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Division of Medicaid

01

Strategic Plan  
&  
Annual Key Initiatives  
SFY15-SFY17

2



## Introduction

The Idaho Division of Medicaid, under the Idaho Department of Health and Welfare, provides health coverage and services to promote the social, economic, mental, and physical health of Idahoans. The Division works cooperatively with federal and state agencies, community partners, and citizens to deliver critical services to Idahoans and help meet the following strategic goals set out by the Department of Health and Welfare:

- Goal #1 – Improve the health status of Idahoans.
- Goal #2 – Increase the safety and self-sufficiency of individuals and families.
- Goal #3 – Enhance the delivery of health and human services.

The Division of Medicaid has identified three key objectives to help meet the Department’s goals and increase the self-sufficiency of individuals, improve the overall health of Idahoans, and enhance Idaho’s healthcare delivery system. These objectives are:

- Objective #1 - Shift reimbursement from volume to value.
- Objective #2 - Rationally implement federal and state initiatives.
- Objective #3 - Maintain operational excellence with an eye toward continual improvements.

For each of these objectives, the Division administers several strategic initiatives aimed to promote an outcome-based and efficient health and human services delivery system. These initiatives will help the Division ensure that Idaho citizens are given access to the resources they need to succeed; enhance accountability to citizens, lawmakers, and participants; improve the administration of services; and develop future plans to assist individuals.

This strategic plan outlines the activities, accomplishments, and upcoming plans for each of these key initiatives.

Thank you to MCAC Committee for their help on this plan.



Downtown Boise, Idaho

## Division Objective #1: Shift Reimbursement from Volume to Value

### Key Initiative #1 – Primary Care Quality Payments & Dashboard (volume-based payments and primary care providers)

**Description:** This project will help Idaho Medicaid improve the health status of Idahoans, shifting reimbursement from volume to value. It will establish methods and an implementation plan for data exchange between Medicaid and patient-centered medical homes, allowing for automated performance monitoring on clinical quality measures and payment methodologies.

#### Activities:

- Initiated: 3/1/2016.
- The Division is identifying national quality measures that mesh with the service delivery system in Idaho, and Idaho participants' needs, including a bonus payment methodology.

#### Upcoming Plans:

- Finalizing the operational and system business solutions and requirements to gain federal approval.
- Establishing provider agreements for voluntary participation in the program and the initial performance measurement period.
- Target end date: 9/6/2016.

For more information contact the [Project Management Office](#).



Sawtooth valley and mountain range as seen from Galena Summit

## **Key Initiative #2 – Community-Based Accountable Care Organizations (ACO)**

**Description:** The Division is developing a statewide plan to promote community-based accountable care for its participants and providers. Accountable care organization providers work together to ensure the best available coordinated care for participants at a lower overall cost to the state. Organizations that demonstrate quality care share the cost savings with the state.

### **Activities:**

- Initiated: 6/23/2016.
- Started research and analysis of initiative requirements and structure.

### **Upcoming Plans:**

- Complete initial research and analysis of initiative.
- Target end date: 12/31/2020.

For more information contact the [Bureau of Policy and Innovation Administration](#).

## **Key Initiative #3 – Episode Payments for Specialist Services**

**Description:** Episodes of care (EOC) (a.k.a. clinical episode payment models, episodal care, quarterback models, and others) are quite different from our current fee for service reimbursement model. The EOC models take into consideration the quality, costs, and outcomes for a patient-centered course of care over a set period of time and across multiple settings. Research has shown that while EOCs offer great potential as an alternative to fee for service care, designing and implementing such models comes with financial, technological, cultural, logistical, and informational obstacles. These challenges, along with the wide diversity of designs and approaches currently in use, will make it difficult to promote alignment and acceleration of payment models across the U.S. health care system.

### **Activities:**

- Initiated: 7/1/2016.
- Started research and development.

### **Upcoming Plans:**

- Complete research and development and evaluate findings.
- Target end date: 12/31/2017.

For more information contact [Bureau of Financial Operations](#).

## Division Objective #2: Rationally Implement Federal and State Initiatives

### Key Initiative #1 – Home and Community-Based Services Changes

**Description:** The Division is adapting the Home and Community-Based Services (HCBS) delivery system to comply with federal guidelines issued by the Centers for Medicare and Medicaid Services. Participants and their family members will drive service planning through a person-centered planning process that addresses health and long-term care support needs, reflecting individual preferences and goals. These changes will ensure that individuals accessing these services have full access to the benefits of community living, have the opportunity to live and receive services in the most integrated setting appropriate for their needs, and will enhance the overall quality of services for participants.

#### Activities:

- Initiated: 7/1/2014.
- New HCBS IDAPA rules were approved by the Idaho Legislature and went into effect July 1, 2016.
- Worked closely with advocates and service providers to develop a provider self-assessment tool so providers can assess their own compliance with new HCBS regulations.
- Collaborated with stakeholders to develop a provider tool kit to help providers with compliance with new regulations. The tool kit is available on the Division's website.
- Initiated an extensive provider training plan using online webinars, teleconferences, and in-person meetings to facilitate understanding of new regulations. During this past year, six webinars, six teleconferences, and three in-person training sessions were held for providers.
- Promoted community awareness of the changes in services through participation at Disability Awareness Day at the state capitol building and by staffing an informational booth at a disability rights conference at Boise State University.

#### Upcoming Plans:

- Conduct 17 additional in-person training sessions for providers throughout Idaho by the end of the year.
- Conduct assessments of HCBS service provider settings to ensure compliance with the new regulations.
- Implement an ongoing monitoring process to ensure service delivery system compliance with new HCBS regulations.
- Target end date: 3/31/2017.

For more information contact [Bureau of Developmental Disabilities](#).

## **Key Initiative #2 – Federal Partner Data Reporting – Transformed Medicaid Statistical Information System**

**Description:** The Division is required to report service data to the Centers for Medicare and Medicaid Services. This project will help the Division collect, analyze, and report service data from the Managed Care Organization vendors who administer claims processing for Medicaid funded services. Completion of this project will help the Division meet the federal reporting requirements for state Medicaid agencies.

### **Activities:**

- Initiated: 12/1/2015.
- Submitted all Medicaid Statistical Information System files to the Centers for Medicare and Medicaid Services.
- Completed a gap analysis to convert from version 1.1 to version 2.0.
- On target for completion ahead of the December 2016 deadline.

### **Upcoming Plans:**

- Begin to PORT data in December 2016.
- Target end date: 2/28/2018.

For more information contact the [Project Management Office](#).



Shoshone Falls, Twin Falls, Idaho

### **Key Initiative #3 – Children’s Developmental Disabilities Services**

**Description:** The Division is redesigning Idaho’s services for individuals with autism to align with recent changes to the Centers for Medicare and Medicaid Services requirements. These changes will help the Division better meet participants’ needs within the existing budgetary appropriation.

#### **Activities:**

- Initiated: 7/1/2016.
- Established and engaged stakeholder groups, including several stakeholder advisory groups, to gather feedback regarding the redesign of services for children with developmental disabilities.
- Completed a direct service provider survey regarding service delivery, quality of service assessment, and reimbursement.

#### **Upcoming Plans:**

- Engage stakeholders to develop and complete a three- to five-year plan to transition to new services and requirements.
- Revise the Idaho State Plan, IDAPA Rules, federal waiver plans, and statewide policies to accommodate for the changes in service and delivery.
- Target end date: 2/31/2017.

For more information contact the [Bureau of Developmental Disabilities](#).



Boise Train Depot

### **Key Initiative #4 – Access Plan for Fee for Services (CMS Access Regulations)**

**Description:** Idaho Medicaid is promoting healthy individuals and families by developing processes and policies that promote access to services and benefits in accordance with federal guidelines. This project will bring Idaho Medicaid into compliance with the Centers for Medicare and Medicaid Services Final Rule Provisions for Medicaid Access, providing guidance for developing a state-wide, transparent, data-driven process to evaluate access to care. The evaluation process will incorporate service data, analytic methods, and provider and public input mechanisms.

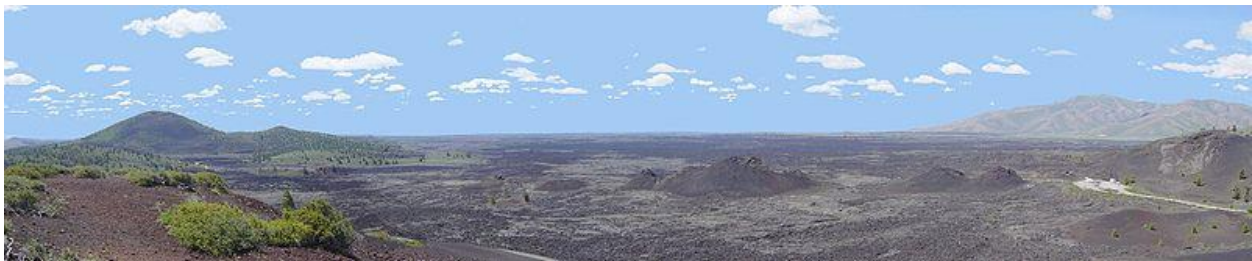
#### **Activities:**

- Initiated: 3/2/2016.
- Developed a plan to measure and monitor claims-based indicators of fee-for-service healthcare access. This plan tracked local access trends over time, allowing for proactive correction of potential access issues and to meet or exceed national benchmarks for participant access.
- Solicited public comment on the access plan via Medicaid’s webpage and used social media to invite public comment and feedback.
- Submitted the Idaho Medicaid Access Monitoring Review to the Centers for Medicare and Medicaid Services ahead of schedule.

#### **Upcoming Plans:**

- Develop mechanism and processes to formally collect and respond to public and provider input related to access to services.
- Complete an operational and transition plan to implement the access monitoring tool.
- Incorporate the Automated Deliverable Tracking tool to ensure timely notification and response to access issues.
- Target end date: 10/28/2016.

For more information contact the [Project Management Office](#).



Craters of the Moon



## **Key Initiative #5 – Provider Revalidation**

**Description:** To comply with new regulations issued by the Centers for Medicare and Medicaid Services, the Division is redesigning its provider database and its process to enroll service providers to enhance program integrity and quality of care.

### **Activities:**

- Initiated: 4/28/2016.
- Designing and developing a web-based provider enrollment system that will support collection and reporting of mandatory requirements.

### **Upcoming Plans:**

- Complete development and testing.
- Implement production by summer of 2017.
- Target end date: 1/3/2018.

For more information contact the [Project Management Office](#).



Spring Wildflowers on the slopes of lower Hells Canyon

**Objective #3 – Maintain Operational Excellence with an Eye Toward Continual Improvement**

**Division Objective #3:  
Maintain Operational Excellence with an Eye Toward Continual  
Improvement**

**Key Initiative #1 – Idaho Behavioral Health Plan Encounter Data**

**Description:** The Division is working cooperatively with the Idaho Behavioral Health Plan Managed Care Contractor (Optum) on service encounter data exchange to meet federal reporting and monitoring requirements. Completion of this project will provide the Division with accurate and complete service encounter data to promote the effectiveness of the behavioral health services system and to improve quality of care for participants.

**Activities:**

- Initiated: 9/1/2014.
- Completed encounter data exchange with Optum.
- Completed project design and business requirements documentation.

**Upcoming Plans:**

- Complete development and testing.
- Implement production by December 2016.
- Target end date: 11/15/2016.

For more information contact the [Project Management Office](#).



Sawtooth Mountains near Stanley, Idaho

## Objective #3 – Maintain Operational Excellence with an Eye Toward Continual Improvement

### Key Initiative #2 – Contract Monitoring Tools

**Description:** This project will help Medicaid enhance the delivery of health and human services by establishing Division-wide best practice standards, methods, and tools for effectively monitoring managed care contracts.

**Activities:**

- Initiated: 4/13/2015.
- Developed an industry best-practice toolkit for managing and monitoring managed care contracts.
- Presented the new toolkit to contract managers and monitors and identified individuals to participate in usability testing.
- Began testing the toolkit on existing and new contracts to solicit feedback on usability and refinements to the toolkit.

**Upcoming Plans:**

- Complete the toolkit testing phase in fall of 2016.
- Develop an operation and transition plan for full integration of the toolkit.
- Hold quarterly user meetings to share information about usage, and to identify and implement upgrades to the toolkit.
- Complete project work by January 2017.
- Target end date: 11/30/2016.

For more information contact the [Project Management Office](#).

### Key Initiative #3 – Automated Appeals Tracking

**Description:** In response to user feedback, the Division is redesigning its current appeals process to improve internal control and to increase functionality for users.

**Activities:**

- Initiated: 10/20/2015.
- Completed testing of the appeals tracking tool.
- Completed final updates to the tracking tool design.
- Implemented access control.

**Upcoming Plans:**

- Complete user training on the new tracking tool.
- Begin using the tracking tool with live data by October 2016.
- Target end date: 11/20/2016.

For more information contact the [Project Management Office](#).

### **Objective #3 – Maintain Operational Excellence with an Eye Toward Continual Improvement**

#### **Key Initiative #4 – Automated Deliverable Tracking**

**Description:** The Division is creating an electronic calendaring system to provide centralized tracking and reporting of waivers, contracts, and grants. This system will increase efficiencies by allowing timely and detailed business performance monitoring and tracking.

**Activities:**

- Initiated: 11/6/2015.
- The Division worked collaboratively with the Department of Health and Welfare Information Technology Services to develop an automated calendar tool to track and manage contracts, grants, waivers, and associated reporting schedules. The tool includes dashboards that will permit administrators to monitor the progress toward due dates, forecast potential renewal bottlenecks, and manage workloads more efficiently.
- The tracking tool is undergoing user acceptance and usability testing.

**Upcoming Plans:**

- Implement live data usage in fall of 2016.
- Consideration is being given to utilize the tracking tool with other Division projects and initiatives.
- Target end date: 8/31/2016.

For more information contact the [Project Management Office](#).

#### **Key Initiative #5 – Medicaid Medicare Coordinated Plan Encounter Data**

**Description:** The Division is working cooperatively with our contractor for benefits administration for individuals who receive both Medicaid and Medicare benefits (Blue Cross), to provide service encounter data exchange to meet federal reporting and monitoring requirements. Completion of this project will provide the Division with accurate and complete service encounter data to promote the effectiveness of the healthcare delivery services and to improve the quality of care for participants.

**Activities:**

- Initiated: 8/1/2016.
- Defined key data elements and developed encounter manual.

**Upcoming Plans:**

- Begin testing by the end of December 2016.
- Target end date: 2/28/2017.

For more information contact the [Project Management Office](#).

**Objective #3 – Maintain Operational Excellence with an Eye Toward Continual Improvement**

**Key Initiative #6 - (YES) Youth Empowerment Services (JeffD)**

**Description:** In cooperation with the Division on Behavioral Health, the Idaho Department of Education, the Idaho Department of Juvenile Justice, and Idaho Medicaid participant representatives, the Division is resigning services for individuals with serious emotional disturbances. These changes will increase access to services, provide a comprehensive needs assessment, and provide a participant-driven service plan to promote the overall health and quality of life for participants and their families.

**Activities:**

- Initiated: 5/26/2016.
- Worked collaboratively with the Division of Behavioral Health, the Idaho Department of Education, the Idaho Department of Juvenile Justice, and participant representatives to develop:
  - A court approved YES Implementation Plan.
  - A Quality Management, Improvement, and Accountability Plan.
  - A Communication and Stakeholder Engagement Plan.
- Launched a clinical advisory group as part of the planning team to help develop services and supports.

**Upcoming Plans:**

- Engaging stakeholder participation and support to redesign existing services and develop new services and supports to meet participant and service delivery needs.
- Developing a new reimbursement methodology.
- Developing and implementing a statewide participant needs assessment tool to help with service system communication and client-centered treatment plan development.
- Target end date: 9/1/2020.

For more information contact the [Division of Behavioral Health](#).



Sunrise at Camas Prairie Centennial Marsh

## Objective #3 – Maintain Operational Excellence with an Eye Toward Continual Improvement

### Key Initiative #7 – Adult Developmental Disabilities Allocation for Services

**Description:** This project will help the Division identify and implement a transparent way to assess the individual support needs of adults with intellectual and developmental disabilities who are receiving home and community-based services. It will ensure consistency with the principles of self-determination and establishing an appropriate personal supports budget to meet participants' needs.

#### Activities:

- Initiated: 7/11/2016.
- Evaluated the tools to assess participants' support needs.
- Engaged stakeholders to gather input from program participants, their guardians, and other community stakeholders regarding potential assessment tools.

#### Upcoming Plans:

- Establish personal supports budgets for program participants using the new resource allocation model.
- Evaluate the impact of the new resource allocation model across baseline usage and spending, personal supports budget amounts, services used, and actual expenditures.
- Target end date: 12/31/2020.

For more information contact the [Project Management Office](#).



Boise, Idaho skyline at night