From Visioning to Implementing: Building the Foundation for Transformation

Colorado Department of Health Care Policy & Financing

Office of Community Living

August 30, 2023

Agenda

➡ Looking Back: A History of OCL

➡ 2023 - 2024 OCL Priorities

➡ Case Management Redesign Updates

➡ Host Home Committee Update

➡ Rural Sustainability Update

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Thank You For Your Continued Collaboration

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Looking Back:

OCL and the Community Living Advisory Group (CLAG)

- 2012- Governor Hickenlooper's [Executive Order 12 - 027](#)
  - Created the Office of Community Living within HCPF
  - Created the Community Living Advisory Group (CLAG) to meet and recommend in a final report, the recommendations to meet the requirements of the executive order

- The executive order highlighted the need for, "…the State to better align services and supports so that people with long-term services and supports needs, and their families, do not have to navigate a complicated and fragmented system."

- "The goal of the Office [OCL] is to redesign all aspects of the long-term services and supports delivery system, including service models, payment structures and data systems to create efficient and person-centered community-based care."

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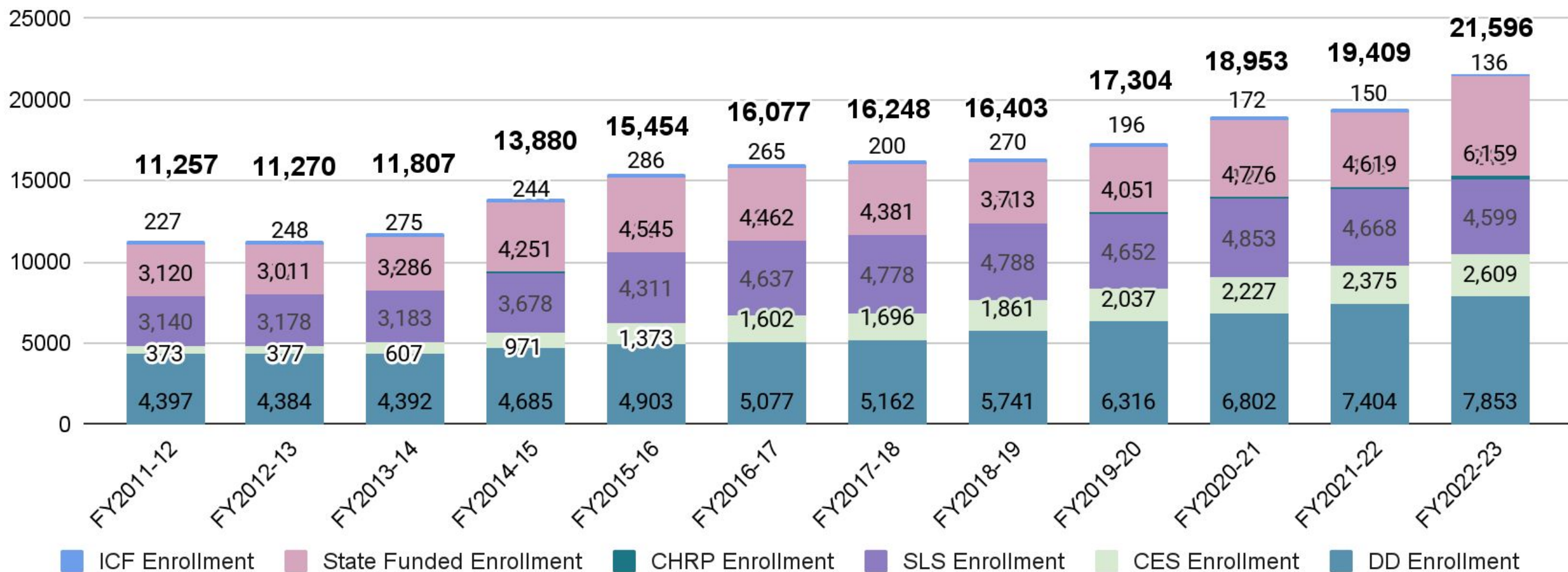Policy & Financing

Community Living Advisory Group Report

"Final Recommendations Report" published by the CLAG in 2014

- ○ Improve the Quality and Coordination of Care
- ○ Establish a Comprehensive, Universal System of Access points
- ○ Simplify the State's System of HCBS Waivers
- ○ Grow and Strengthen the Paid and Unpaid LTSS Workforce
- ○ Harmonize and Simplify Regulatory Requirements
- ○ Promote Affordable, Accessible Housing
- ○ Promote Employment Opportunities for All

The CLAG and recommendations made held tightly to the belief that, "…Colorado's LTSS system must offer the right services, at the right time, in the right amount, for the right length of time, in a place of the individual's choosing. We believe that decisions about what is appropriate should be made by individuals, not by the system."
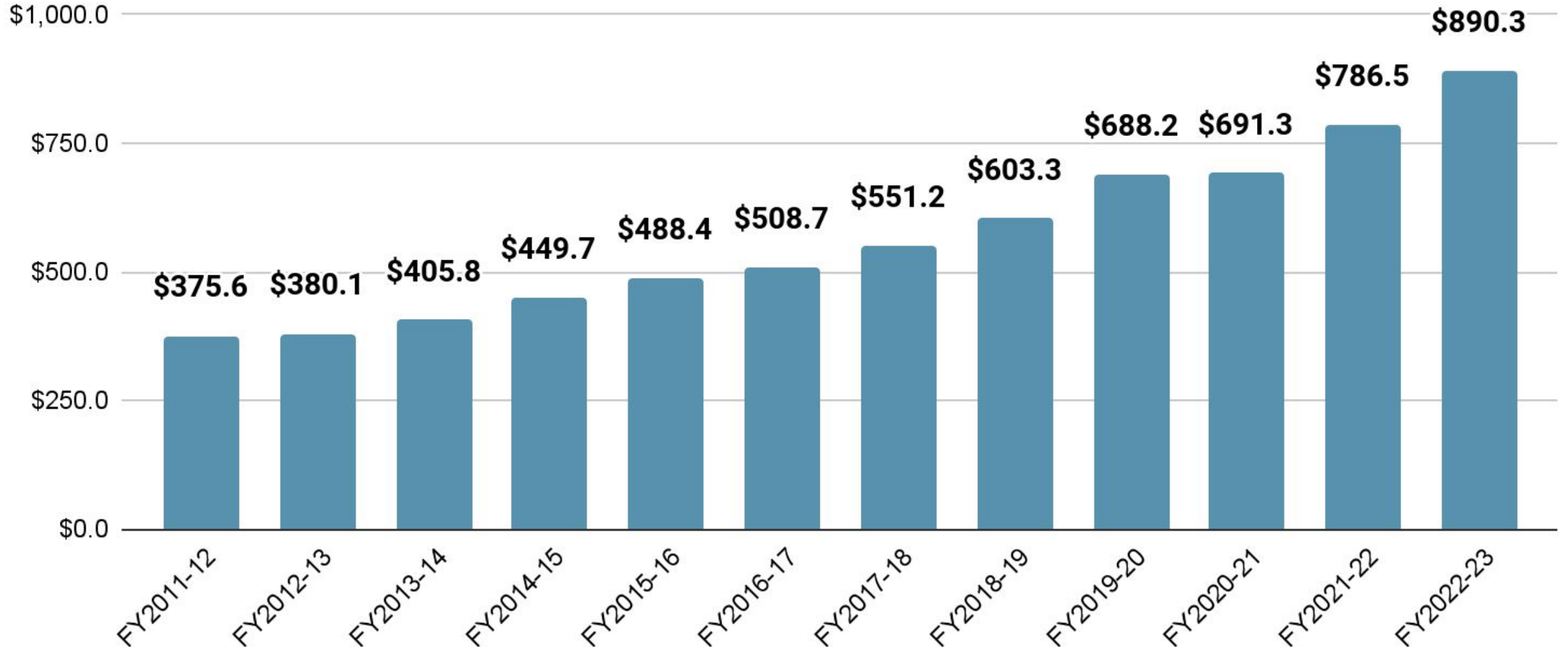
IDD Waiver Enrollment Growth

IDD Enrollment FY2011-12 through FY22-23

IDD Waiver Investment Growth

IDD Costs FY2011-12 through FY2022-23 (in millions)

Fiscal Year	Cost
FY2011-12	$375.6
FY2012-13	$380.1
FY2013-14	$405.8
FY2014-15	$449.7
FY2015-16	$488.4
FY2016-17	$508.7
FY2017-18	$551.2
FY2018-19	$603.3
FY2019-20	$688.2
FY2020-21	$691.3
FY2021-22	$786.5
FY2022-23	$890.3

Looking Forward: 2023-2024 OCL Priorities

Current Primary Office Goals

ARPA Project Implementation

Ensuring that spending and project outcomes remain on track.

Address critical staffing shortages

Wage sustainability, Training, and Implementation of new technologies

Transform the Nursing Home industry to ensure sustainability

In accordance with HB 23-1228

Expand community-based care by strengthening transitions and mitigating unnecessary institutional placement

Improve the nursing facility transition and diversion processes, expand services, and ensure proper oversight

Implement Case Management Redesign

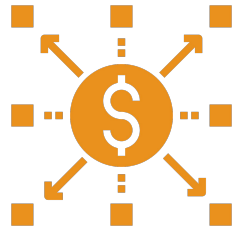Federal Compliance, Quality, Simplicity, Stability and Accountability
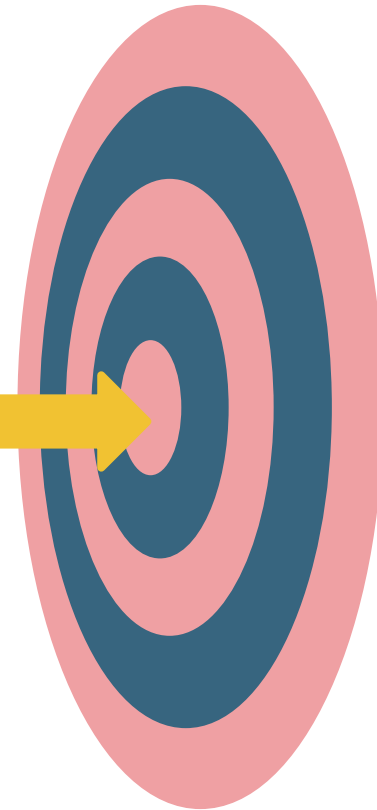
ARPA = American Rescue Plan Act
DOJ = Department of Justice
HB = House Bill

American Rescue Plan Act: Home and Community Based Services

$262M
Provider Rate Increases
2 projects

$148M
Grants, Pilots & Community Initiatives
21 projects

Over 90%
Of funding directly benefits members, families, providers or workers

$109M
System Improvements
23 projects

$11M
Research & Analysis
17 projects

- $550M dollars

- 63 projects - 62 active, 1 complete

- Project progress: 61% complete

- 50% of all funds spent ($277 million)

- $72 million in grant funding (~50%) awarded to date to 339 individuals, providers and community based organizations

- All funds must be spent by Dec. 31, 2024

Workforce Initiatives

Executed Two Surveys

DCW Survey

- 92% satisfied with their job
- 72% satisfied with wages
- 45% dissatisfied with the benefits
- 20% are looking to leave in the next year

State of the Workforce A/D Survey

- 57% Turnover
- 57% working part time
- 14% Full Time Vacancy

Implemented An Increased Base Wage

- New Base Wage: $15.75/hr
- Average wage has moved from $12.41/hr to $17.61/hr

Trainings Provided/Offered

- 30 individual & 34 provider grants awarded for a total of $2,070,450.80
- 16 of the 21 Homemaker & Personal Care Worker training modules drafts have been received and are being reviewed and piloted

Case Management Redesign

Intake, Eligibility, & Case Management Agency

Social Security Administration (SSA) Determines Disability

County Determines Financial Eligibility

PERSON CENTEREDNESS

Intake & Eligibility
- Initial & Continued Stay Review (CSR) Assessment
- Financial / Eligibility Assistance
- Determination = Developmental Disability (DD)/Delay
- Children's Extensive Support (CES) Application
- Resource Navigation

Ongoing Case Management Functions
- Service Planning
- Monitoring
- Revisions

Admin Functions
- Waiting List Management
- Operational Guide
- Human Rights Committee (HRC)
- Complaint Trends
- Appeals
- State Funded Programs
- Critical Incident Reporting (CIR)
- Supports Intensity Scale (SIS)
- Organized Healthcare Delivery System (OHCDS)

Outreach
- Regional Accountable Entity (RAE) Coordination & Engagement
- Community Advocates

Standardized Training

Individual Selects their Service Providers
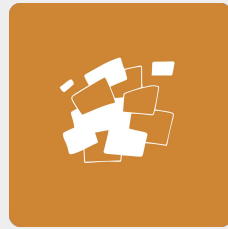
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Case Management Redesign

Key Outcomes

- Federal Compliance
- Quality
- Simplicity
- Stability
- Accountability

Policy Framework

New Structure	Knowledge	Conflict-Free	Accountability
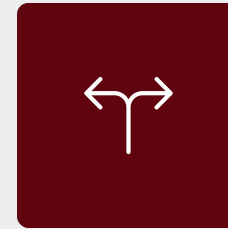
Assessment & Support Plan Framework

New Assessment Tool	New Person-Centered Budget Algorithm	New IT System

New Defined Service Areas

Formerly known as: Catchment Areas

Case Management Agency Regional Map

What is Not Changing?

- Access to services

- Waiver eligibility

- Person centered approach

- Required case management

- Local knowledge and expertise

Defined Service Area Intent to Award Providers Announced

[Informational Memo IM 23-024](#)

- Request for Proposals released December 2022 for providers in newly defined services areas

- By July 21, 2023 all 20 areas had a provider who was notified of HCPF intent to award

- Total of 15 agencies across 20 defined service areas

- Agencies subject to change based on protest outcomes

Defined Service Area Providers

Agency	Defined Service Area	Counties Served
Adult Care Management, Inc. (ACMI)	Region 8	Boulder, Broomfield, Gilpin
Community Connections, Inc. (CCI)	Region 20	Archuleta, Dolores, La Plata, Montezuma, San Juan
Developmental Pathways (DP)	Region 5	Arapahoe, Douglas, Elbert
Foothills Gateway, Inc.	Region 10	Larimer
Garfield County	Region 15	Eagle, Garfield, Pitkin, Summit
Jefferson County	Region 7	Jefferson, Clear Creek
Las Animas County	Region 4	Huerfano, Las Animas
Montrose County	Region 19	Montrose, Ouray, San Miguel

Defined Service Area Providers

Agency	Defined Service Area	Counties Served
Northeastern Colorado Association of Local Governments (NECALG)	Region 1	Cheyenne, Kit Carson, Lincoln, Logan, Morgan, Phillips, Sedgwick, Washington, Yuma
Otero County	Region 3	Otero, Bent, Crowley
Prowers County Public Health	Region 2	Prowers, Baca, Kiowa
Rocky Mountain Health Plans (RMHP)	Regions 13, 14, 16, 17, 18	Chaffee, Custer, Fremont, Lake, Alamosa, Conejos, Costilla, Mineral, RioGrande, Saguache, Grand, Jackson, Moffat, Rio Blanco, Routt, Mesa, Delta, Gunnison, Hinsdale
Rocky Mountain Human Services (RMHS)	Region 6	Adams, Denver
The Resource Exchange (TRE)	Region 11, Region 12	El Paso, Park, Teller, Pueblo
Weld County	Region 9	Weld

When will my Defined Service Area (DSA) Transition?

Phase 1: August 1-October 31, 2023	Phase 2: November 1, 2023 – February 29, 2024	Phase 3: March 1-June 30, 2024
DSA 2- Prowers County Public Health	**DSA 1**- Northeastern Colorado Association of Local Governments (NECALG)	**DSA 7**- Jefferson County
DSA 3- Otero County	**DSA 4**- Las Animas County	**DSA 8**- Adult Care Management, Inc.(ACMI)
DSA 5- Developmental Pathways (DP)	**DSA 9**- Weld County	**DSA 10**- Foothills Gateway, Inc.
DSA 6- Rocky Mountain Human Services (RMHS)	**DSA 12**- TRE	**DSA 15**- Garfield County
DSA 11- The Resource Exchange (TRE)	**DSA 18**- Rocky Mountain Health Plans (RMHP)	**DSA 16**- Rocky Mountain Health Plans (RMHP)
DSA 13- Rocky Mountain Health Plans (RMHP)	**DSA 19**- Montrose County	
DSA 14- RMHP		
DSA 17- RMHP		
DSA 20- Community Connections, Inc. (CCI)		

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Roadmap to Implementation

Update June 2023

Phase 4 (b)
July 1, 2025

Community First Choice (CFC) and PCBA
- Rollout new resource allocation for all HCBS waivers
- Implement CFC

Phase 4 (a)
Jan. 1, 2025

Person-Centered Budget Algorithm (PCBA)

Rollout new resource allocation method for people newly enrolling in IDD waivers

Phase 3
Feb. 10, 2024

Streamline Eligibility
- All case managers trained and using CSA/PCSP
- Implement uniform HCBS Financial Eligibility Indicator
- Decommission legacy assessments

Phase 2
Nov. 1, 2023

Colorado Single Assessment and Person-Centered Support Plan (CSA/PCSP)

CMAs begin using new assessment process and electronic signature with members on a rolling at annual redetermination

Phase 1
July 5, 2023

Case Management Agencies (CMAs) will begin using the new Care & Case Management (CCM) system with current assessments and functionality

Supporting CMAs

HCPF is leveraging ARPA HCBS funds to support CMAs through the transition process

★ **Staff Retention and Hiring Bonuses**- Funds to support staff needs to ensure CMAs have the capacity to serve members

★ **Start-Up Grant**- Funds available to help CMAs with infrastructure, equipment, technology or system needs, & administrative & recruitment costs related to transitioning and start-up.

New Case Manager Training

ARPA HCBS funding to create a comprehensive CMA training program housed in a Learning Management System with certification exams to track learning objectives

Topics to include

- Case Manager Roles and Responsibilities
- Cultural and Interpersonal Competencies
- Person Centered Thinking
- LTSS Waivers, Services and Programs
- New Assessment and Support Plan
- And more!

New Webpage & Resources for Members

My HCBS Case Management

- Information about how the new HCBS Case Management System will impact members

- Informational videos in English and Spanish from a Member perspective

- A page that will grow over time to be a one-stop resource for members about all things HCBS Case Management

Informational Videos

What is Long-Term Care?
What is Long-Term Care? - Spanish Video

What is Case Management?
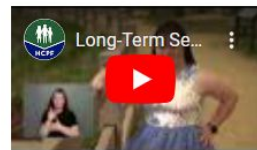What is Case Management? - Spanish Video

Long-Term Care Rights and Responsibilities
Long-Term Care Rights and Responsibilities - Spanish Video

Notice of Action and Appeal Process
Notice of Action and Appeal Process - Spanish Video

Long-Term Services and Supports (LTSS)
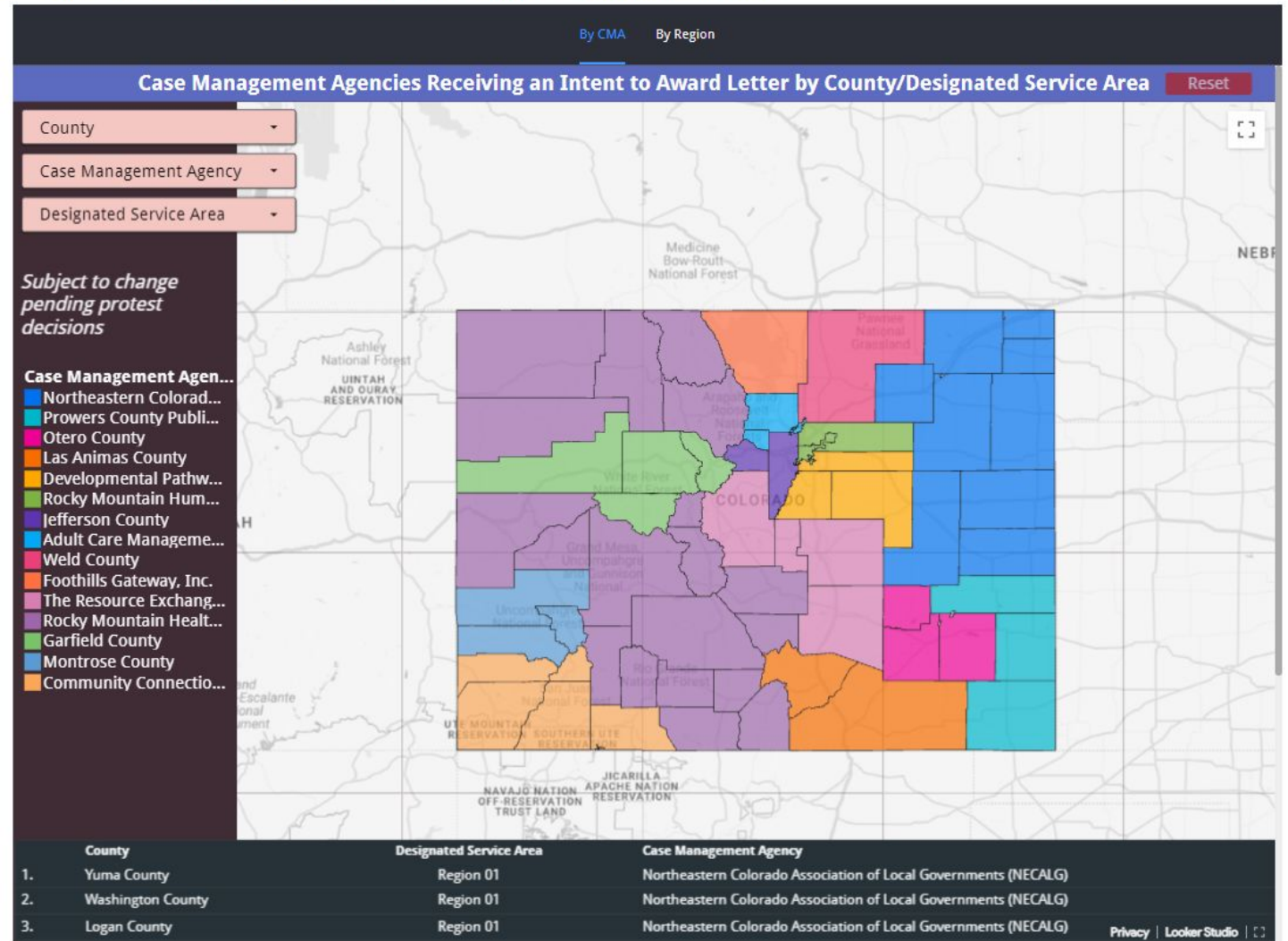
LTSS - Level of Care

Waivers 101

Benefits of CDASS

Medicaid Buy-In Program

New Interactive Map

https://hcpf.colorado.gov/my-hcbs-case-management#Map

Other OCL Updates

Host Home Committee Update

★ House Bill 23-1197 has been passed - this means HCPF will begin working with stakeholders on Host Home Oversight.

★ HCPF is seeking to gain essential feedback from stakeholders about their concerns as well as their goals with this project and what they would like to see accomplished by the end.

★ This project will also allow for HCPF to develop a system for the reporting and monitoring of actions taken by host home providers that conflict with member rights and person-centered services.

★ The Committee is in the beginning stages of this project, with the first meeting hosted on August 24th, 2023, to introduce the House Bill, goals, meeting cadence and next steps.

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Rural Sustainability Update

★ Current Status: The Vendor is in the final stages of completing the tool, and providing HCPF with demonstrations and a basic training manual

★ Next Steps:

Projected September 2023:

- HCPF receives GIS Heat Mapping Tool and will run it through internal testing to ensure additional HIPAA compliance (above and beyond what the Vendor has already completed)

- Using the information gleaned from the heat mapping tool, Vendor will start work on Phases II & III which include stakeholder engagement, and research reports on developing geographic modifiers and creating shared systems in Colorado's rural communities

Projected October- December 2023:

- Vendor will conduct stakeholder engagement through targeted meetings, as well as using the Direct Care Workforce Collaborative and Action Groups

Projected March 2024:

- Final Reimbursement Structures & Shared Resources Report due to HCPF for review

HCBS Settings Final Rule Update

★ Transition period ended March 2023
  ○ 97.7% of settings verified as compliant by that point
★ Corrective Action Plan (CAP) period ends March 2024
  ○ 99.9% of settings verified as compliant to date
  ○ Of 41 settings that received extensions, only 3 are not verified as compliant yet
  ○ If needed, the same process as before will be used: provisional notices, informal reconsideration, final notices, individual transitions with CMA support, etc.
★ Heightened scrutiny determinations are still with CMS

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Thank you!