



Pay-for-Performance with Medicaid Managed Care Organizations

Kiva Graves, Director
Bureau of Adult Quality and Oversight
Division of Medicaid Services

Kris Kubnick
Chief Member Experience Officer
Inclusa, Inc.

Topics

- History of Family Care
- Act 178: Employment First Initiative
- DHS 2019 Employment Pay-for-Performance (P4P)
- Inclusa Background
- MCO Collective Impact Approach for P4P
- Inclusa P4P Status

History of Family Care

1995

Wisconsin began a long-term care redesign for older adults and adults with disabilities who qualify for institutional levels of care.

Two new programs were developed

- Family Care and Family Care-Partnership
- Designed to keep members in their homes or in the least restrictive setting for as long as possible

History of Family Care

Family Care was built and designed with four specific goals in mind:

- Provide people with improved **options** from which to choose where they live and what kinds of services and supports they receive to meet their needs
- Improve **access** to services.
- Improve **quality** through a focus on health and social outcomes.
- Create a **cost-effective** system for the future.

History of Family Care

2000	Wisconsin began offering the new long term care redesigned programs in five pilot counties.
2006	Joint Finance approved Family Care to move beyond the pilot phase.
2007	Expansion started and continued through 2018.
2019	As of May, Family Care and Family Care-Partnership serve 52,980 members in 72 counties throughout the state.

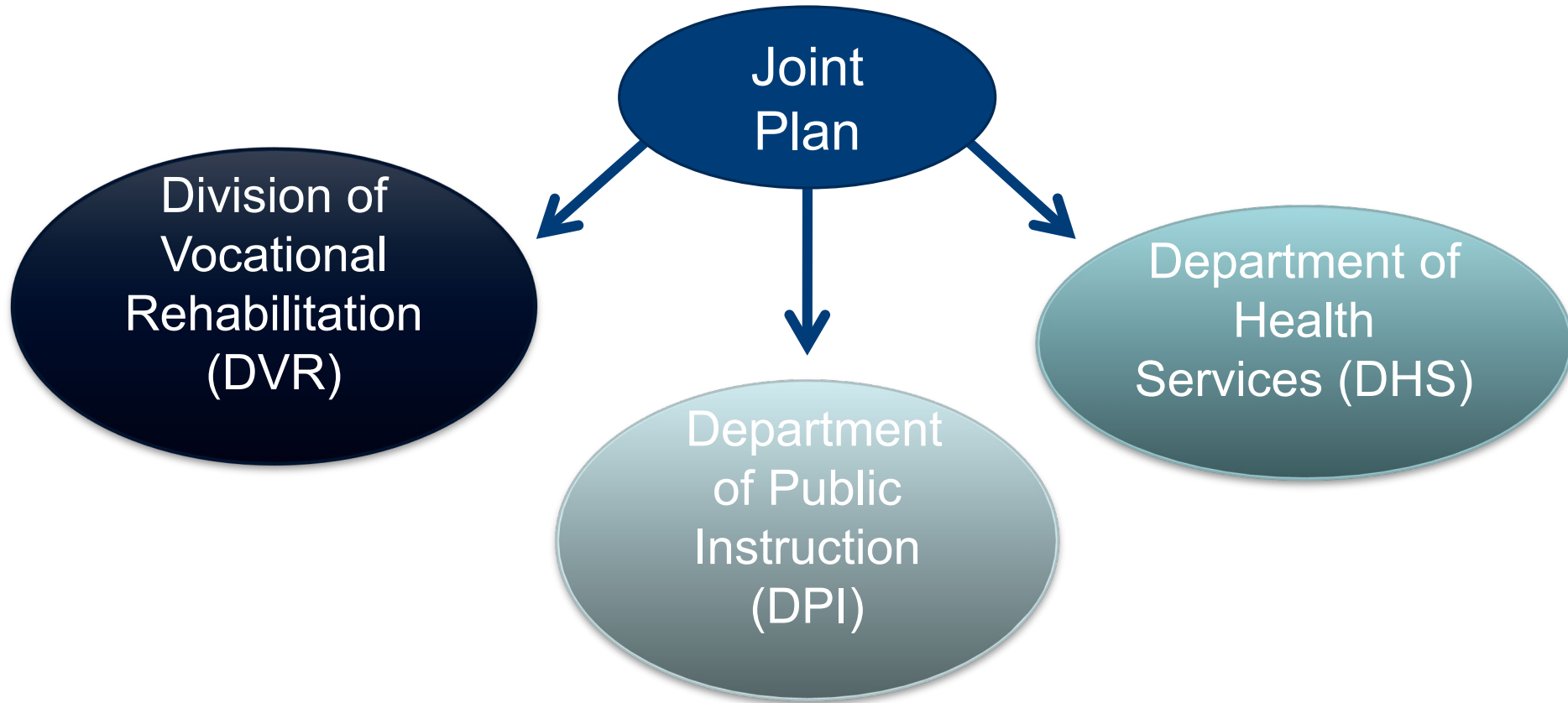
Wisconsin Act 178: Employment First Initiative

- Signed into law March 28, 2018.
- Requires interagency collaboration between Division of Vocational Rehabilitation, Department of Health Services, Department of Public Instruction
- Goal to increase competitive integrated employment (CIE).

Wisconsin Act 178: Requirements

- Prioritize CIE for people with disabilities.
- Promote CIE with self-determination and informed choice.
- Develop, implement, and update—with input from stakeholders—a shared plan with specific targets biennially.
- Provide a report to the legislature on progress toward targets annually.

Wisconsin Act 178: Strategy



Wisconsin Act 178: Plan and Report

- Initial bi-annual plan to the legislature, submitted June 28, 2019
- Initial annual report to the legislature, submitted June 28, 2019
- Departments' data must include:
 - # of working age people with disabilities (14-65)
 - # of those individuals working in CIE
 - Average hours worked per week
 - Average wages paid per hour

07/01/2019 | CIE Joint Plan | DVR-18663-P



[Link to
CIE Joint
Plan](#)

2017 Wisconsin Act 178: Increasing Competitive Integrated Employment Outcomes

Department of Workforce Development | Division of Vocational Rehabilitation
Department of Health Services
Department of Public Instruction

07/01/2019 | Joint CIE Report | DVR-18664-P



2017 Wisconsin Act 178: Increasing Competitive Integrated Employment Outcomes

Department of Workforce Development | Division of Vocational Rehabilitation
Department of Health Services
Department of Public Instruction

[Link to
Joint CIE
Report](#)

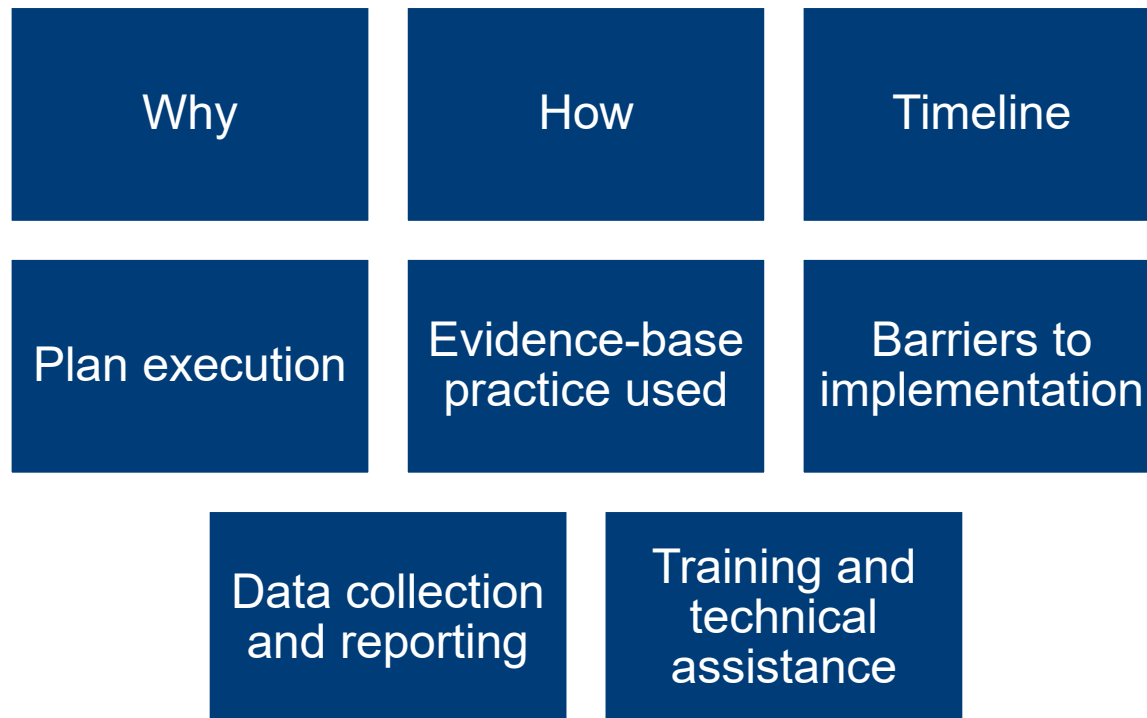
DHS Guiding Principals

- Value of full inclusion
- Evidenced-base practices
- Person-centered planning
- Do NOT limit allowable services
- Goal of Community Integrated Employment
- Result: Competitive Integrated Employment
- [Link to Guiding Principles](#)



DHS CIE P4P: Withhold

MCOs must submit plans describing eight key elements to advance CIE:



DHS CIE P4P: Withhold

- MCOs approached DHS about creating a unified plan but individualized for each MCO
- DHS approved unified plan approach
 - Promoted collaboration
 - Consistent across all six MCOs
- For 2019, each MCO now has an approved plan

DHS CIE P4P: Incentive Part 1

- MCO has conversation with members
- Must document 90% of members into an interest category
- Complete by September 30, 2019

Interest Categories

Currently working in CIE	Yes! Interested in CIE <ul style="list-style-type: none">• Know their desired career• Unsure of desired career
May be interested in working in CIE	Not interested in working in CIE

Excluded: Currently in hospice, medically compromised or in a hospital or institutional setting.

DHS CIE P4P: Incentive Part 2

- At minimum, one follow up activity
- A person centered approach often leads to multiple activities
- Complete by December 31, 2019

DHS CIE P4P: Follow Up Activities

- Currently working in CIE

- Interested in working in CIE
 - Know their desired career
 - Unsure of their desired career

- May be interested in working in CIE

MCO Collective Impact Approach

A Little About Inlusa

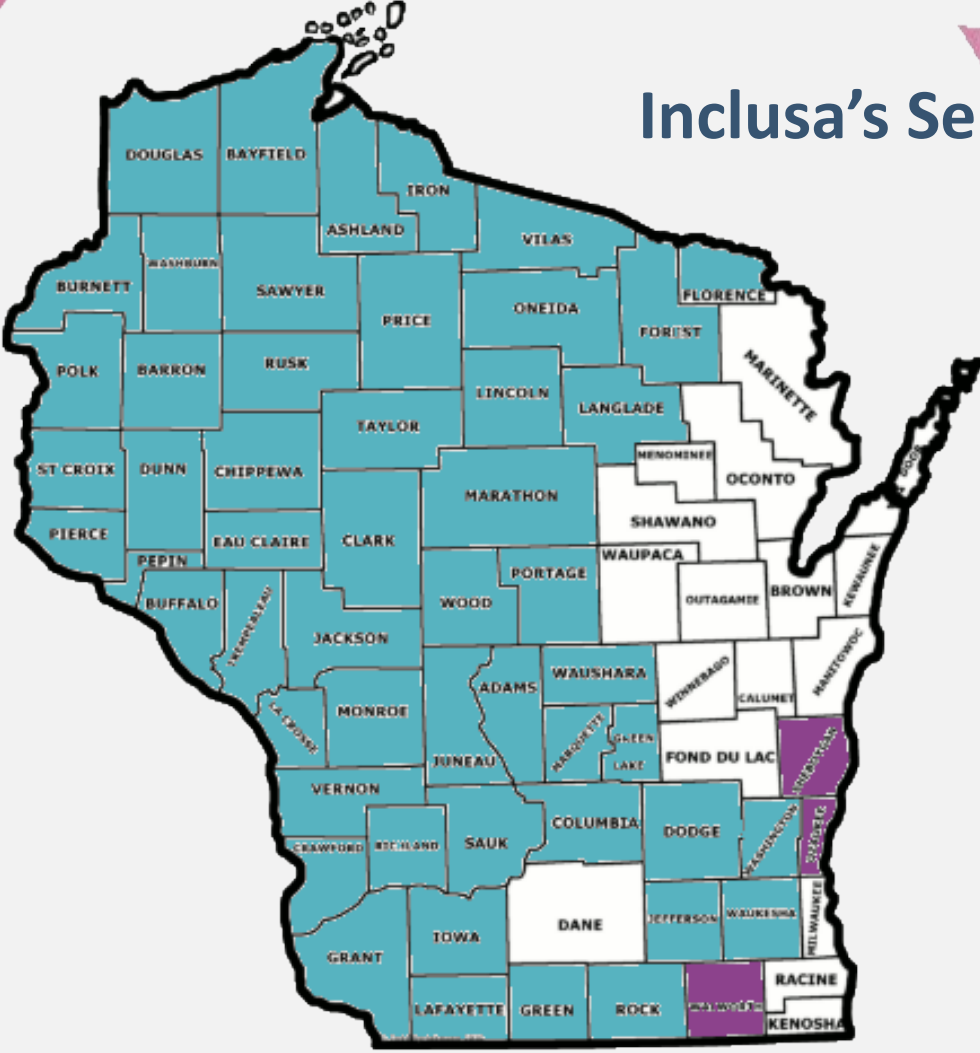
01/01/2019 Inlusa, Inc. is a Wisconsin nonprofit corporation formed on January 1, 2017 by the merger of Community Care Connections of Wisconsin, ConinuUs, and Western Wisconsin Cares.

15,000 Inlusa provides long-term care services and supports to 15,000 adults with physical and intellectual disabilities, and frail elders through the Family Care program.

55/72 Inlusa is contracted with the State of Wisconsin and permitted through the Office of the Commissioner of Insurance to provide Family Care services and supports in 55 of Wisconsin's 72 counties.

So how did Inlusa come to be? Some historical perspective ...

Inclusa's Service Region





Success By Taking A Collective Impact Approach

Wisconsin DHS Mission, Vision and Guiding Principles Alignment

MCO



..... Support



- MCOs share **a vision for full inclusion** of people with disabilities in our communities, with supports that allow every individual to **reach their full potential**
- MCOs recognize our critical role in facilitating **effective person-centered planning** that supports informed choice and goal identification specific to competitive integrated employment
- MCOs share WI DHS's commitment to providing effective and cost-effective services and supports that result in **competitive integrated employment as a valuable outcome**

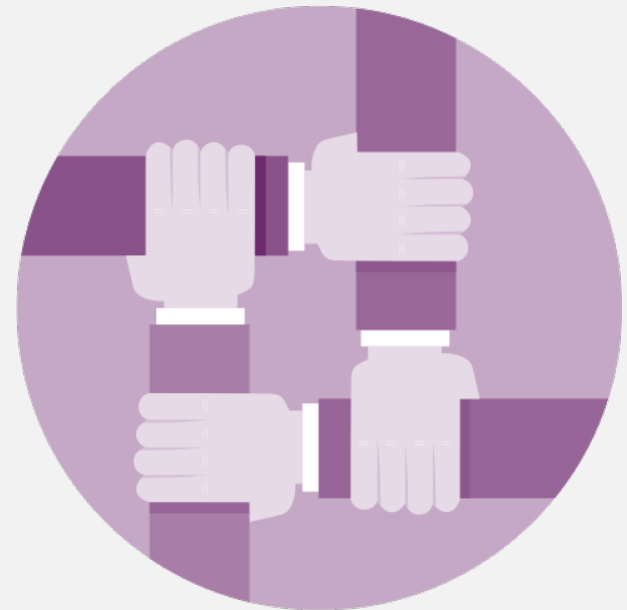
Commitment to Competitive Integrated Employment

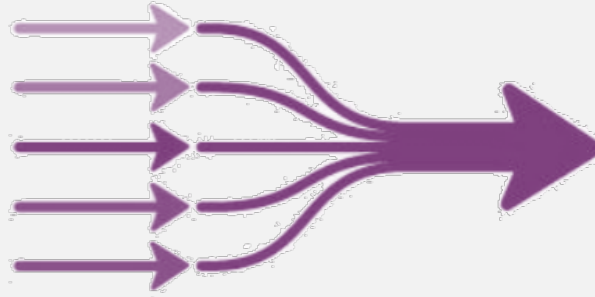
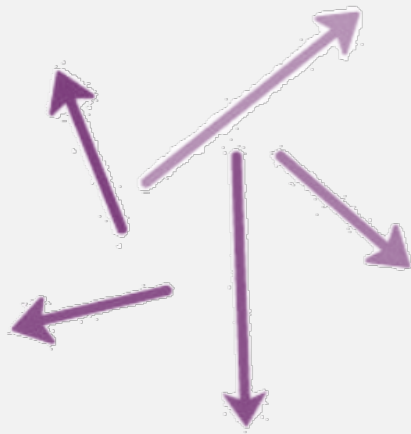


- MCOs embrace DHS's commitment to competitive integrated employment as the **first and preferred employment outcome**
- **Transformational Systems Change is needed to increase CIE outcomes.** Wisconsin has a strong foundation to build upon. Through DHS leadership and collaborative effort, **MCOs believe this type of change is possible**
- It's critically important that short-term momentum and progress is not lost over time, and that **all partners (including all MCOs) take responsibility** for ensuring such losses do not occur

Interagency Coordination

- MCOs agree with the critical importance of **interagency coordination at the state, regional and local levels** to advance competitive integrated employment outcomes
- For the same reasons interagency coordination at the state level is critical, we believe **formal coordination at the MCO level** is also critical.
- We know through experience that a fragmented approach at our level creates challenges-- impeding progress around competitive integrated employment
 - Mixed messages about expectations to members, families/guardians, providers, employers and funding partners (e.g. DVR; schools)
 - *SELN identified “variable implementation of services” as an issue*





Collective Impact Approach

- **Focused commitment** on improving competitive integrated employment outcomes through a **collective impact approach**
- **Using collective impact approach to ensure communication of consistent expectations reflecting and reinforcing DHS leadership**, including its Guiding Principles and all subsequent policy and programmatic guidance
- Focus on **coordination of our collective resources**, rather than fragmentation or duplication in use of those resources

Examples of Evidence-Based Practices



- Presume everyone can work: invest resources to **facilitate the outcome** of competitive integrated employment (CIE) rather than evaluation focused on determining whether or not people can work
- Invest in **coordinated, statewide strategies that raise expectations** of all parties including members, families/guardians, IDTs, providers, employers
- Provide opportunity for members to make a **truly informed choice** about CIE, ensure all CIE goals accurately documented in member-centered plans, and set goals to **increase number of members with a CIE goal** in their plan
- Ensure every member with verified/authentic CIE goal has **well-defined action plan and appropriate resources identified to achievement of the CIE** incorporated into the member-centered plan
- **Incentivize and support employment service providers** to use evidence-based and best practices to **increase and sustain CIE outcomes in efficient and cost-effective ways**

Provider Capacity and Buy-In

- *SELN identified limited focus on provider capacity as an issue*
- All MCOs taking a consistent approach to engagement with providers will lead to:
 - More **provider buy-in that is sustained** over time
 - Better outcomes resulting from **provider capacity-building efforts**
 - More successful **prevocational provider transitions** which is key to improving competitive integrated employment outcomes



Provider Capacity Continued ...

- A **unified and collective impact approach** by MCOs will ensure that providers working with multiple MCOs will not be pulled in different directions, fragmenting and diluting their efforts, and dividing their loyalties.
- Allows for **consistent collaboration with providers** in determining where each working-age member is currently with regard to interest, aptitudes and access to supports for competitive integrated employment
- Assures **collaborative MCO-Provider effort** to facilitate informed choice and encourage more members to consider work in the community, ensuring CIE goals are properly identified in their service plan and those who are unsure have an opportunity to make a truly informed choice through **coordinated effort by MCO and provider**. (Process approach)
- Able to **coordinate focus on Provider capacity-building with MCO capacity-building** in a consistent, statewide way (as recommended by SELN)
- Interdisciplinary Teams (Care Teams) and service delivery alignment

Person-Centered Planning



- *SELN recommended evidence-based training for MCO Inter-Disciplinary Team staff*
- MCOs recognize our critical role in facilitating **effective person-centered planning** that supports informed choice and goal identification specific to competitive integrated employment
 - MCOs want to **more strongly embed commitment** to increasing CIE into person-centered planning processes and practices
 - This is most likely to be effectively accomplished through a **coordinated, collective effort, rather than a piecemeal effort, drawing on best practices** from each MCO and integrating these into a consistent, collective impact approach embraced and implemented by all MCOs
 - A collective impact plan **maintains consistency** in approach across the entire Family Care membership.

Pay for Performance (P4P) Collective Impact Approach



- **Near-term opportunity to begin to implement collective impact approach**
- Move forward with a Collective Impact Approach through the development of a unified plan that all Family Care MCOs jointly commit to implementing
- This approach is likely to avoid:
 - A piecemeal effort that reduces the potential for real, positive impact
 - Fragmented investment of resources by individual MCOs
 - Providers, stakeholders and employers being pulled in different directions by each MCO that has its own plan
 - Multiple MCO plans which could have the effect of fragmenting the vision, siloing efforts and diluting the buy-in from potential employers willing to consider hiring members.
 - Multiple MCO plans which could result in inconsistent performance measures, reducing the likelihood of comprehensive, statewide baseline data and statewide impact data.

P4P through Collective Impact

- Advantages of this approach include:
 - **Better ensuring consistent expectations** set with providers, IDTs, members, families/guardians (reflecting and reinforcing DHS leadership, policy and guidance)
 - **Resources invested by MCOs can have greater impact** if pooled and invested in a coordinated manner.
 - Maximizes positive statewide impact of P4P opportunity, leading to **possibility of more significant outcomes** that would make Wisconsin a national model for using P4P to improve CIE outcomes
- Simplifies for DHS, the plan approval process as well as oversight and evaluation of P4P implementation

P4P through Collective Impact Continued ...

- Family Care Contract [Article XII.C.7.i.i.-v] already allows MCOs to participate in collaborative Performance Improvement Projects.
 - If collaborative P4P is permitted, MCOs are **committed to maintaining efforts** through collaboration post P4P.
 - **P4P as first step can help set in motion the kind of Transformational Systems Change necessary to significantly increase competitive integrated employment outcomes**
- A collective effort guided by a unified plan provides the possibility of **more statewide momentum and better outcome data** for DHS to share nationwide.

Unified Plan Development

- Developed Steering Committee
 - The Competitive Integrated Employment Proposal Steering Committee (CIEP) will provide strategic guidance on the development and implementation of a Unified Family Care Competitive Integrated Employment Plan (Unified Plan). The CIEP Steering Committee will provide leadership to any defined subgroups established to meet objectives/deliverables.
 - Contracted with Systems Change and CIE Consultant- Lisa Mills
 - Sub committees:
 - Stakeholders
 - Data
 - Unified Plan Development
 - Employment Path

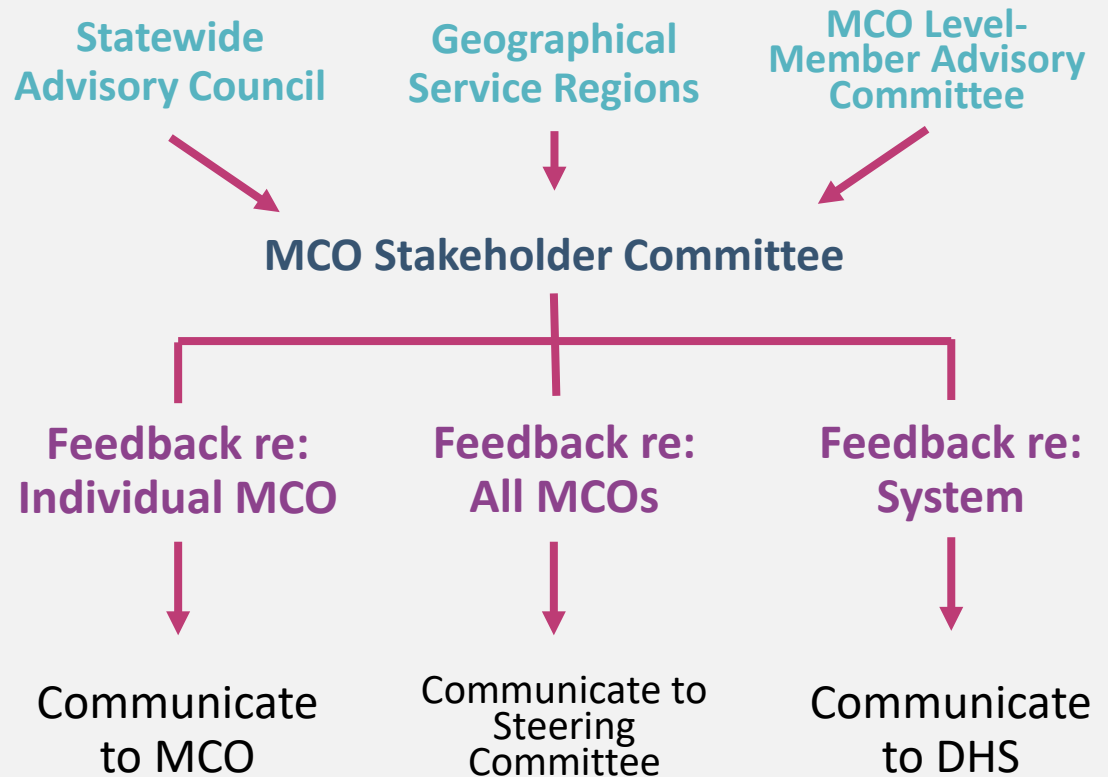
Unified Plan Key Points



- Aligned Execution Plan
 - Aligned Evidence Based Strategies
 - Aligned Stakeholder Engagement
 - Aligned Training Outline
 - Aligned Resources
- Stakeholder Engagement
 - Summit to assist with development of the plan
 - Statewide Advisory Committee
 - Local Committees (DSP, DVR, School Districts)
 - MCO Member Advisory Committees

How's it going?

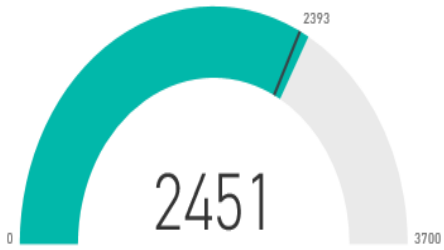
- Unified plan was approved
- Stakeholder Meetings have been going well (Feedback communication flow pictured right)
- All milestones have either been hit or anticipated to be hit.



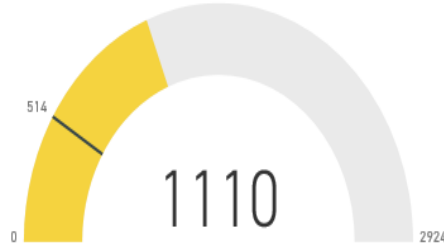
How's it going?

A Glance at Metrics ...

Completed Initial Discussion



Completed First Followup Activity



Case Notes Entered

2109

Last Data Refresh

8/15/2019
4:07:37 PM

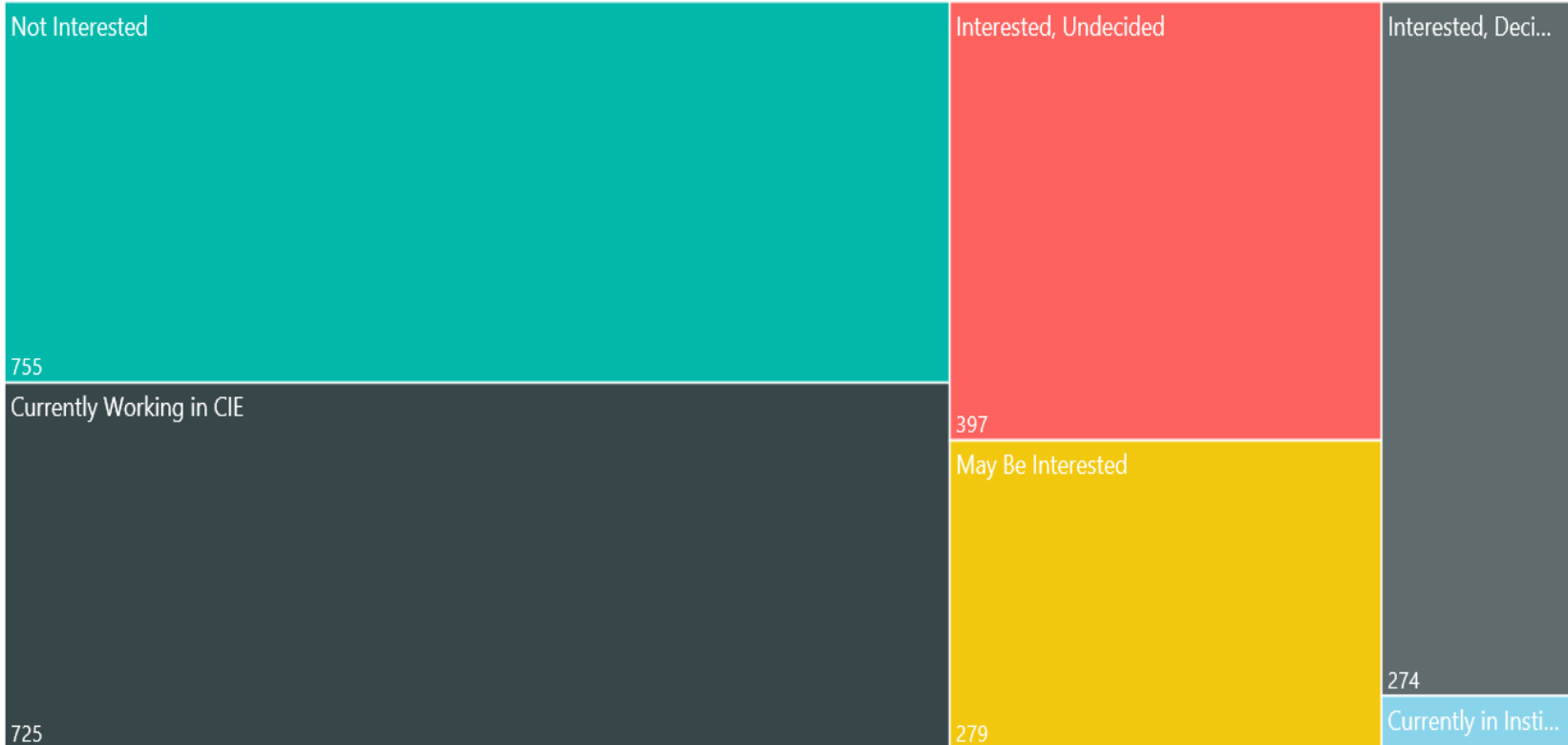
Time Remaining

46 : 10 : 17 : 23
Days Hours Minutes Seconds

Members Disenrolled

161

Summary of Interest Responses



Interest Status by Target Group (incompletes excluded)

Interest Status ● Currently in Institution ● Currently Working in CIE ● Interested, Decided ● Interested, Undecided ● May Be Interested ● Not Interested



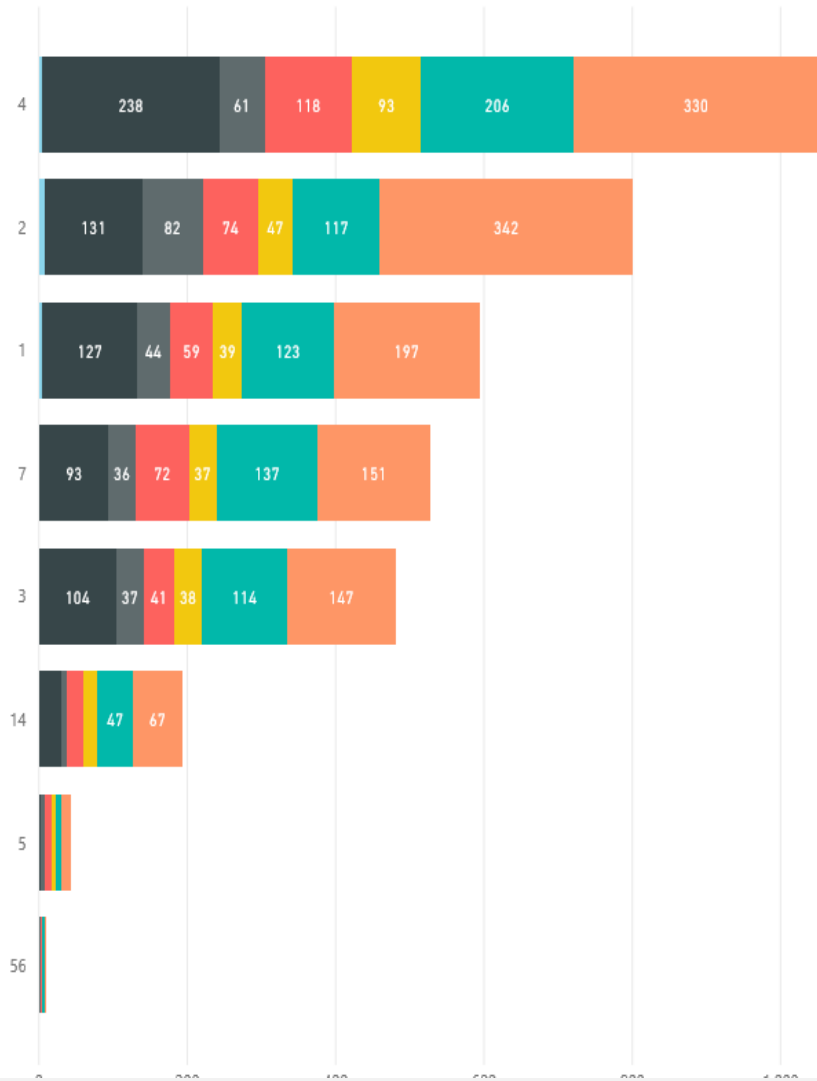
TargetGroup	Interest Status	Count of Interest Status
DD	Currently in Institution	14
DD	Currently Working in CIE	690
DD	Interested, Decided	246
DD	Interested, Undecided	364
DD	May Be Interested	254
DD	Not Interested	644
PD	Currently in Institution	7
PD	Currently Working in CIE	35
PD	Interested, Decided	28
PD	Interested, Undecided	33
PD	May Be Interested	25
PD	Not Interested	111
Total		2451

Target Group Distribution



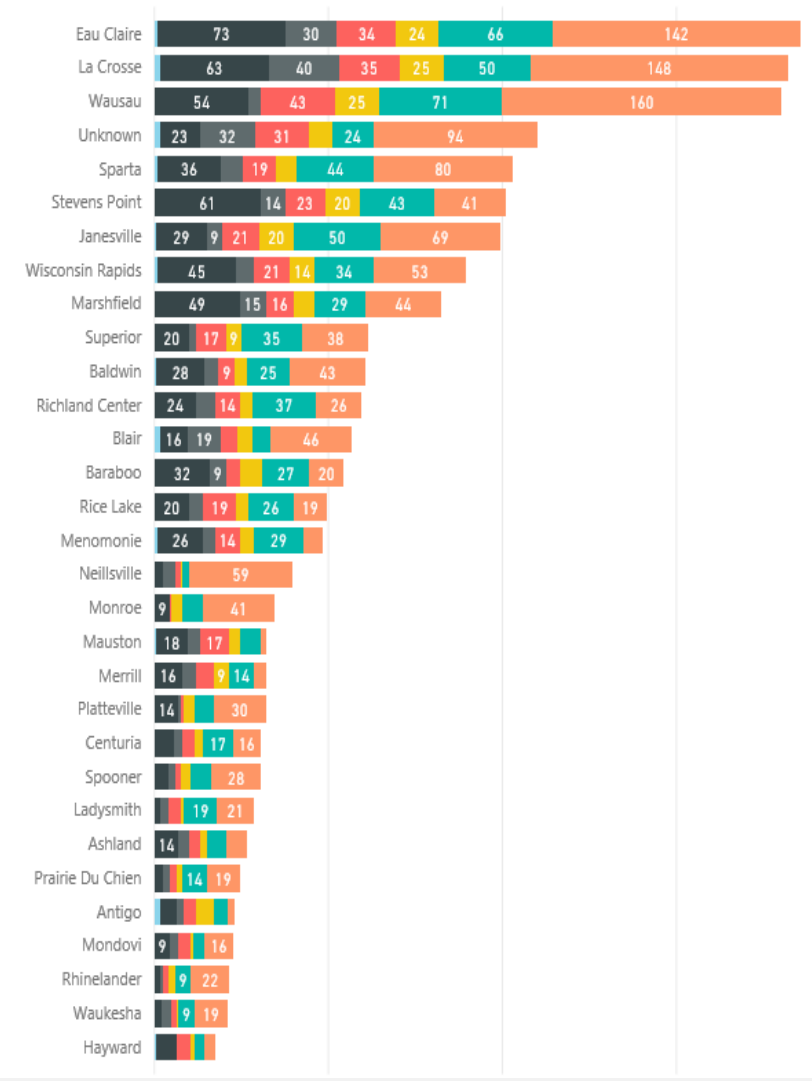
Interest Summary by GSR

Report Status ● Currently i... ● Currently ... ● Interested, ... ● Interested, ... ● May Be Int... ● Not Interested ● Pending

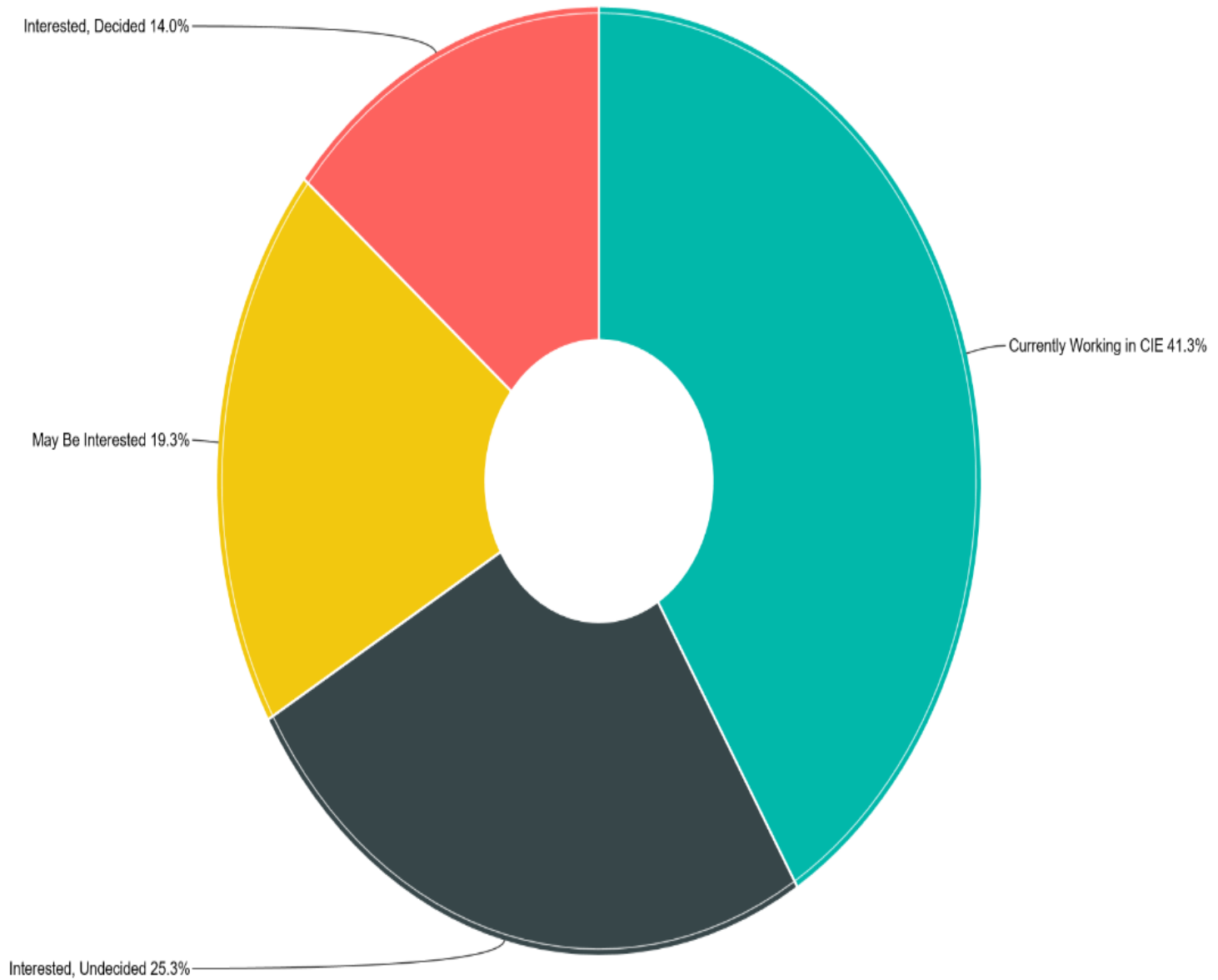


Interest Summary by Office

Report Status ● Currently i... ● Currently ... ● Interested, ... ● Interested, ... ● May Be Int... ● Not Interested ● Pending



Count of followup by Interest Status and Activity Name





Contact Information

Kiva Graves, BA, BSN, RN

608-261-8358

Kiva.Graves@dhs.wisconsin.gov

Kris Kubnick, CSW, MPA

715-301-1889

Kris.Kubnick@Inclusa.org

www.inclusa.org