

Transforming
Lives

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

HCBS Conference

December 2021



Transforming lives

Washington State Department of Social and Health Services

Presenters



Bea Rector, Director

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

Kindra Benavidez, CCMP™

Project and Organizational Change Management Consultant
Principal, KB & Associates, LLC

Dennis Elonka, PMP

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



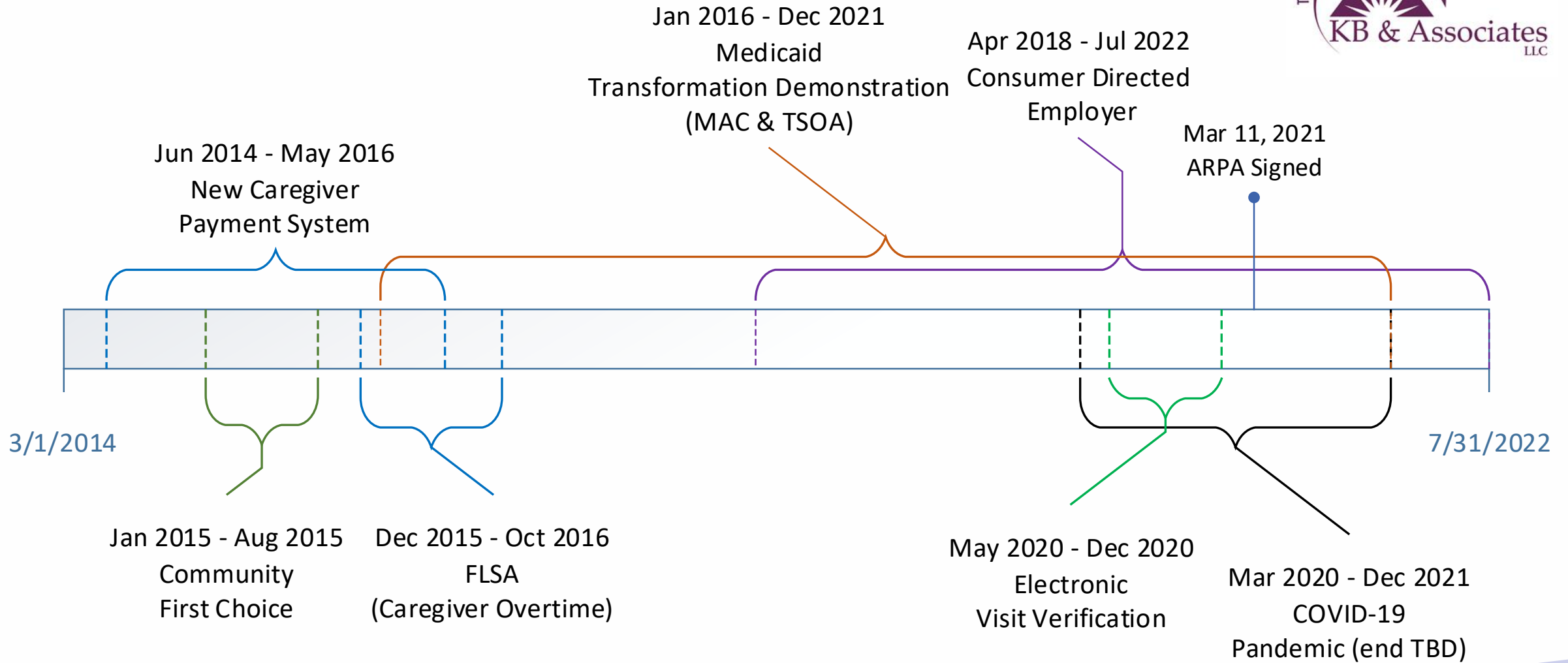
Self-Directed In-home Personal Care



- 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

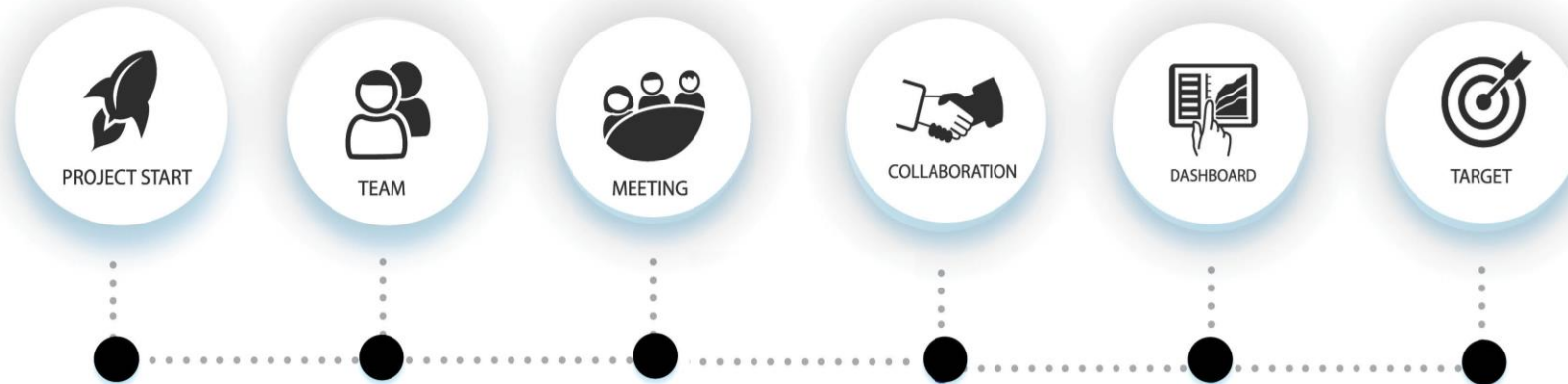
Leveraging a Structured Approach to Change

Multiple Efforts



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:

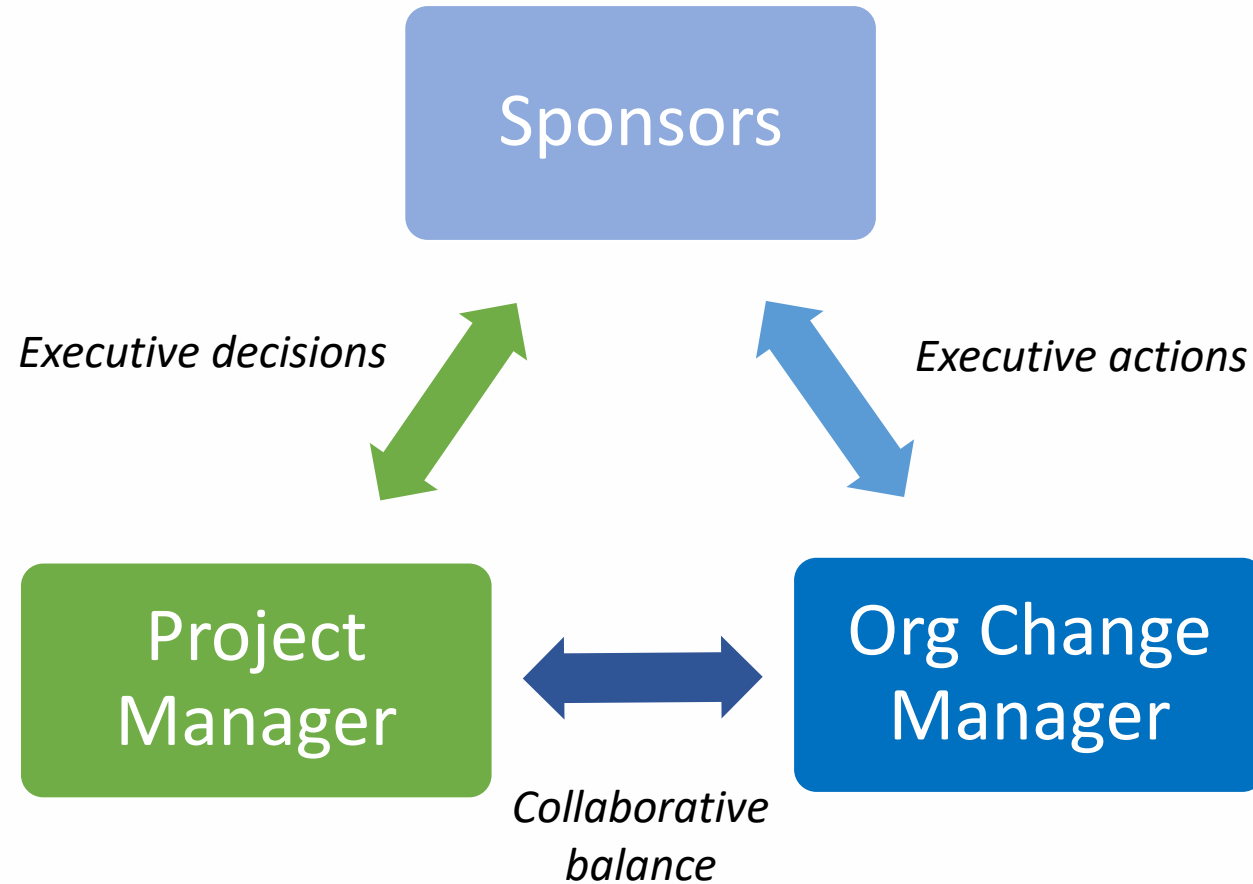
- Strong sponsorship #1 contributor to success
- Lack of sponsorship is #1 contributor to failure

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



**Best Practices in Change Management, 11th Edition (Prosci®)*

Partnership: Sponsor, PM and OCM

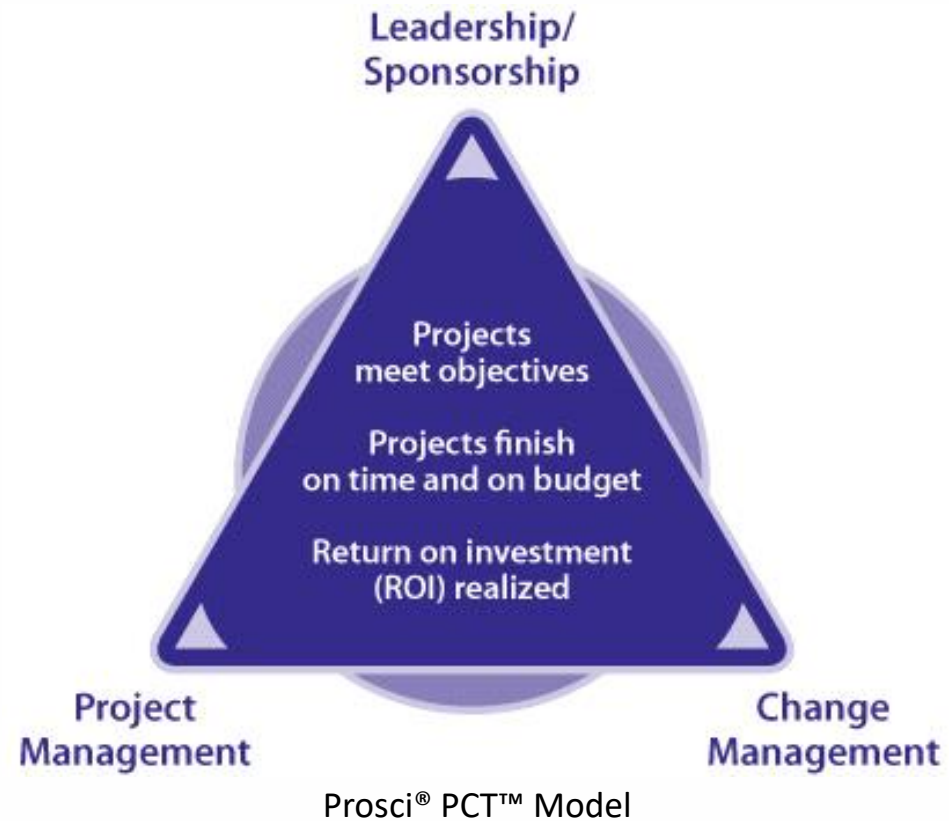


Integrated Project and Change Management

Integrated Project & Change Management



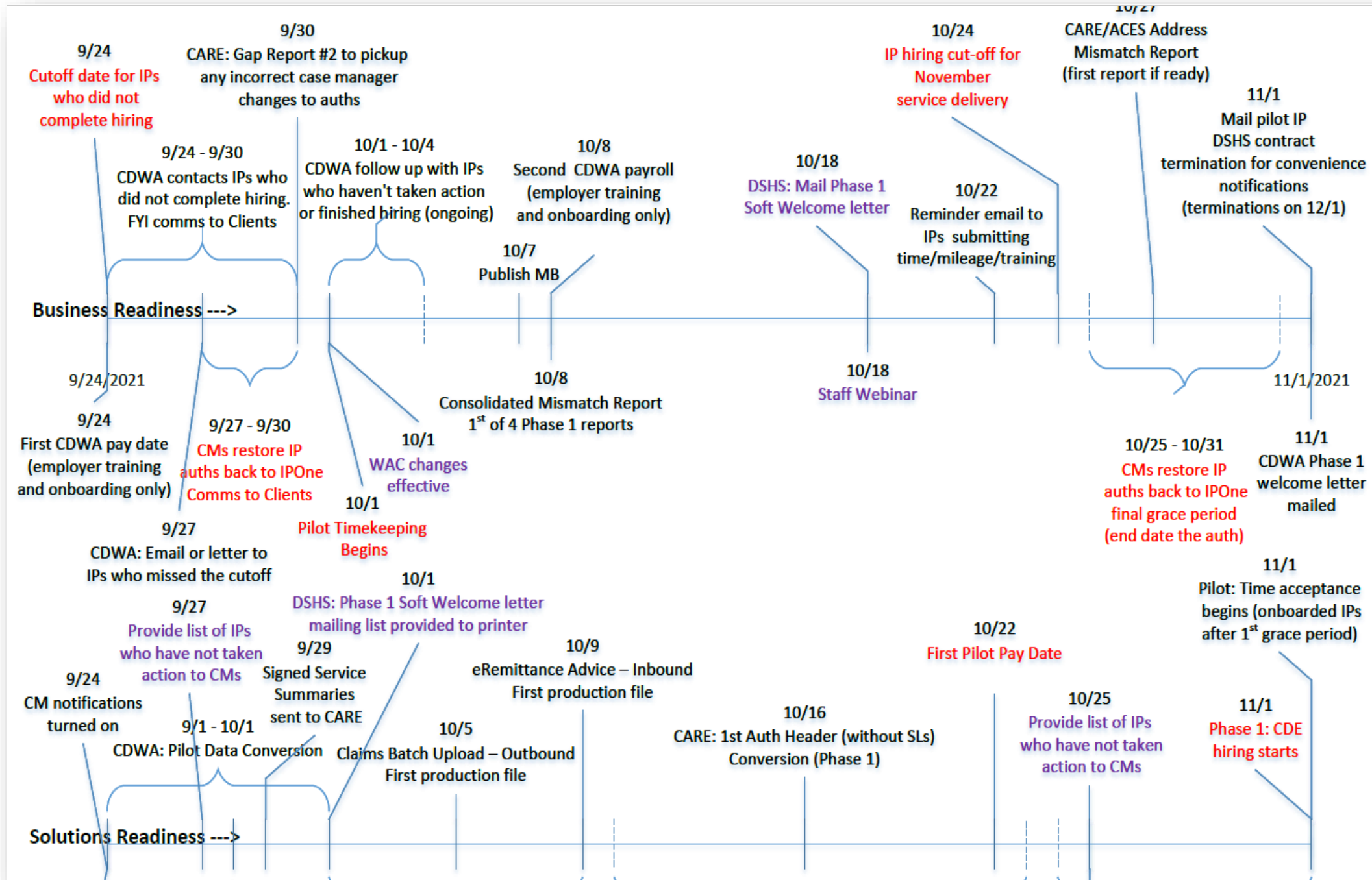
- ✓ Global Best Practice
- ✓ Balanced Approach
- ✓ Proven Results



Integrated Workplan – System, Services and Readiness

<ul style="list-style-type: none"> ▾ 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 	<ul style="list-style-type: none"> 81% Mon 9/2/19 100% Mon 9/21/20 ▾ 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) 	<ul style="list-style-type: none"> 58% Tue 4/10/18 60% Tue 1/7/20 99% Tue 4/10/18 85% Mon 9/16/19 86% Tue 10/30/18 66% Thu 3/14/19 87% Mon 9/10/18 92% Mon 10/1/18
<ul style="list-style-type: none"> ▾ 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) 	<ul style="list-style-type: none"> 71% Mon 9/10/18 100% Mon 9/10/18 98% Mon 8/3/20 44% Tue 3/30/21 17% Tue 3/30/21 100% Mon 4/12/21 100% Mon 5/17/21 0% Mon 5/17/21 	<ul style="list-style-type: none"> 43% Mon 11/2/20 48% Tue 2/11/20 25% Fri 9/28/18

A complete view of the work

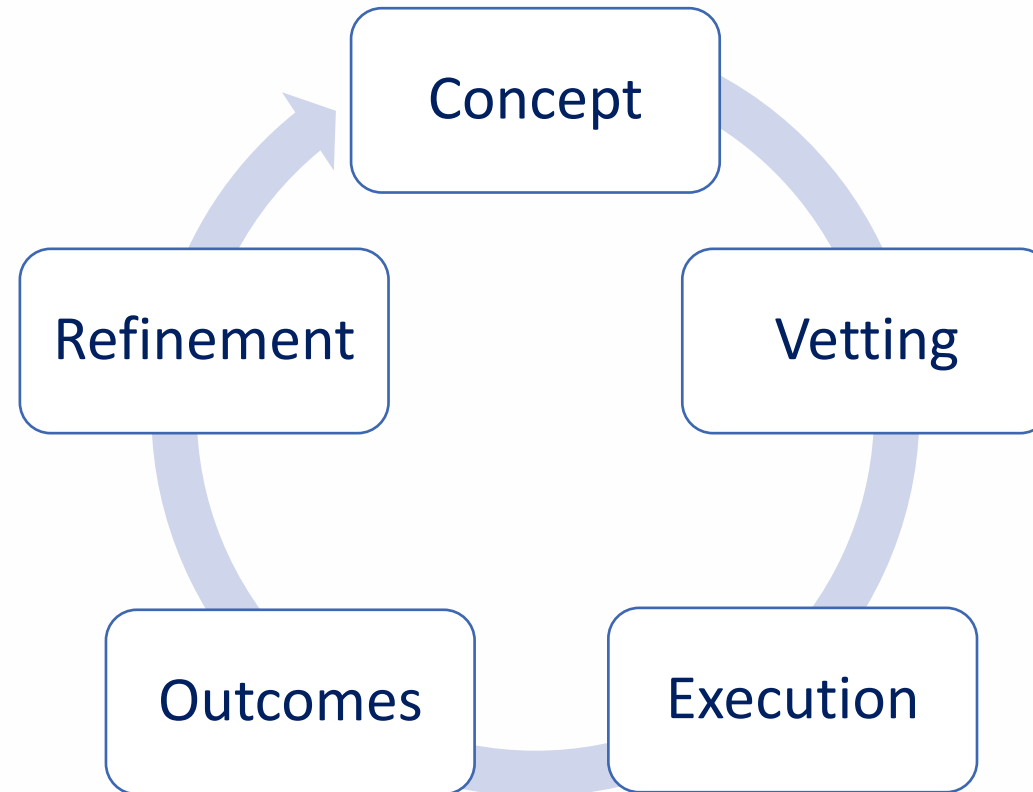


Engaging Stakeholders

Engaging Stakeholders



*Continuous work with
internal and external
stakeholders and entities*



Business Process Readiness



AL TSA Aging and Long-Term Support Administration

Collective Bargaining Agreement Process

Transition Plan for CDE Project

DDA Developmental Disabilities Administration

Administration:	AL TSA/DDA
Administration Lead:	Bea Rector/Beth Krehbiel
Transition Plan Owner:	Christi Pederson
Readiness Analyst:	Sonya Deplet
Revision Date:	3/5/2020

Status Indicators:			
On target	As scheduled	Y	Behind < 2 weeks
100%	Complete	R	Behind > 2 weeks

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

Item #	Transition Topic	Leads	Tasks	Start Date	End Date	Status
1.	Business Need End DSHS participation in bargaining with SEIU 775	Christi Pederson	1. Determine how DSHS currently works with home care agencies that bargain with the union – Statement of Work	10/1/2020	2/1/2021	100%
		Christi Pederson	2. Determine how DSHS will internally gather preliminary information prior to bargaining – similar to home care agencies/Statement of Work?	10/1/2020	2/1/2021	100%
	Christi Pederson	3. Share experiential information with CDWA union rep once that person is identified	10/1/2020	2/1/2021	75%	
	Christi Pederson	4. Determine how CDWA and DSHS will work together to get all the information needed for SEIU data request prior to bargaining	6/1/2021	9/1/2021		
	Christi Pederson	5. End contract with OFM as they will no longer bargain for DSHS (once all IPOne grievances are resolved so this may be longer)	6/30/2022	6/30/2022		
	Gaps to be Resolved The CDE will take over bargaining with SEIU 775 and DSHS needs to determine what role they will have					
	Milestone product(s) Draft policy					
	End product(s) Policy for bargaining					

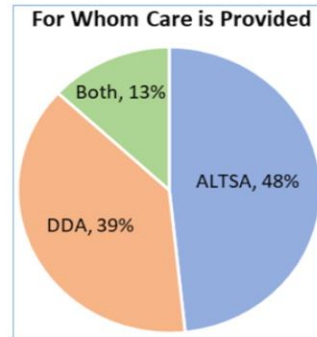
Showing Engagement Results



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.



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

Measure (CDE Staff Readiness)	Assmt #1	Assmt #2	Change
1. Amount of information received	61%	70%	+ 9%
2. Why DSHS is implementing CDE	73%	80%	+ 7%
3. Understands impacts to work	46%	56%	+ 10%
4. Peers seem supportive of the project	46%	56%	+ 10%
5. Managers seem supportive of the project	59%	66%	+ 7%
6. Confidence will get info/trngng/support needed	57%	64%	+ 7%
7. Feel optimistic	33%	38%	+ 5%
8. Managers/Sups: Know where to direct staff for info	61%	72%	+ 11%
9. Managers/Sups: Confident can support staff with transition	57%	64%	+7%

Measuring & Monitoring Outcomes

“We know we are ready because.....”



Data Source:
 Black Print = DSHS Reporting
 Purple Print = CDWA Reporting

Consumer Directed Employer Readiness Status Report #5 Date: June 9, 2021

Completed

On or ahead of schedule ●

Behind schedule NOT at risk for Go Live ●

Not planned to start

Behind at Risk for Go Live (w/contingency) ●

Behind & Risk to Go Live (No Contingency) ●

Decision Point	State Staff/Client/Provider Readiness	State & Interface Partnering Systems	Vendor System Readiness	Vendor Services Readiness
Pilot Hiring Go/No Go 7/25/21	Client, IP, Sponsor Letters sent ●	CARE ready to convert Auths ●	Cutover Coordination Plan Accepted ●	Call Center Ready ●
	MBs Published ●	CARE Functionality Passed UAT ●	Req. Traceability Matrix Validations ●	Hiring Processes and Tools Ready ●
	Critical Hiring Transition Plans Complete ●	Background Check Users Setup ●	System Demos (WA Features) on Schedule ●	Training Processes and Tools Ready ●
	Surveys Show IPs and Staff Ready ●			SCs Ready ●

Incremental Go/No-Go Decisions



Decision Point	State Staff/Client/Provider Readiness	State & Interface Partnering Systems
Pilot Hiring Go/No Go 7/25/21	Client, IP, Sponsor Letters sent <input checked="" type="checkbox"/> MBs Published <input checked="" type="checkbox"/> Critical Hiring Transition Plans Complete <input checked="" type="checkbox"/> Surveys Show IPs and Staff Ready <input checked="" type="checkbox"/>	CARE ready to convert Auths <input checked="" type="checkbox"/> CARE Functionality Passed UAT <input checked="" type="checkbox"/> Background Check Users Setup <input checked="" type="checkbox"/>
Pilot Launch Go/No Go 9/15/21	Critical Pilot Transition Plans Complete <input checked="" type="checkbox"/> Other Transition Plans on Schedule <input checked="" type="checkbox"/> DSHS Training Complete <input checked="" type="checkbox"/> Post implementation Support Plan Complete <input checked="" type="checkbox"/> Pilot IPs Have Engaged with CDWA <input type="checkbox"/> WAC Adopted <input checked="" type="checkbox"/>	ProviderOne Testing Complete (Authorization download and Billing) <input checked="" type="checkbox"/> Authorizations Converted <input checked="" type="checkbox"/> Data Downloaded from ProviderOne <input type="checkbox"/> Partner Interface Testing Complete <input checked="" type="checkbox"/>
Phase 1 Launch Go/No Go 1/12/22	Comms sent to Target IPs and Clients <input type="checkbox"/> Comms sent to Target Staff <input type="checkbox"/> IPs successfully using EVV, Work log <input type="checkbox"/> IP Runout Complete <input type="checkbox"/>	Authorizations converted <input type="checkbox"/> Data Downloaded from ProviderOne <input type="checkbox"/>
Phase 2 Launch Go/No Go 3/9/22	Comms sent to Target IPs and Clients <input type="checkbox"/> Comms sent to Target Staff <input type="checkbox"/> IPs successfully using EVV, Work log <input type="checkbox"/>	Authorizations converted <input type="checkbox"/> Data Downloaded from ProviderOne <input type="checkbox"/>

Monitoring Operations Performance: Leading and Lagging

FACTOR	DESCRIPTION	PRIOR WEEK	CURRENT WEEK
IPs	IPs that have submitted time/shift	114	120
Received shifts	Shifts received for the week	875	909
OK to Pay	Shifts approved for payment and % of total	808 / 92.34%	784 / 86.25%
Shifts needing review	Shifts sent for review and % of total – for the	0 / 0%	1 / .110%

Shift review inventory

FACTOR	MEASURE	AS EXPECTED?	PRIOR WEEK	CURRENT WEEK
Portal entry – service	Transactions		759	659
Portal entry – non-service	Transactions		0	0
Admin time	Transactions		51	108
Mileage	Units		170	123
PTO	Units		0	0

PAYROLL	COUNT	DOLLARS
Prior check run	October 22	
Ps	131	\$78,349
Next check run	November 5	
Ps	139	\$124,961.78

CLAIMS	COUNT	DOLLARS
Prior bill run	October 25	
Ps/Units	117 / 10,436	\$76,287
		\$64,825

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...

Bea Rector, Director

bea.rector@dshs.wa.gov

Kindra Benavidez, CCMP™

kindra@kbandassociates.com

Dennis Elonka, PMP

dennis@kbandassociates.com

Transforming Lives

