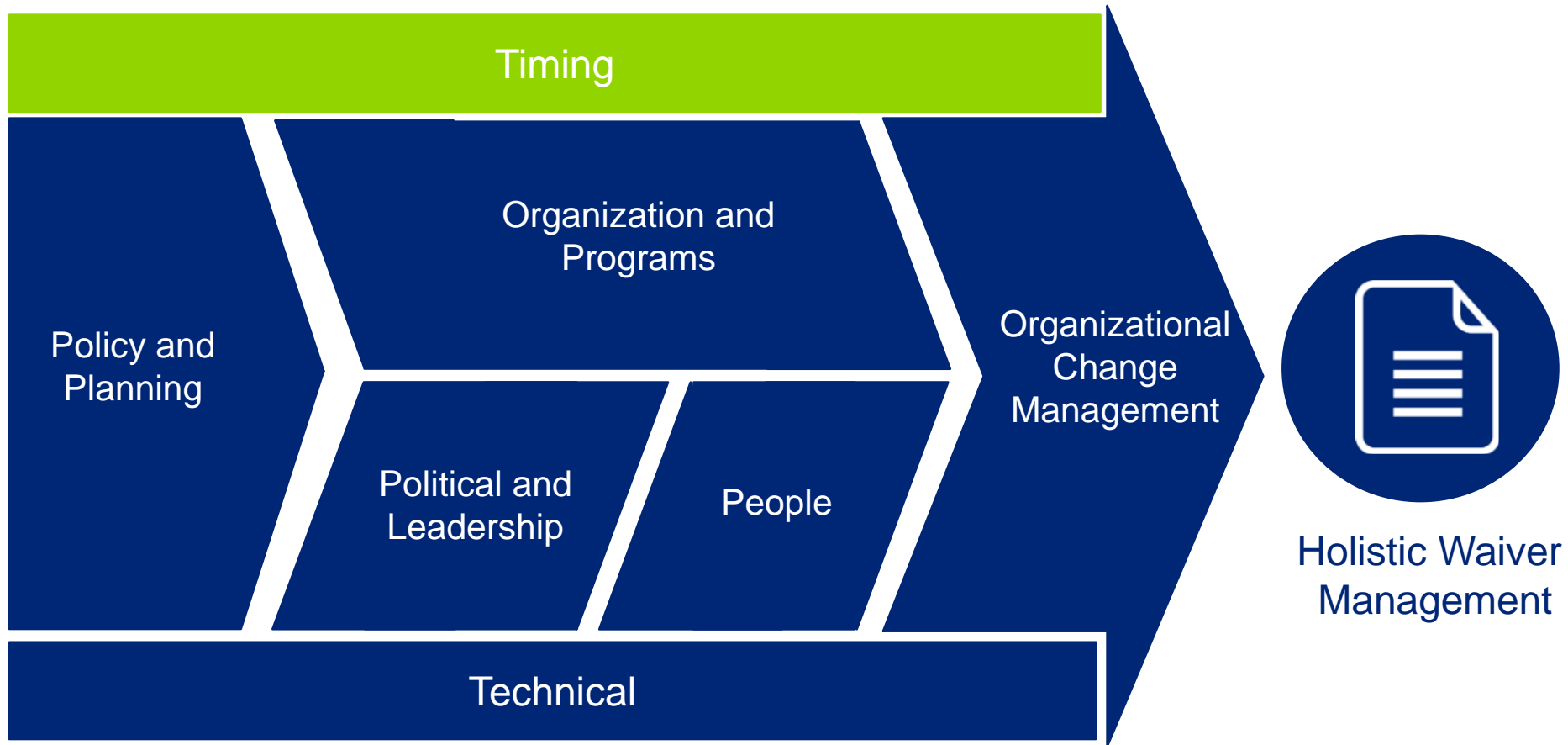
# Challenges shaping our waiver management



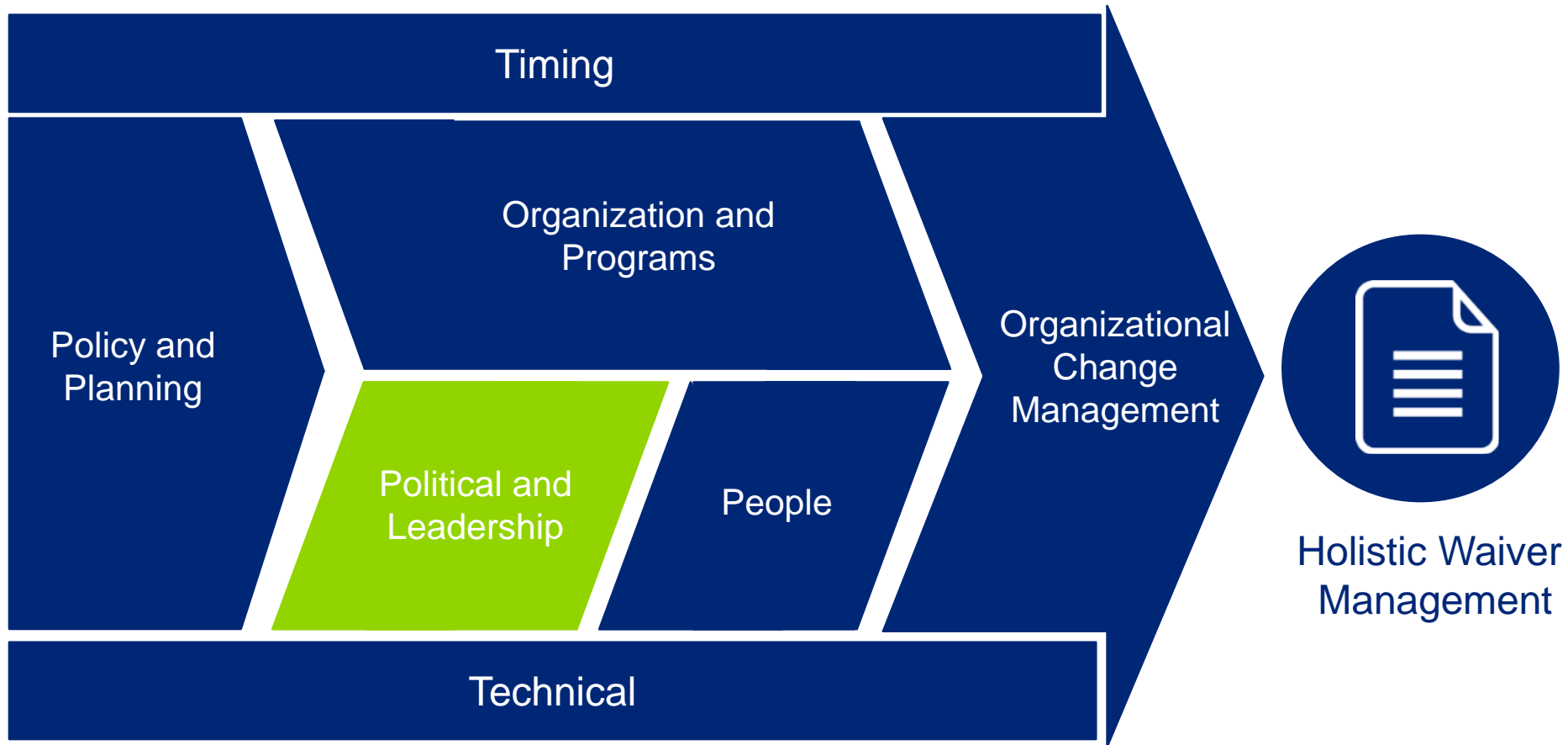
# Challenges shaping our waiver management



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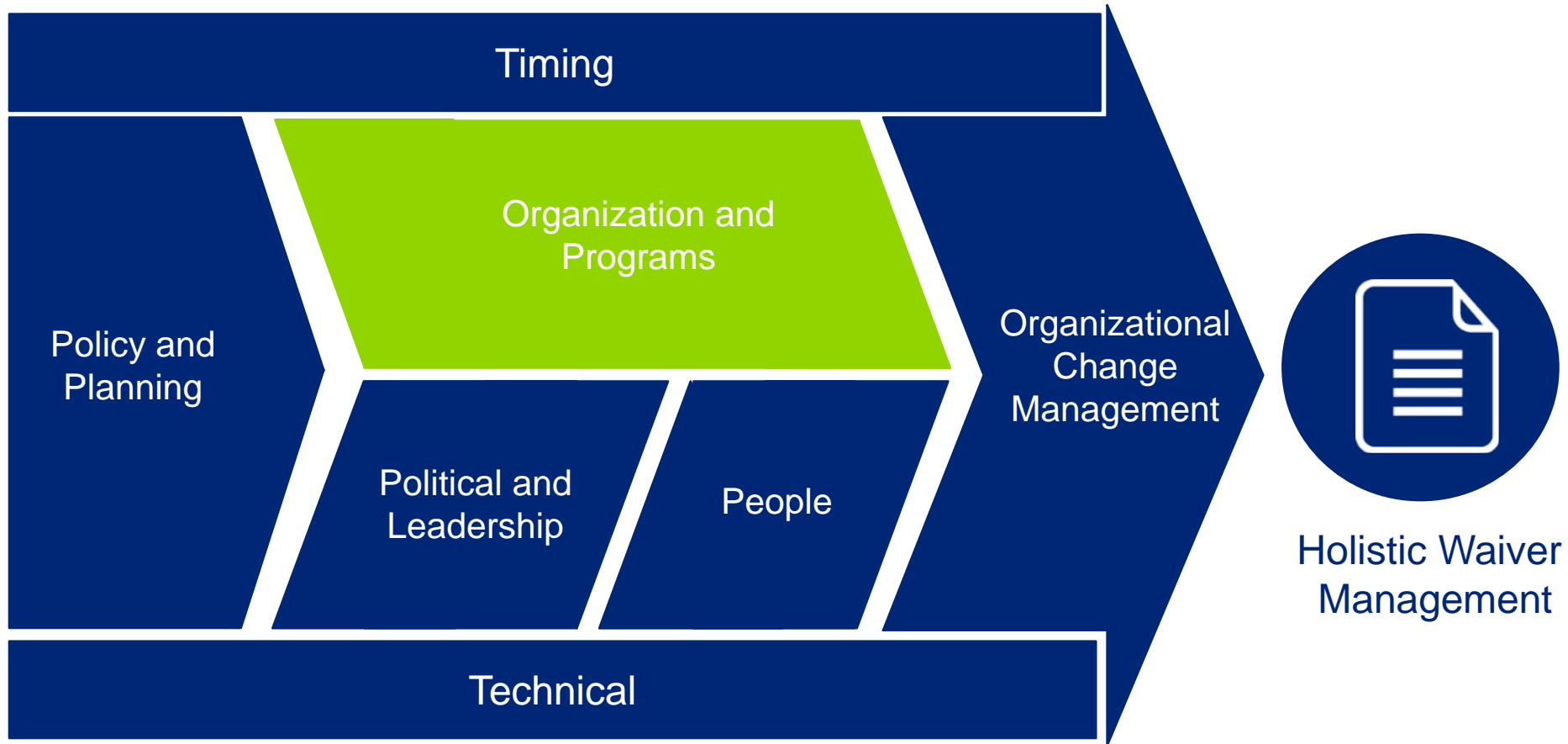


# Challenges shaping our waiver management

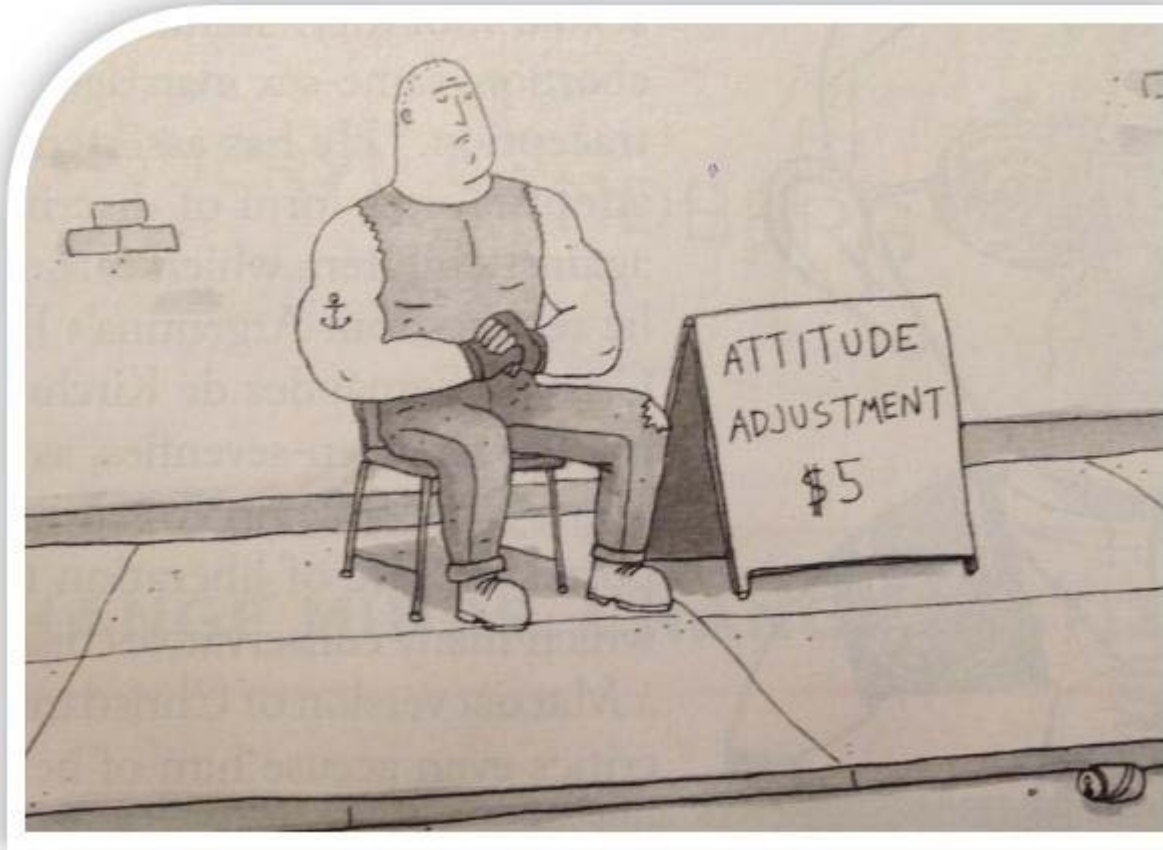
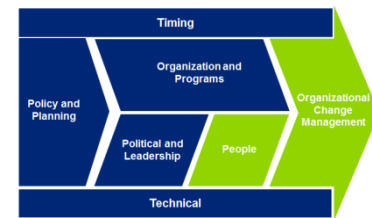




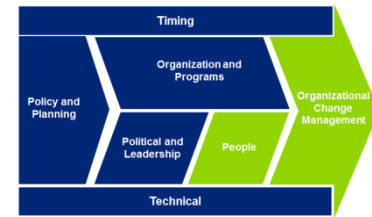
# Challenges shaping our waiver management



# People & Organizational Change Management

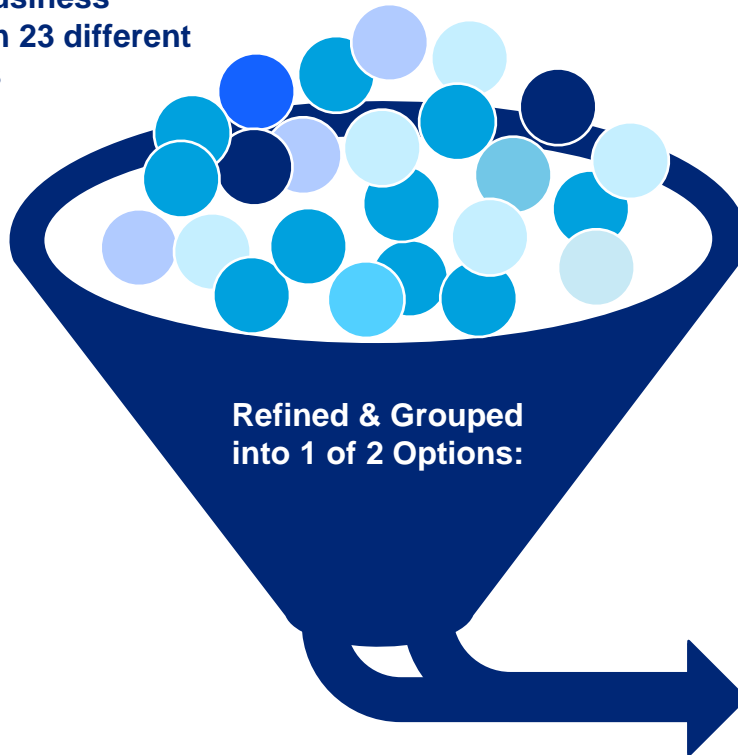


# People & Organizational Change Management



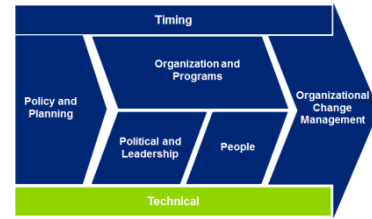
One of the key challenges that DDS faced was in facilitating user understanding and implementing change management across its 23 different area offices—which, due to the agency’s decentralized working model, were siloed offices

**Disparate Business  
Processes in 23 different  
Area Offices**



**Refined information  
flows into  
PAM/HCSIS**

# Choosing a platform for waiver management



The Home and Community Services Information System (HCSIS) is a **customizable** web-based application that provides a **collaborative** environment enabling the delivery of **consistent** and **comprehensive** results.

## Realized Benefits

- Improves an agency's ability to support an individual
- Allows for customization to address unique program needs
- Supports performance outcome tracking and trending
- Significantly reduces reliance on paper files
- Provides a single place to enforce new rules
- Drives better information sharing across stakeholder groups
- Facilitates CMS waiver assurance compliance
- Reduces cost of ownership through public domain software



ADA Compliant



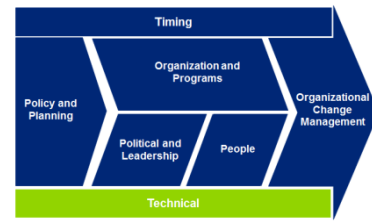
HIPAA Compliant  
User-based Access



Multi-Program &  
Multi-Agency

HCSIS was chosen to house the to-be waiver administration and financial management module  
Participant Allocation Management (PAM)

# Evolution of HCSIS



2006

## Quality Management

- Incident Management
- Death Reporting
- Health Care Records
- National Core Indicators
- Investigations

2008

## Provider Licensure & Certification

- Provider Scoring
- Quality Standard Rating
- Management Reporting

## Quality Management

2010

## Participant Allocation Management (PAM)

- Individual Dashboard
- Plan of Care Documentation
- Contract Registry & Utilization
- Individual Expenditure

## Provider Licensure & Certification Quality Management

2013

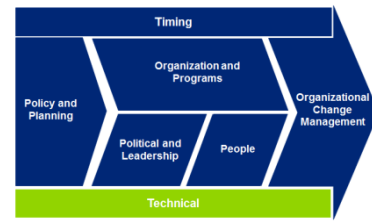
## PAM Waiver Restructuring

- Individual Budget Monitoring
- Individual Living Arrangement
- Chapter 257 Rate Implementation
- Refreshed Waiver Structure

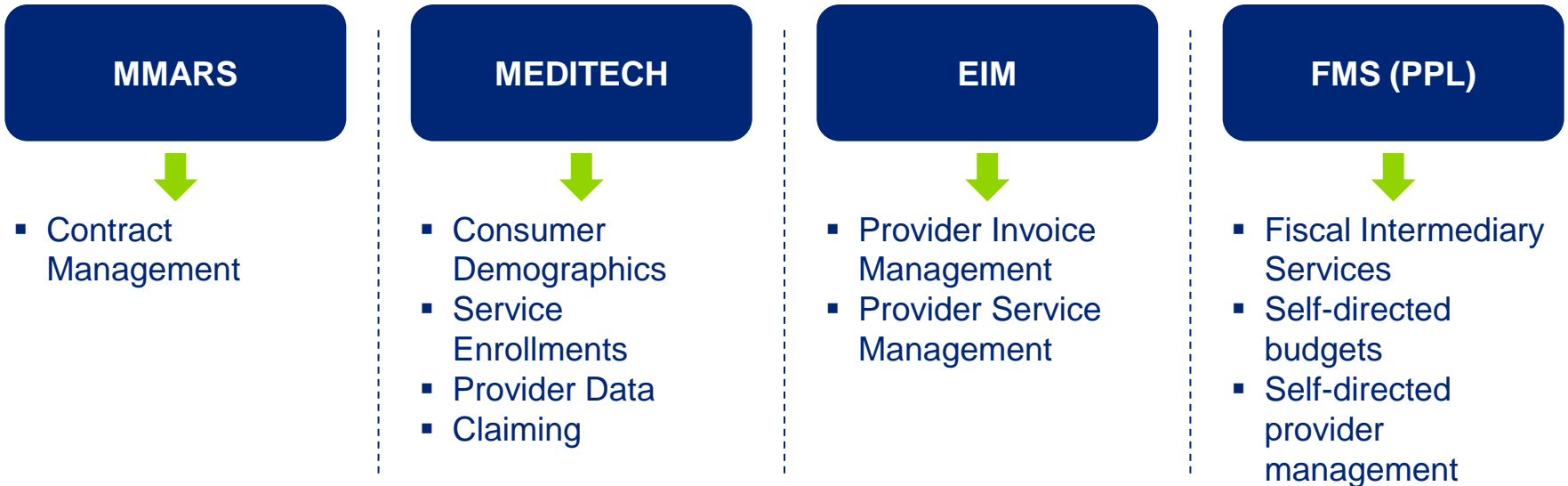
## Participant Allocation Management (PAM)

## Provider Licensure & Certification Quality Management

# Understanding the technical hurdles



In addition to supporting the paper-based Incident Management and Investigations processes, DDS involved multiple disparate systems in its operations, each working in isolation:



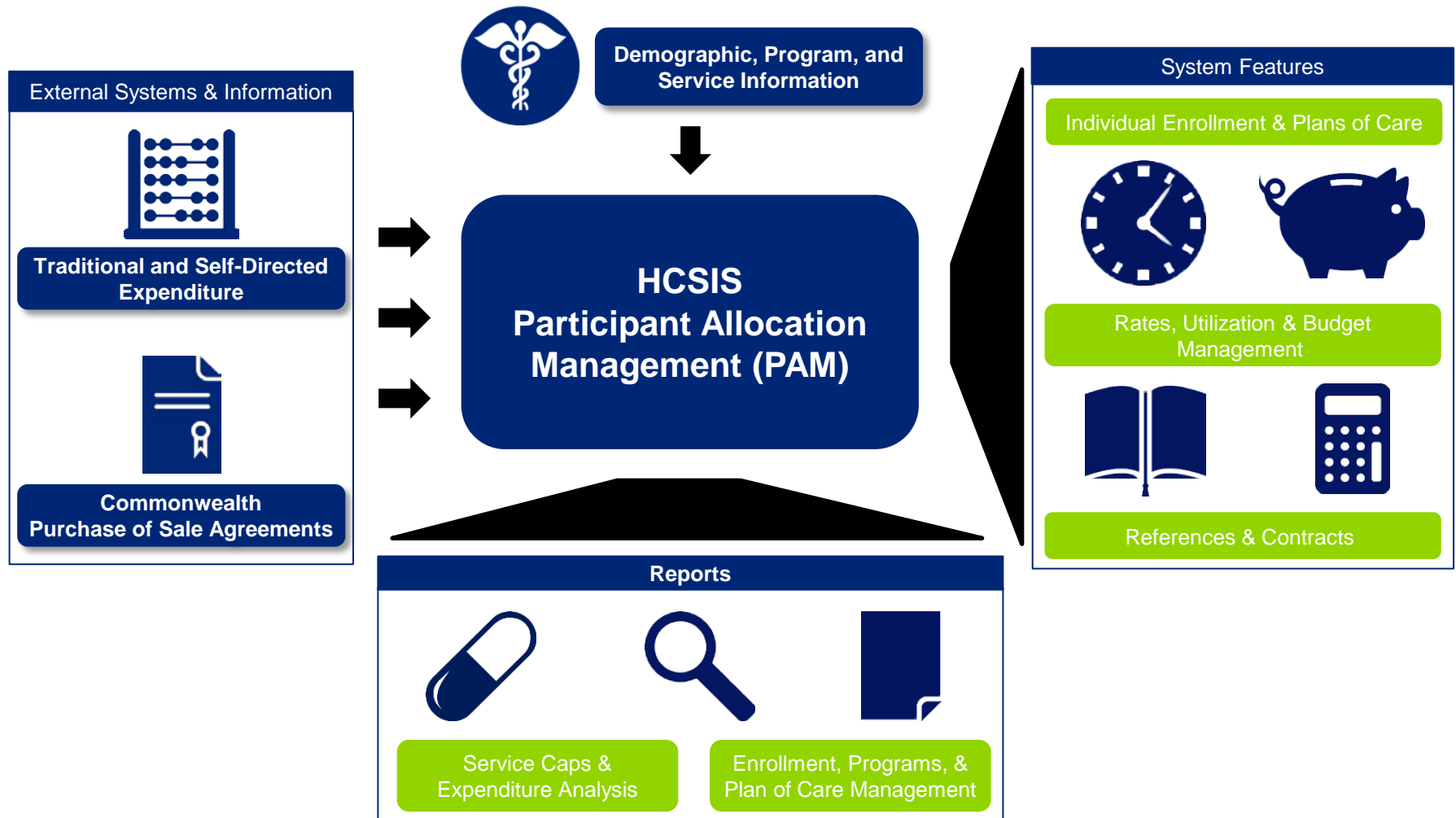
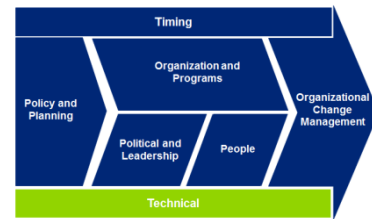
## Challenge #1:

Integrating data from each system in a manner that **avoids redundancy and minimizes data loss**

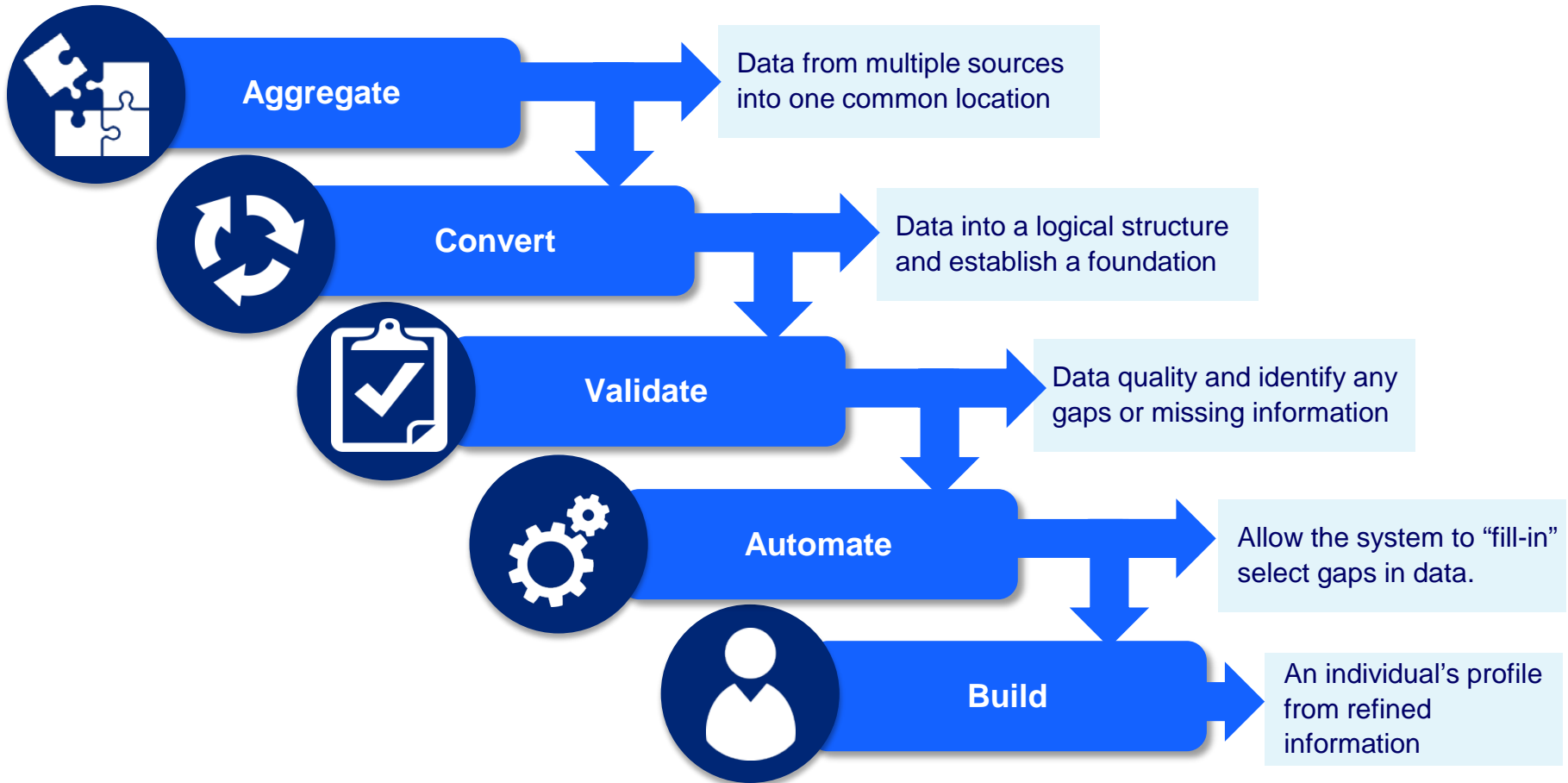
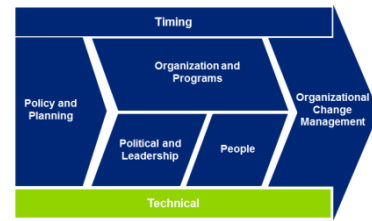
## Challenge #2:

Implementing a solution that would **not compromise the effectiveness of the systems** already in place

# Interfacing with disparate systems

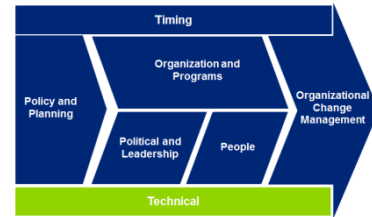


# Refining data into information





# Adjudicating waiver rules & Enabling financial management



## Plan of Care Functionality

Run-time Business Validations  
Historical Plans of Care



## Frequency/Duration Entry

Point of Entry Controls  
“What-If” Financial Analysis



## Projected vs. Actual

Traditional & Self-Directed Expenditure  
Utilization and Budget Forecasting

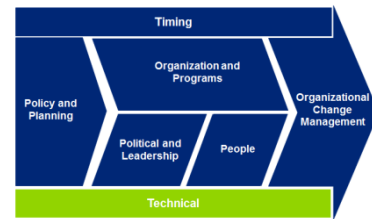


## Plan of Care Documentation



## Comprehensive Financial Picture

# Supporting agency operations & Providing business intelligence



## Alerts & Notifications

Key Information Identifiers  
Event & Condition based Alerts



## Reports

Waiver Compliance & Data Integrity  
Workflow Management



## User-Centric Design

Individual Dashboard  
Cross-Module Navigation



## Business Intelligence



## Agency Operations

# PAM features spotlight



**Holistic Individual View**



**Individualized Budget**



**Advanced Reporting**



## Holistic Individual View



## Individualized Budget



## Advanced Reporting



**Brian Allen**

SSN: XXX-XX-8533(Active)  
 Eligibility #: XX00022227  
 Program: Intensive Supports  
 Region: Metro  
 Area Office: Ch. River West  
 Service Coordinator: Kacie Bergeron  
 Next ISP Review Date: 07/16/2014

### Quality Management

#### Health Care Record

Finalized

Date Created - 07/09/2013  
 Last Updated - 08/01/2013

#### Incident Management

Open Events

Major Incidents - None    MORs - 1  
 Minor Incidents - 2      Restraints - None

### Service Planning

#### Enrollments (POC)

POC Status: **Due**

Services - 3150, 3163, 3164, 3196, 3285, 5283,  
 ASC, zTRANS

#### Frequency/Duration & Rates

Current

Missing Frequency/Duration - None  
 Missing Rates - None

### PAM

#### Budgets

FY14

Traditional Services - \$75,510.20  
 Participant Directed Services - \$3,000.00

#### Utilization

YTD

Traditional Services  
 3150 - 51.25%   3196 - 74.50%   3285 - 28.00%  
 Participant Directed Services  
 None



## Holistic Individual View



## Individualized Budget



## Advanced Reporting

### Health and Human Services

Mass.gov

HOME QM PAM ISP ADMIN TOOLS

Mass Gov Home Help

Individual Search | Provider Search | Reports | Reference

Search Results | Individual Dashboard

HCSIS > Individual Search > Individual Dashboard > Individual Details

Individual Brian Allen	Eligibility # - XX00022227 SSN # - XXX-XX-8533	Program Intensive Supports	Program Duration 07/01/2013 - Present	Region - Metro Area Office - Ch. River West
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Enrollments (POC) FD & Rates Budget Utilization

FY14	Traditional Service Budget * \$75,510.20	+	PDP Service Budget \$3,000.00	+	Unallocated Amount \$0.00	=	Total Budget \$78,510.20
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\* Does not include traditional services that do not have standard rates

[Expand All](#) | [Collapse All](#)

#### Traditional Services: \$75,510.20

Service	Provider	Frequency/Duration	Standard Service Rate	Service Budget	Expenditure	Remaining Budget	Last Expenditure Received
3150 - Placement Services	Till (621305)	7.00 Days/Week	N/A	N/A	N/A	N/A	N/A
3163 - Group or Center-Based Day (CBDS)	People Inc (55D524)	15.00 Hours/Week	\$49.48 Per Hour	\$39,336.60	\$19,668.30	\$19,668.30	12/20/2013
3196 - Transportation	Montachusett Rta (600004)	30.00 Trip/Month	\$13.70 Per Trip	\$4,932.00	\$2,000.00	\$2,932.00	12/20/2013
3164 - Day Habilitation - Mass Health	Barry L Price Rehab Ctr (WELHAB00)	As Prescribed	N/A	N/A	N/A	N/A	N/A
3285 - Day Habilitation Supplement	Barry L Price Rehab Ctr (671365)	20.00 Hours/Week	\$30.04 Per Hour	\$31,241.60	\$15,620.80	\$15,620.80	N/A
Total Traditional Service Budget:				\$75,510.20	\$37,289.10	\$38,221.10	

#### Participant Directed Services: \$3,000.00

Service	Provider	Service Budget	Expenditure	Remaining Budget	Last Expenditure Received
5283 - Assistive Technology - SD	Maria Damian (E009090)	\$3,000.00	\$1,573.00	\$1,427.00	12/20/2013
Total Participant Directed Service Budget:		\$3,000.00	\$1,573.00	\$1,427.00	



## Holistic Individual View



## Individualized Budget



## Advanced Reporting

Health and Human Services

HOME

QM

PAM

ISP

ADMIN

TOOLS

Individual Search

Provider Search

Reports

Reference

Search Results

Individual Dashboard

HCSIS > Individual Search > Individual Dashboard > Individual Details

Individual  
Brian Allen

Eligibility # - XX00022227  
SSN # - XXX-XX-8533

Program  
Intensive Supports

Program Duration  
07/01/2013 - Present

Region - Metro  
Area Office - Ch. River West

Enrollments (POC)

FD & Rates

Budget

Utilization

FY14

Traditional Service Budget \*  
\$75,510.20

+

PDP Service Budget  
\$3,000.00

+

Unallocated Amount  
\$0.00

=

Total Budget  
\$78,510.20

\* Does not include traditional services that do not have standard rates.

FY14

Traditional Service Budget \*  
\$75,510.20

+

PDP Service Budget  
\$3,000.00

+

Unallocated Amount  
\$0.00

=

Total Budget  
\$78,510.20

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## Holistic Individual View



## Individualized Budget



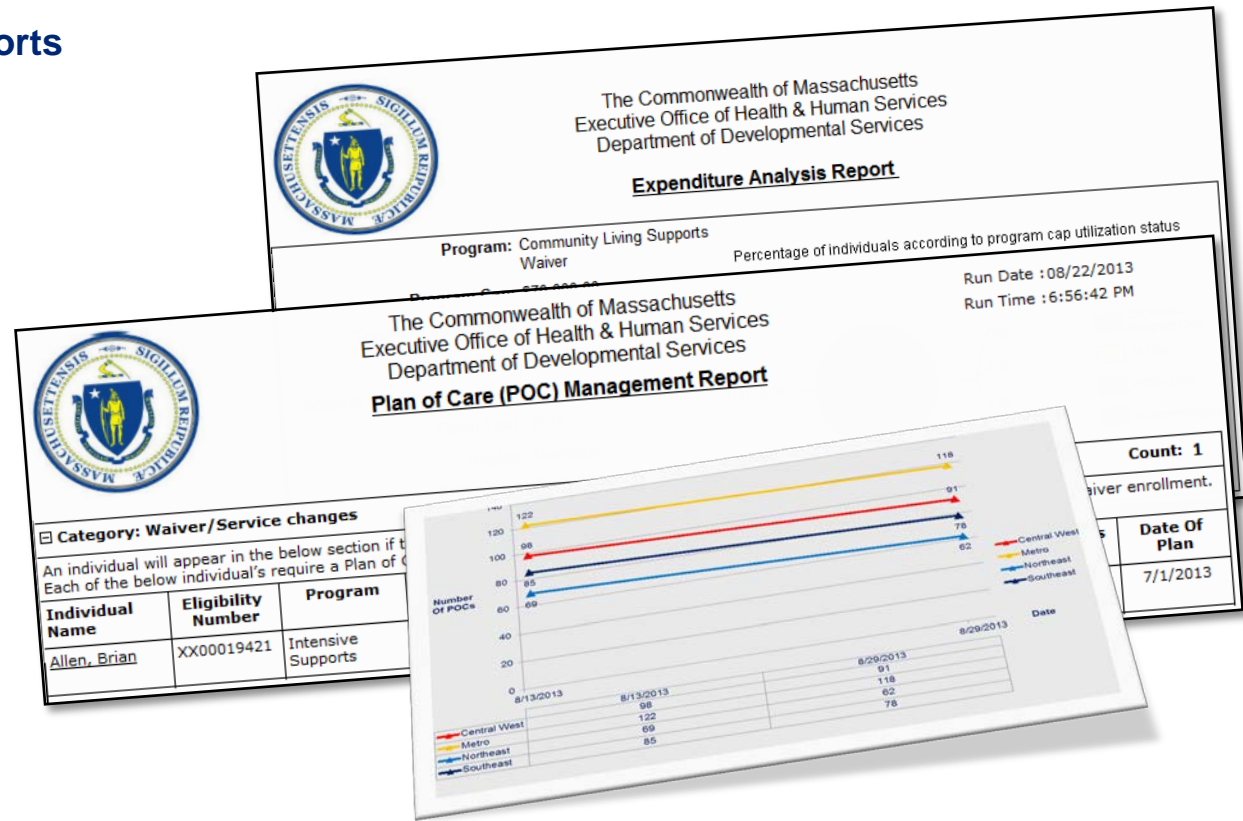
## Advanced Reporting

### • Five Standardized Waiver Reports

- Plan of Care Management
- Program Management
- Service Enrollment Errors
- Expenditure Analysis
- Service Cap Analysis

### • Ad Hoc Reporting

- Service Utilization Analysis
- POC Approval Analysis
- Daily Attendance Trend Analysis



# Core Technology Takeaways

**innovate.**



# Core Technology Takeaways

**innovate... iterate....**

# Core Technology Takeaways

**innovate....iterate..... interact...**

# **Core Business Takeaways**

**Expect Ambiguity.**

# **Core Business Takeaways**

**Expect Ambiguity. Be Flexible**

# **Core Business Takeaways**

**Expect Ambiguity. Be Flexible. Stay the Course.**