Pay-for-Performance with Medicaid Managed Care Organizations

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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

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
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</table>
| 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

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

Joint Plan

Division of Vocational Rehabilitation (DVR)

Department of Public Instruction (DPI)

Department of Health Services (DHS)

To protect and promote the health and safety of the people of Wisconsin.
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
To protect and promote the health and safety of the people of Wisconsin.
To protect and promote the health and safety of the people of Wisconsin.
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:

- Why
- How
- Timeline
- Plan execution
- Evidence-base practice used
- Barriers to implementation
- Data collection and reporting
- Training and technical assistance
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

<table>
<thead>
<tr>
<th>Currently working in CIE</th>
<th>Yes! Interested in CIE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Know their desired career</td>
</tr>
<tr>
<td></td>
<td>Unsure of desired career</td>
</tr>
</tbody>
</table>

| 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 Inclusa

Inclusa, 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.

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

Inclusa 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 Inclusa come to be? Some historical perspective ...
Success By Taking A Collective Impact Approach
Wisconsin DHS Mission, Vision and Guiding Principles Alignment

- 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
• 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 ...
### Interest Status by Target Group (incompletes excluded)

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Interest Status</th>
<th>Count of Interest Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>DD</td>
<td>Currently in Institution</td>
<td>14</td>
</tr>
<tr>
<td>DD</td>
<td>Currently Working in CIE</td>
<td>690</td>
</tr>
<tr>
<td>DD</td>
<td>Interested, Decided</td>
<td>246</td>
</tr>
<tr>
<td>DD</td>
<td>Interested, Undecided</td>
<td>364</td>
</tr>
<tr>
<td>DD</td>
<td>May Be Interested</td>
<td>254</td>
</tr>
<tr>
<td>DD</td>
<td>Not Interested</td>
<td>644</td>
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<tr>
<td>PD</td>
<td>Currently in Institution</td>
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<tr>
<td>PD</td>
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<tr>
<td>PD</td>
<td>Not Interested</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>2451</strong></td>
</tr>
</tbody>
</table>

#### Target Group Distribution

- **PD** 0.35K
- **DD** 3.35K
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