No Small Feat: How WA Medicaid LTSS & DD Programs Effect Change for 40,000 Self-Directed Consumers

HCBS Conference
December 2021
Presenters

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DSHS Aging and Long Term Support Administration
Washington State Department of Social and Health Services

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Principal, KB & Associates, LLC

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PMP Project Management Consultant
Principal, KB & Associates, LLC
Today’s Topics

• Background on Washington’s Medicaid HCBS program
• Our structured approach to implementing major changes:
  • Leadership / sponsorship
  • Integrated project management & change management
  • Stakeholder engagement
  • Measuring readiness & monitoring outcomes
  • Creating a smooth transition to operations
Background on Washington’s Medicaid HCBS program
How clients access service

Medicaid State Plan
- “Entitlement”
- Mandatory Services
- Optional Services
- Statewide
- No cap & no targets
- ~81% of the ALTSA budget

Medicaid Waiver
- Optional Services
- Not an “entitlement”
- Can be capped/targeted
- ~3% of the ALTSA budget

Other
- State Only
- Federal Only
- ~4% of budget

Nursing Home
Community First Choice
Medicaid Personal Care

COPES
Resd. Support
New Freedom
Medicaid Transformation

Family Caregiver Support
Senior Citizens Services Act
Older Americans Act
Self-Directed In-home Personal Care

• More than 40,000 clients
  • Receiving LTSS or developmental disability support needs
• Served by 47,000 caregivers / individual providers (IPs)
  • Many family members
  • Diverse backgrounds, cultures, and primary languages
  • Covered by a collective bargaining unit
  • Annual provider turnover = 25%
• Supported by 3,000 staff
Leveraging a Structured Approach to Change
Multiple Efforts

- Jun 2014 - May 2016: New Caregiver Payment System
- Jan 2015 - Aug 2015: Community First Choice
- Dec 2015 - Oct 2016: FLSA (Caregiver Overtime)
- Jan 2016 - Dec 2021: Medicaid Transformation Demonstration (MAC & TSOA)
- Apr 2018 - Jul 2022: Consumer Directed Employer
- Mar 11, 2021: ARPA Signed
- May 2020 - Dec 2020: Electronic Visit Verification
- Mar 2020 - Dec 2021: COVID-19 Pandemic (end TBD)

Washington State Department of Social and Health Services
Structured Approach Cornerstones

• Key Roles (Sponsor, PM, OCM)
• Representation from impacted business units
• Governance structure and readiness metrics
• Results: increased engagement, visibility, transparency
Leadership/Sponsorship
Sponsorship is Key

Twenty-two years of global research* reveals:

• Strong sponsorship #1 contributor to success
• Lack of sponsorship is #1 contributor to failure

Sponsorship is multi-level (not just at the top)

Partnership: Sponsor, PM and OCM

- **Sponsors**
  - Executive decisions
  - Executive actions

- **Project Manager**
  - Collaborative balance

- **Org Change Manager**

Washington State Department of Social and Health Services
Integrated Project and Change Management
Integrated Project & Change Management

✓ Global Best Practice
✓ Balanced Approach
✓ Proven Results

Prosci® PCT™ Model
## Integrated Workplan – System, Services and Readiness

### Project Management
- Integrated Schedule Management
- Publish Schedule (4x Monthly)
- Deliverables (CDWA)
- Requirements Traceability
- Interface & Data Conversion Schedule Summary Report
- RTM Tracking & DSHS Approval
- Go/No-Go Decisions
- Readiness Dashboards

### Business Readiness tasks (DSHS)
- CDE Planning meetings
- SDG Meetings
- Readiness Assessment (IP's)
- Readiness Assessments (Staff)
- Leveraging Case Management Workgroup (DDA)
- WAC Changes
- Outreach Events (Summits, Conferences)

### Technical Readiness tasks (DSHS)
- MSD CARE Changes
- MSD Non-CARE Technical Changes
- SFTP Setup for Data Conversion
- Pilot IP Data Review and Cleanup
- Data Conversion Prep
- Data Conversion: Deliver Files to CDWA (Pilot)
- Data Conversion: Deliver Files to CDWA (Phase 1)
A complete view of the work
Engaging Stakeholders
Engaging Stakeholders

Continuous work with internal and external stakeholders and entities
Business Process Readiness

Transition Plan Tasks

Collective Bargaining Agreement Process
Transition Plan for CDE Project

<table>
<thead>
<tr>
<th>Administration</th>
<th>ALTA/DDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Lead</td>
<td>Sea Rector/Beth Krehbiel</td>
</tr>
<tr>
<td>Transition Plan Owner</td>
<td>Christi Pederson</td>
</tr>
<tr>
<td>Readiness Analyst</td>
<td>Sonya Declut</td>
</tr>
<tr>
<td>Revision Date</td>
<td>3/5/2020</td>
</tr>
</tbody>
</table>

Purpose: Use this tool to track and report progress on transition tasks; the gaps to be resolved and the steps to resolve them.

<table>
<thead>
<tr>
<th>Item #</th>
<th>Transition Topic</th>
<th>Leads</th>
<th>Tasks</th>
<th>Start Date</th>
<th>End Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Business Need</td>
<td>Christi Pederson</td>
<td>1. Determine how DHSH currently works with home care agencies that bargain with the union – Statement of Work</td>
<td>10/1/2020</td>
<td>2/1/2021</td>
<td>100%</td>
</tr>
</tbody>
</table>

Gaps to be Resolved:
- The CDE will take over bargaining with SEIU 775 and DHS needs to determine what role they will have.

Milestone(s) and Task(s):
- Draft policy
- End product(s) Policy for bargaining

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Showing Engagement Results

Respondent summary:
11,762 people responded
- Yields a 26% response rate of actively claiming IPs
- Results in 99% confidence within margin of error of (+/-) 1.07%
- Represents an increase of 256% over the 4,545 individuals who responded to the baseline survey
- Rates of response across program areas aligns with the personal care caseload
- Nineteen percent (19%) were family/parent providers
- LEP responses: 224 Spanish, 140 Vietnamese, and 330 in Russian respectively presenting 13.6%, 8.3%, and 11.1% of the population of IPs who have that language preference noted in the contracts database.

For Whom Care is Provided:
- Both, 13%
- ALTSA, 48%
- DDA, 39%

Measure of IP Readiness for CDE Change
<table>
<thead>
<tr>
<th>Measure</th>
<th>Assmt #1</th>
<th>Assmt #2</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total number of participants</td>
<td>4,545</td>
<td>11,762</td>
<td>+ 259%</td>
</tr>
<tr>
<td>2. Number of LEP responses</td>
<td>n/a</td>
<td>398</td>
<td>n/a</td>
</tr>
<tr>
<td>3. Has heard of the CDE</td>
<td>23%</td>
<td>33%</td>
<td>+ 10%</td>
</tr>
<tr>
<td>4. Amount of information received</td>
<td>18%</td>
<td>24%</td>
<td>+ 6%</td>
</tr>
<tr>
<td>5. Understands impacts</td>
<td>13%</td>
<td>15%</td>
<td>+ 2%</td>
</tr>
<tr>
<td>6. Confidence will get info/trng/support needed</td>
<td>31%</td>
<td>28%</td>
<td>- 3%</td>
</tr>
<tr>
<td>7. Feels optimistic</td>
<td>7%</td>
<td>8%</td>
<td>+ 1%</td>
</tr>
</tbody>
</table>

Measure (CDE Staff Readiness)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Assmt #1</th>
<th>Assmt #2</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Amount of information received</td>
<td>61%</td>
<td>70%</td>
<td>+ 9%</td>
</tr>
<tr>
<td>2. Why DSHS is implementing CDE</td>
<td>73%</td>
<td>80%</td>
<td>+ 7%</td>
</tr>
<tr>
<td>3. Understands impacts to work</td>
<td>46%</td>
<td>56%</td>
<td>+ 10%</td>
</tr>
<tr>
<td>4. Peers seem supportive of the project</td>
<td>46%</td>
<td>56%</td>
<td>+ 10%</td>
</tr>
<tr>
<td>5. Managers seem supportive of the project</td>
<td>59%</td>
<td>66%</td>
<td>+ 7%</td>
</tr>
<tr>
<td>6. Confidence will get info/trng/support needed</td>
<td>57%</td>
<td>64%</td>
<td>+ 7%</td>
</tr>
<tr>
<td>7. Feel optimistic</td>
<td>33%</td>
<td>38%</td>
<td>+ 5%</td>
</tr>
<tr>
<td>8. Managers/Sups: Know where to direct staff for info</td>
<td>61%</td>
<td>72%</td>
<td>+ 11%</td>
</tr>
<tr>
<td>9. Managers/Sups: Confident can support staff with transition</td>
<td>57%</td>
<td>64%</td>
<td>+ 7%</td>
</tr>
</tbody>
</table>
Measuring & Monitoring Outcomes
“We know we are ready because.....”
### Incremental Go/No-Go Decisions

<table>
<thead>
<tr>
<th>Decision Point</th>
<th>State Staff/Client/Provider Readiness</th>
<th>State &amp; Interface Partnering Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pilot Hiring</strong> Go/No Go 7/25/21</td>
<td>- Client, IP, Sponsor Letters sent&lt;br&gt;- MBs Published&lt;br&gt;- Critical Hiring Transition Plans Complete&lt;br&gt;- Surveys Show IPs and Staff Ready</td>
<td>- CARE ready to convert Auths&lt;br&gt;- CARE Functionality Passed UAT&lt;br&gt;- Background Check Users Setup</td>
</tr>
<tr>
<td><strong>Pilot Launch</strong> Go/No Go 9/15/21</td>
<td>- Critical Pilot Transition Plans Complete&lt;br&gt;- Other Transition Plans on Schedule&lt;br&gt;- DSHS Training Complete&lt;br&gt;- Post Implementation Support Plan Complete&lt;br&gt;- Pilot IPs Have Engaged with CDWA&lt;br&gt;- WAC Adopted</td>
<td>- ProviderOne Testing Complete (Authorization download and Billing)&lt;br&gt;- Authorizations Converted&lt;br&gt;- Data Downloaded from ProviderOne&lt;br&gt;- Partner Interface Testing Complete</td>
</tr>
<tr>
<td><strong>Phase 1 Launch</strong> Go/No Go 1/12/22</td>
<td>- Comms sent to Target IPs and Clients&lt;br&gt;- Comms sent to Target Staff&lt;br&gt;- IPs successfully using EVV, Work log&lt;br&gt;- IP Runout Complete</td>
<td>- Authorizations converted&lt;br&gt;- Data Downloaded from ProviderOne</td>
</tr>
<tr>
<td><strong>Phase 2 Launch</strong> Go/No Go 3/9/22</td>
<td>- Comms sent to Target IPs and Clients&lt;br&gt;- Comms sent to Target Staff&lt;br&gt;- IPs successfully using EVV, Work log</td>
<td>- Authorizations converted&lt;br&gt;- Data Downloaded from ProviderOne</td>
</tr>
</tbody>
</table>
## Monitoring Operations Performance: Leading and Lagging

### PAYROLL

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>COUNT</th>
<th>DOLLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior check run</td>
<td>October 22</td>
<td></td>
</tr>
<tr>
<td>Ps</td>
<td>131</td>
<td>$78,349</td>
</tr>
<tr>
<td>Next check run</td>
<td>November 5</td>
<td></td>
</tr>
<tr>
<td>Ps</td>
<td>139</td>
<td>$124,961.78</td>
</tr>
</tbody>
</table>

### CLAIMS

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>COUNT</th>
<th>DOLLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior bill run</td>
<td>October 25</td>
<td></td>
</tr>
<tr>
<td>Ps/Units</td>
<td>117 / 10,436</td>
<td>$76,287</td>
</tr>
</tbody>
</table>

### FACTOR | MEASURE | AS EXPECTED? | PRIOR WEEK | CURRENT WEEK
--- | -------- | ------------ | ---------- | ------------
Shift review inventory | Portal entry – service | Transactions | ![green_icon] | 759 | 659 |
| Portal entry – non-service | Transactions | ![green_icon] | 0 | 0 |
| Admin time | Transactions | ![green_icon] | 51 | 108 |
| Mileage | Units | ![green_icon] | 170 | 123 |
| PTO | Units | ![green_icon] | 0 | 0 |
From Project to Operations: How to Transition Well
Transitioning Well to Operations

- **Pilot**: test and refine before creating a larger impact
- **Structured post-implement support methodology**: support users, identify and address common themes, reinforce the change
- **Lessons learned**: support continuous improvement of processes and outcomes
- **Celebration**: provides recognition and closure
Summary & Conclusion
Summary & Conclusion

• Background on Washington’s Medicaid HCBS program
• How we leverage our structured approach to major changes:
  • Leadership / sponsorship
  • Integrating project management and change management
  • Engaging stakeholders
  • Measuring and monitoring outcomes
  • Creating a smooth transition to operations
For More Information...

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