

Care and Case Management Stabilization

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Introduction

The purpose of this report is to provide an update on funding provided to support Care and Case Management Stabilization. In total, \$23.4 million total funds were provided to the Department for this purpose, including \$11.7 million in General Fund, in FY 2023-24; \$6.4 million total funds, including \$2.4 million General Fund, in FY 2024-25; and \$2.2 million total funds, including \$0.3 million General Fund, in FY 2025-26. Three initiatives were supported through these funds:

1. Case Management Agency Stabilization Funding
2. Department Staff
3. Care and Case Management System Funding.

This report provides an update on the implementation of these three initiatives.

Executive Summary

The Department identified an urgent need for funding to stabilize care and case management services that are experiencing extraordinary workload and financial challenges due to: (1) implementation of the new care and case management information technology system; (2) the transition to conflict-free case management; and (3) the public health emergency unwind.

To mitigate the problems and stabilize the case management system, funding was approved for three initiatives:

1. Case Management Agency stabilization funding to help agencies stabilize financially and deal with the unexpected workload.
2. Two term-limited Department staff to accelerate the Department's response to the crisis.
3. Care and case management system funding for Care and Case Management system programming resources to implement system changes.

Since receiving approval for these funds, the Department has quickly leveraged them by making direct payments to case management agencies to ensure their financial stability, moving the two term-limited positions through the hiring process, and working with the Care and Case Management IT vendor to identify the urgent needs that can be addressed with the additional funding.

Background

Due to challenges related to the launch of the new Care and Case Management (CCM) and other Information Technology (IT) system changes, the transition to conflict-free case management, and the unwind of the public health emergency, the Department of Health Care Policy & Financing (the Department) identified an urgent need for financial support in the spring of 2024. Funds were approved to support the stabilization of Case Management Agencies (CMAs) that are dealing with capacity concerns and resulting in disruptions to members, for internal staff to assist in addressing the issues, and funds to design, develop and implement system changes required in the new IT system for stabilization.

The Department has swiftly implemented the three initiatives outlined utilizing the funding provided.

Progress

1. Case Management Agency Stabilization Funding

The Department distributed \$27,551,288.80 in CMA stabilization funds to the 15 agencies that transitioned as a part of [Case Management Redesign](#).

As part of the distribution of these funds, CMAs are required to provide data to demonstrate they are moving towards stabilization. All CMAs are submitting case management performance data metrics to the Department on a monthly basis and reviewing this data during a monthly meeting with the Department. The data metrics were refined for June data requests in collaboration with CMAs to accurately reflect stabilization at an agency level and identify any trends that may need to be addressed by CMAs.

Additionally, the Department has required CMAs with a backlog of case management activities, like intakes, assessments, and monitoring contacts, to submit a reduction plan which identifies how the agency will eliminate their backlog of case management activities, achieve and maintain caseload ratio requirements, and meet contractual timelines. Each of these agencies submitted a draft backlog reduction plan by June 10, 2024. Department leadership held individual in-person meetings with the case management agencies to review their draft backlog reduction plans in June 2024. Each CMA was given provisional approval of their submitted backlog reduction plan in July 2024. The Department will incorporate agencies' backlog reduction plans

into their monthly data submissions to ensure each CMA on a backlog reduction plan is meeting the milestones they identified in their plans to achieve stabilization. Addendums to their backlog reduction plans will be requested by the Department if the CMA fails to reach metric goals within the timelines they have stipulated.

2. Department Staff

The Department received \$169,888 total funds, including \$63,707 General Fund in FY 2024-25 and \$195,654 total funds, including \$73,369 General Fund in FY 2025-26 for two term-limited staff to support stabilization of the case management system. At the time of this report's submission, the Case Management Stabilization Policy Advisor position has been hired and onboarded. The Care and Case Management System Manager position is in the interview stage currently. We anticipate that the role will be hired and onboarded in September.

The Case Management Stabilization Policy Advisor position resides in the Office of Community Living, Case Management & Quality Performance Division. The position is responsible for case management stabilization initiatives related to Case Management Redesign (CMRD) transitions, Care & Case Management system (CCM) implementation, and Public Health Emergency (PHE) unwind. The position serves as the staff authority on the development, implementation, aggregation, analysis, and reporting of Case Management stabilization within the Office of Community Living. Information generated from this position is submitted to Department executive leadership to determine overall stabilization of the case management ecosystem.

The second term-limited position is the Care and Case Management System Manager. This position will be within the Health Information Office on the Health Plan Payer Unit. This role will manage interfaces and reporting for the Care and Case Management (CCM) system through the creation of strategic information technology plans, programmatic goals and objectives, and allocation of business analysts and fiscal resources. This position is a manager overseeing eleven staff and is the staff authority responsible for the training, communication, and management of resources across offices as it relates to the CCM.

3. Care and Case Management System Funding

Since the approval of the additional funds, the Department has worked with the CCM vendor to identify the most urgent needs to quickly stabilize the system. To meet these needs, the CCM vendor has added twenty-four staff to include Project Management, Business Analyst, Quality Assurance, Training, Call Center and Developer staff, to ensure that the CMAs are receiving individual attention and the support required to implement the required system updates.

Post-launch, the system had 52 system changes implement, which after significant effort from the CCM vendor and the Department, is down to 12 items as of August 19, 2024. Of those remaining, 8 items are being actively worked on, which we anticipate will result in 4 more resolved by the first week of September. Both the Department and the CCM vendor are also performing analysis on the overall system interface design to ensure that data aligns with the Case manager needs from multiple system interfaces.

Additionally, the Department continues to engage with the CMAs to understand their needs and change requests related to the CCM system. The Department is hosting an in-person meeting with CMAs on September 20th to further discuss and prioritize system enhancements to improve end user experience. CCM System Funding will be leveraged to execute on enhancements to the system that are prioritized.

Next Steps

The Department has been working diligently to implement the three initiatives supported through the Care and Case Management Stabilization Funds. The Department has hired one of the two term-limited FTE and another position is in the interview stage of the hiring process to provide further assistance and build capacity internally to accelerate this work. All CMAs have received the Case Management Agency Stabilization Funding, infusing nearly \$28M into the system. The Department continues to review the data provided by each CMA and is monitoring the backlog reduction plans from agencies that were required to submit them. The Department will continue to provide individualized technical assistance to CMAs as it is needed. This oversight is coupled with partnership and collaboration to identify additional supports that agencies may need to overcome the challenges facing the network.

Finally, the CCM vendor will continue to execute on the activities agreed upon with the Department to expedite the stabilization of the CCM system.