

# Case Management Redesign Statewide Stakeholder Meeting

June 16, 2021



# Our Mission:

Improving health care equity, access and outcomes for the people we serve while saving Coloradans money on health care and driving value for Colorado.

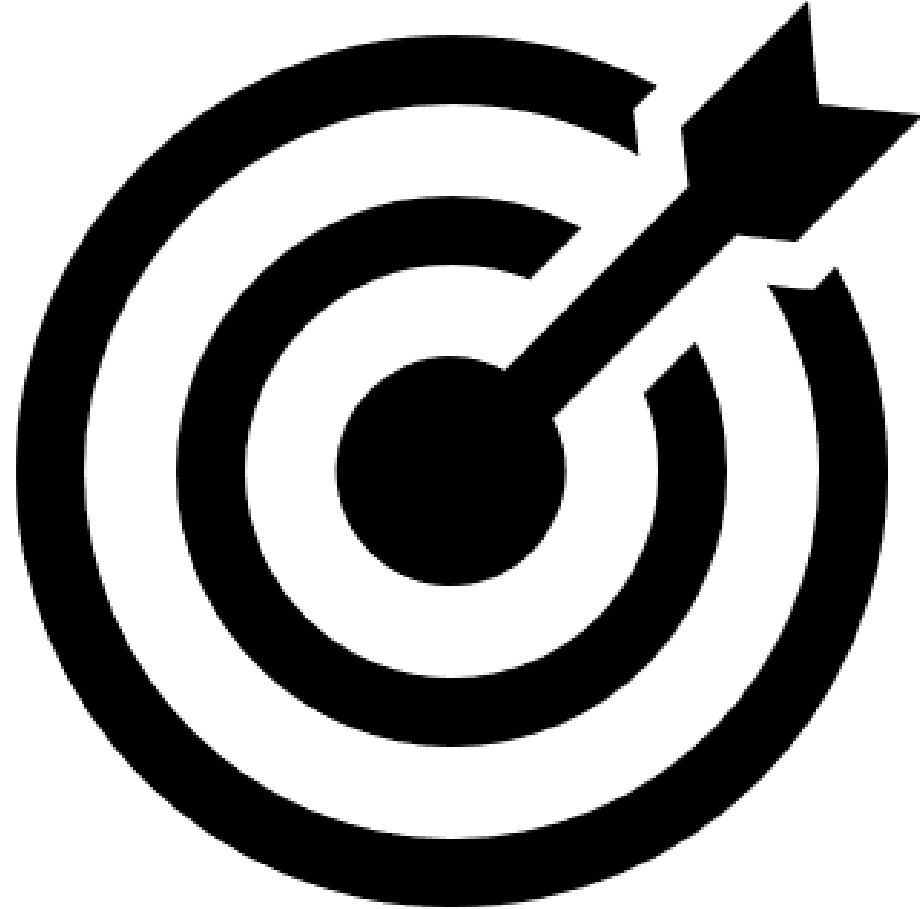


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# Goals for Today

- Understand current case management system
- Understand need for case management redesign
- Report on catchment area survey results
- Set expectations for upcoming listening sessions and stakeholder engagement
- Get excited about CMRD



# Live Poll

# Background

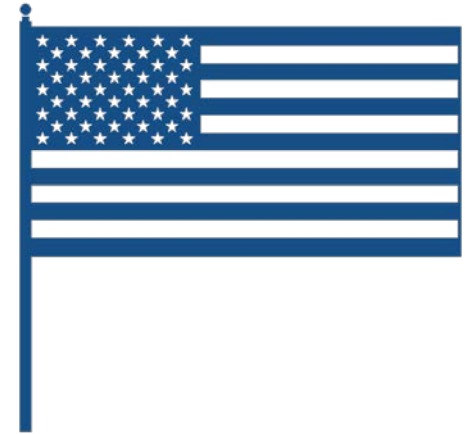


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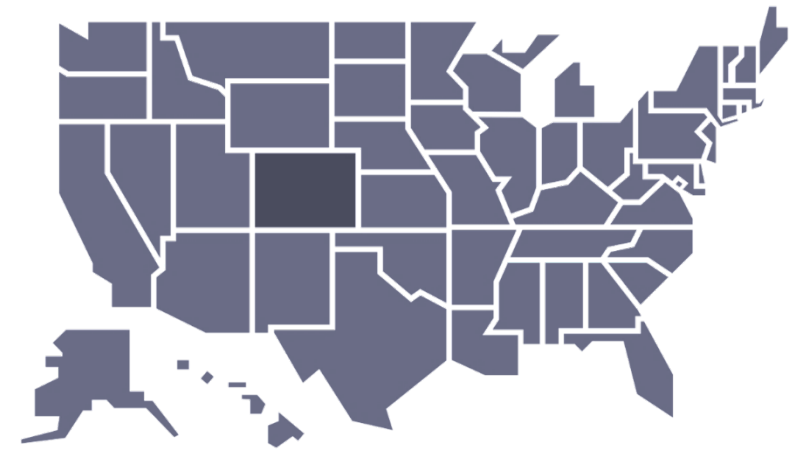
# Medicaid Basics

- Health insurance for eligible low-income adults, children, pregnant women, elderly adults and people with disabilities
- Entitlement program currently covering nearly 72 million Americans nationwide
- States given the option to participate
  - Funded jointly with State and Federal Funding
  - Some mandatory requirements
  - Some flexibility for States to tailor their Medicaid program to their needs and population

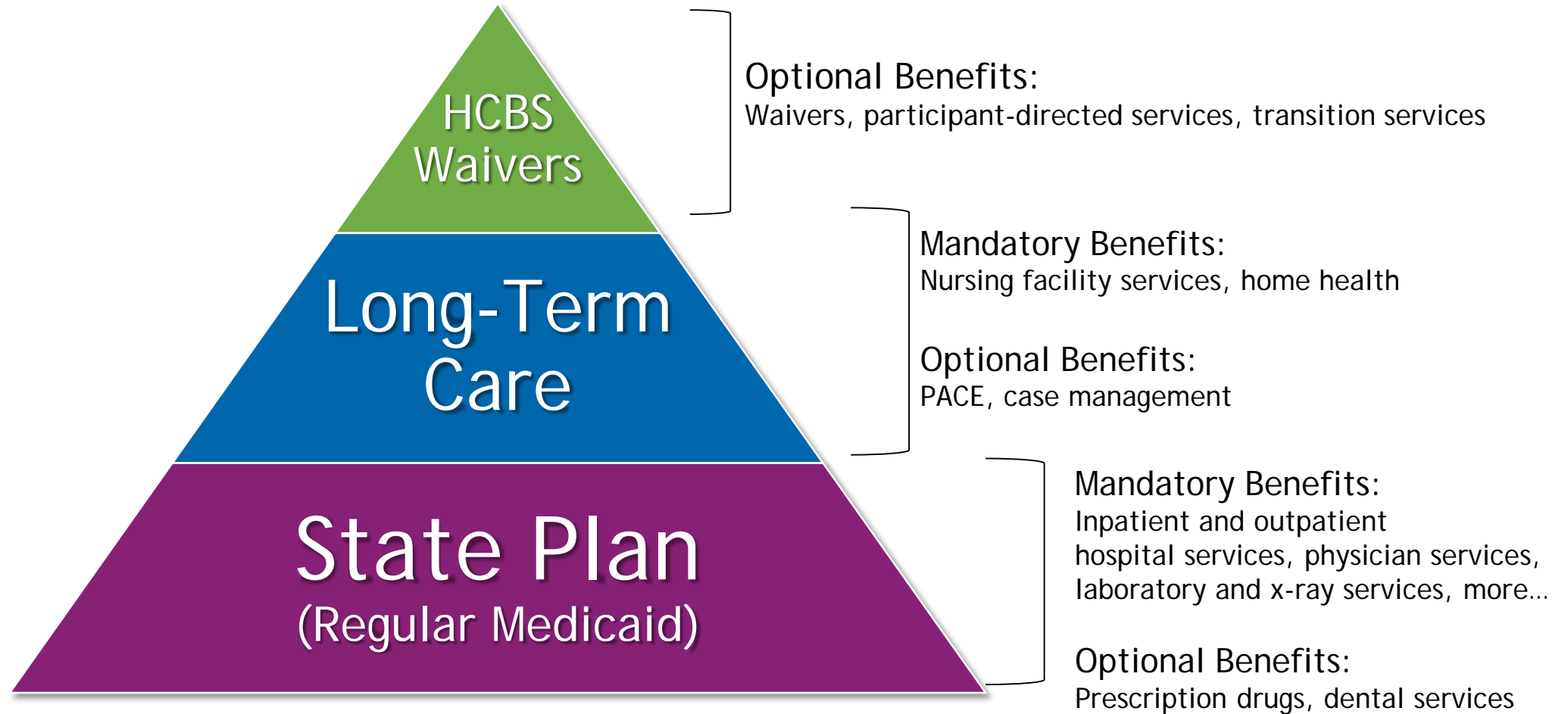


# Home and Community-Based Services (HCBS) Waivers

- Alternative to institutional care
  - Provide institutional level of care to individuals who prefer to live in their home or community
- Home and Community-Based Services (HCBS) Waivers allow states flexibility to:
  - Waive certain income/eligibility criteria
  - Provide specific services to target groups or geographic regions
  - Can have waiting lists or enrollment caps
  - Provide individuals more choice and independence



# Benefits Pyramid





# 10 HCBS Waivers in Colorado

## Adult Waivers

Brain Injury Waiver (BI)

Community Mental Health Supports Waiver (CMHS)

Developmental Disabilities Waiver (DD)

Elderly, Blind and Disabled Waiver (EBD)

Spinal Cord Injury Waiver (SCI)

Supported Living Services Waiver (SLS)

## Children's Waivers

Children's Extensive Support Waiver (CES)

Children's Home and Community Based Services Waiver (CHCBS)

Children's Habilitation Residential Program Waiver (CHRP)

Children with Life Limiting Illness Waiver (CLLI)

[hcpf.colorado.gov/long-term-services-and-supports-programs](https://hcpf.colorado.gov/long-term-services-and-supports-programs)

# What is Case Management?

Assessment

Service Plan

Service Referral and  
Coordination

Quality Monitoring

# HCBS Waivers and Case Management

Currently, the HCBS waiver a person chooses to pursue determines the type of case management agency they will go to.

## Single Entry Point (SEP) Agency

Serves waivers targeted to individuals **without** an IDD

- [Brain Injury Waiver \(BI\)](#)
- [Community Mental Health Supports Waiver \(CMHS\)](#)
- [Elderly, Blind and Disabled Waiver \(EBD\)](#)
- [Spinal Cord Injury Waiver \(SCI\)](#)
- [Children With Life Limiting Illness Waiver \(CLLI\)](#)

## Community Centered Board (CCB) Agency

Serves waivers targeted to individuals **with** an IDD

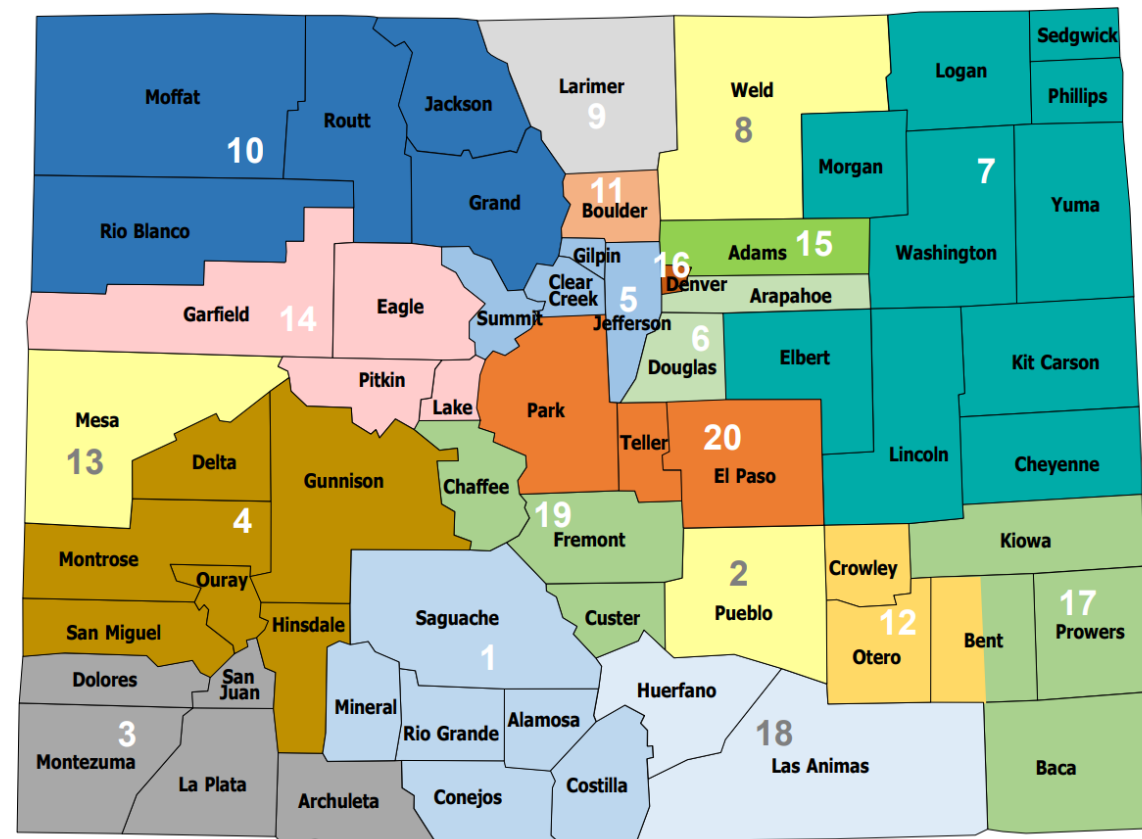
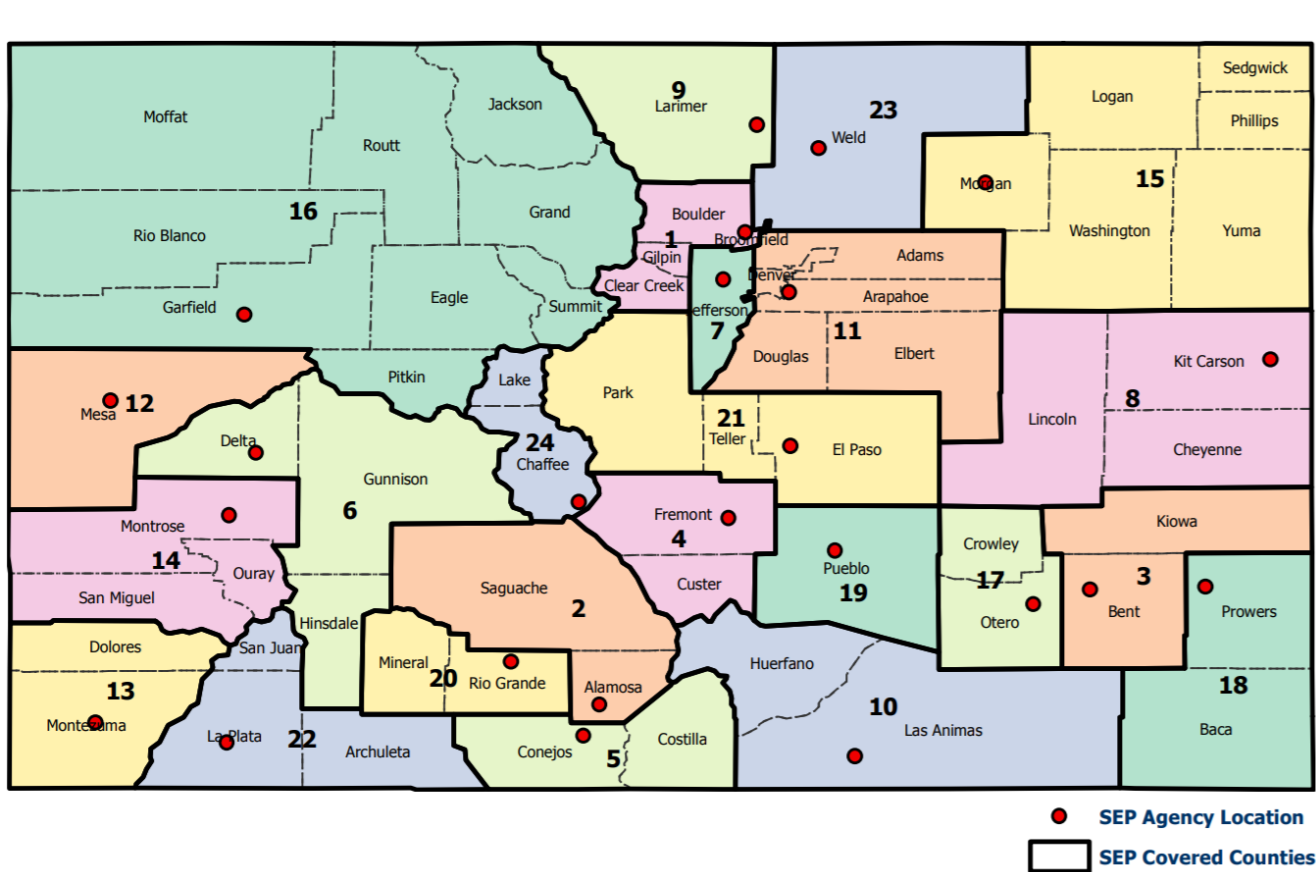
- [Developmental Disabilities Waiver \(DD\)](#)
- [Supported Living Services Waiver \(SLS\)](#)
- [Children's Extensive Support Waiver \(CES\)](#)
- [Children's Habilitation Residential Program Waiver \(CHRP\)](#)

## Private Case Management Agencies

Serves children with significant medical needs

- [Children's Home and Community Based Services Waiver \(CHCBS\)](#)

# Current SEP and CCB Regions



# Challenges with CM in Colorado



- Inconsistent Quality
- Disjointed IT systems
- Members' experiences of support differ based on agency and location
- Inequity between populations
- Lack of flexibility to access services

# Live Poll

# Case Management Redesign

# Bringing Change

- Executive Order and CLAG
- One place to go for all waivers
- Conflict-Free Case Management
- New Assessment and Person-Centered Support Plan Process

= Case Management Redesign



# Key outcomes of CMRD

Federal Compliance

Quality

Simplicity

Stability

Accountability

Person-  
Centered  
Member  
Experience

# Case Management Agency

Determine  
financial  
eligibility  
with County

## PERSON CENTEREDNESS

### Intake & Eligibility

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

### Outreach

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

### Ongoing Case Management Functions

- Service Planning
- Monitoring
- Revisions

### Admin Functions

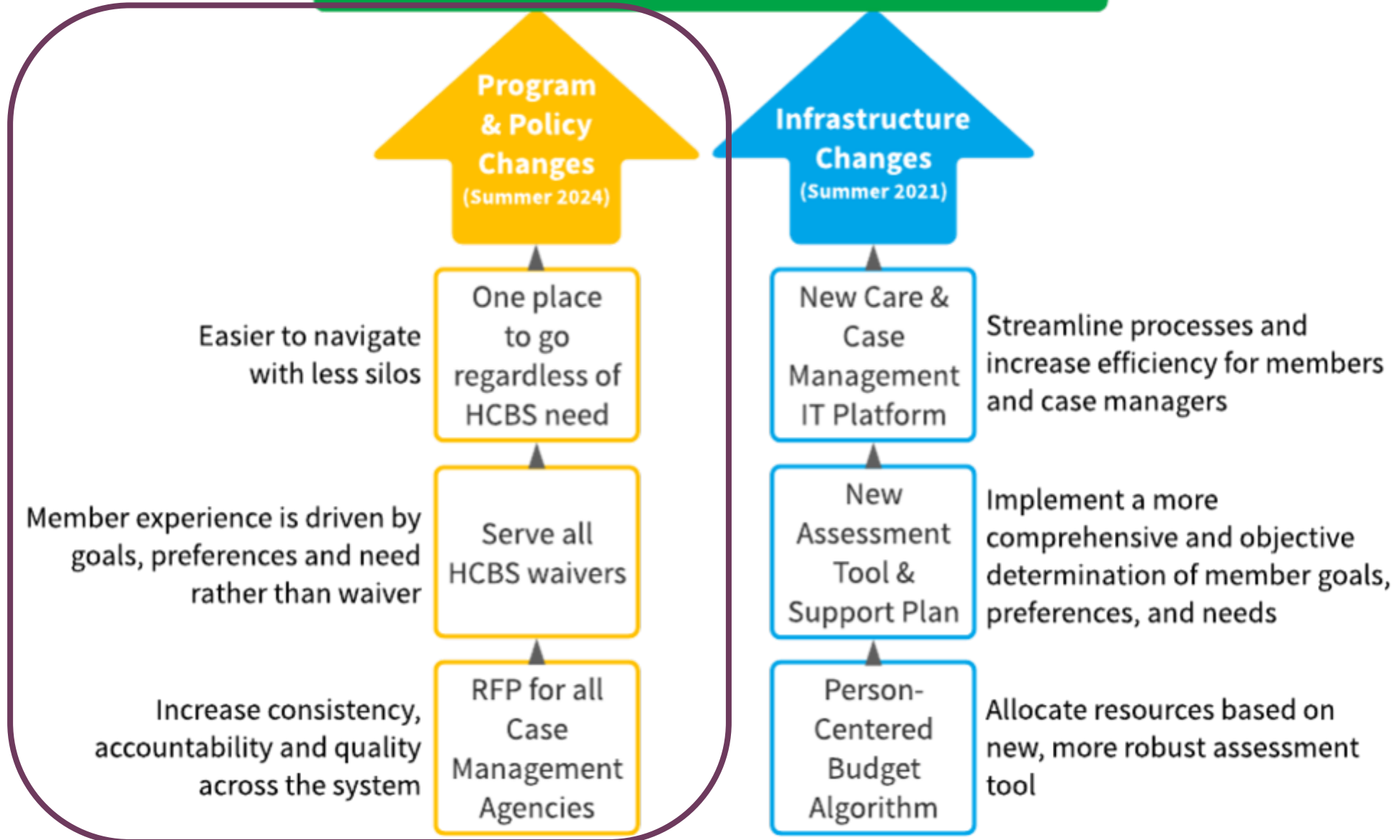
- Waiting List Management
- Operational Guide
- Human Rights Committee (HRC)
- Complaint Trends
- Appeals
- State Funded Programs
- Critical Incident Reporting (CIR)
- Supports Intensity Scale (SIS)
- Organized Healthcare Delivery System (OHCDs)

Select  
Service  
Providers



*Standardized Training*

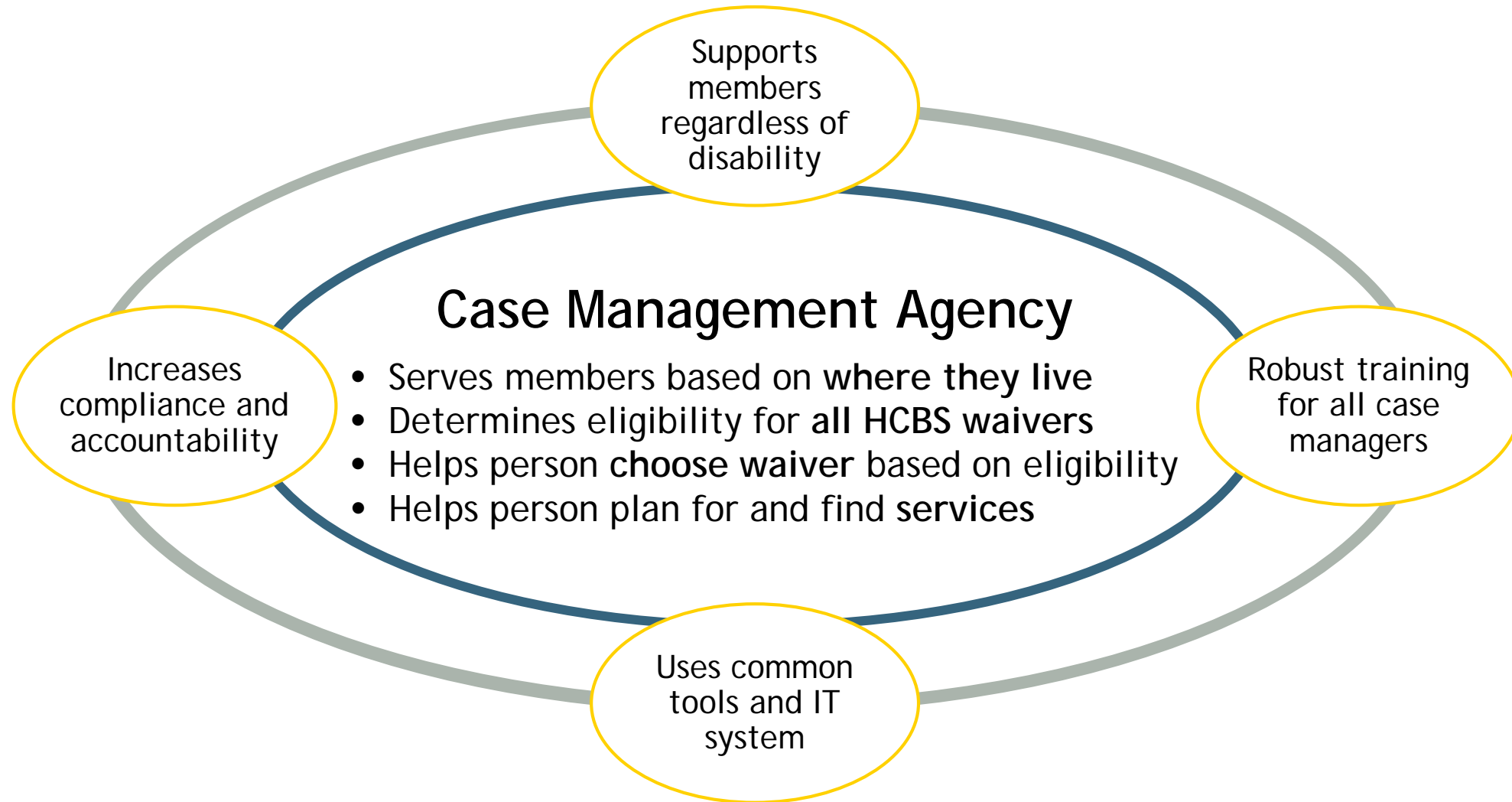
# Colorado Case Management Redesign



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# Future of Case Management





# Questions?

# CMRD updates

# Case Management Redesign

- [HB21-1187](#) Passed and signed
- Goal:
  - To achieve a high performing case management system that creates a person centered member experience
  - To streamline operations, increase administrative efficiencies and implement innovative initiatives that further increase stability, quality, and accountability
- Repeals CFCM language in current statute and creates Case Management Agencies that serve all populations
  - Goes into effect July 1, 2024
  - Requires the Department to work with stakeholders and release a timeline for system changes by December 31, 2021

# High-Level Timeline

Fall/Winter 2021

## Key Decisions

- Catchment areas
- Quality CM Engagement
- CCB Designation/OHCDS/ OWQP
- Implementation Timeline Engagement

Summer 2022

## Key Decisions

- Human Rights Committee
- Release Request for Information (RFI)

Summer 2023 to 2024

## Transition

- Finalize rules and waiver amendments
- Transition to new Case Management Agencies (July 2024)

## Topic Engagement

- Case management rates
- Quality Case management
- CM rates

Winter/Spring 2022

## Stakeholder Engagement Throughout

Quarterly meetings to include updates on entire project and timely topics for feedback

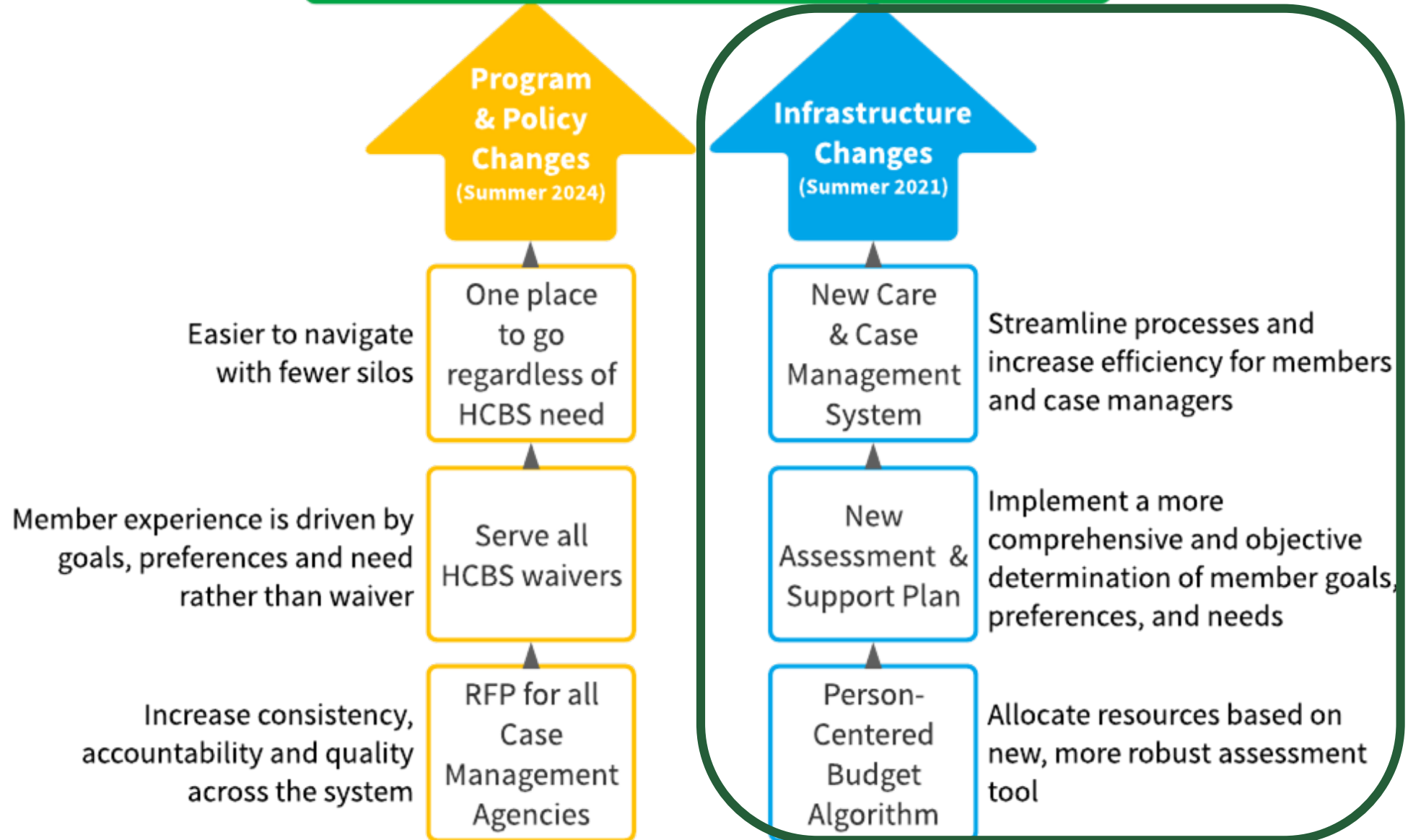
## Contracts

- Release Request for Proposals (Dec. 2022)
- Award contracts (July 2023)

Winter/Spring 2023



# Colorado Case Management Redesign



# Related Work



New Assessment  
and Person-  
Centered  
Support Plan

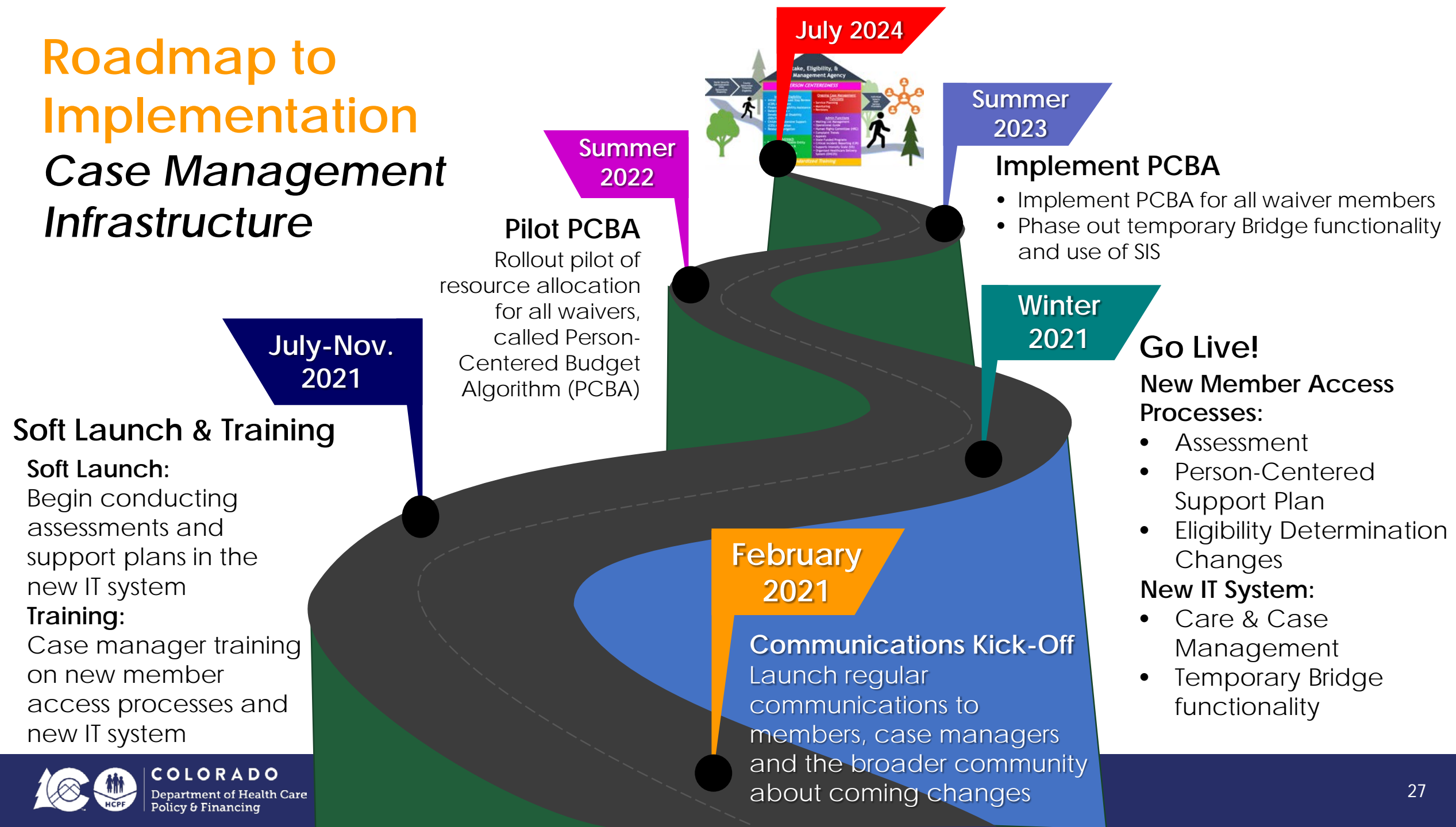
Streamlined  
eligibility  
determination  
for members

New IT system

Person-centered  
budget process

# Roadmap to Implementation

## Case Management Infrastructure



# What is NOT changing?



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# What is not changing?



- Access to services
- Person Centered approach
- Required Case Management
- Local Knowledge and expertise



# HCPF commitments to engagement



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# Questions?

# Current Work Underway



# Work Required for Case Management Redesign

## Current Contract Work

- ❑ Catchment area analysis
- ❑ Determination of Medicaid authority
- ❑ Re-evaluation of Rural Exceptions ("only willing and qualified provider")
- ❑ Organized Health Care Delivery System (OHCDs) analysis
- ❑ Human Rights Committee (HRC) analysis
- ❑ Quality case management research

## Future Contract Work

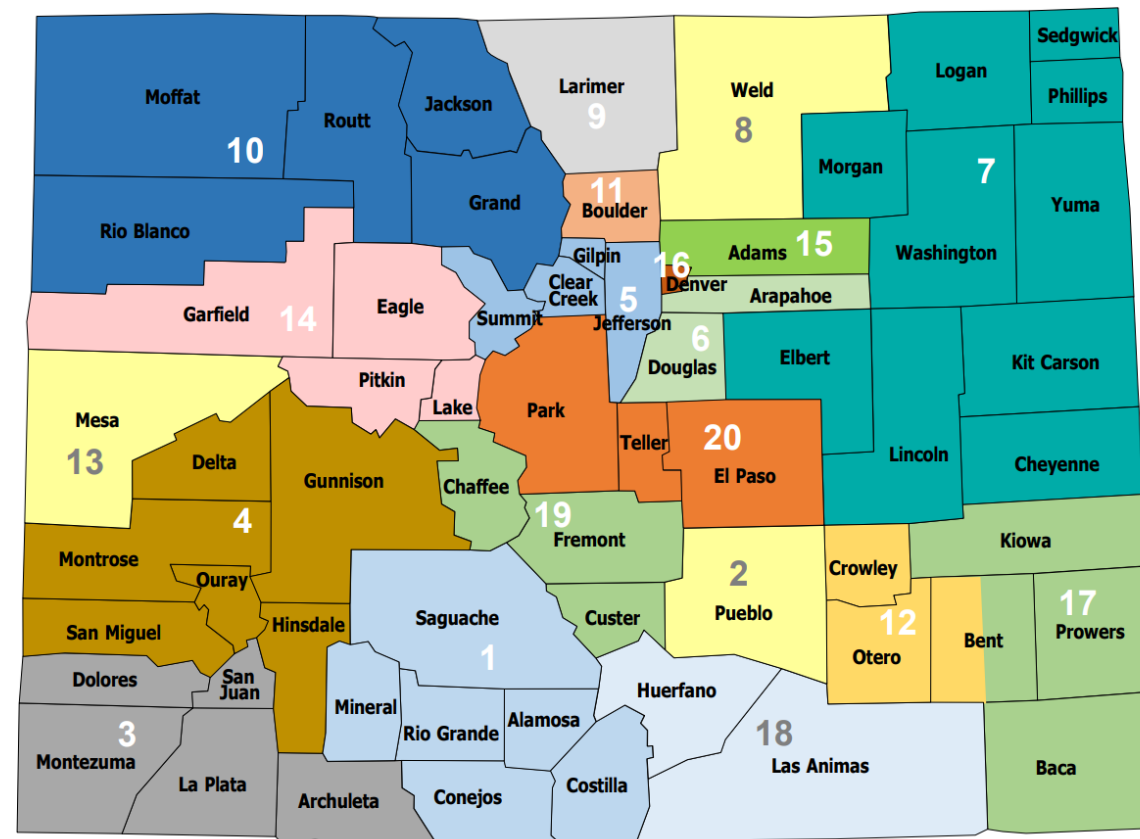
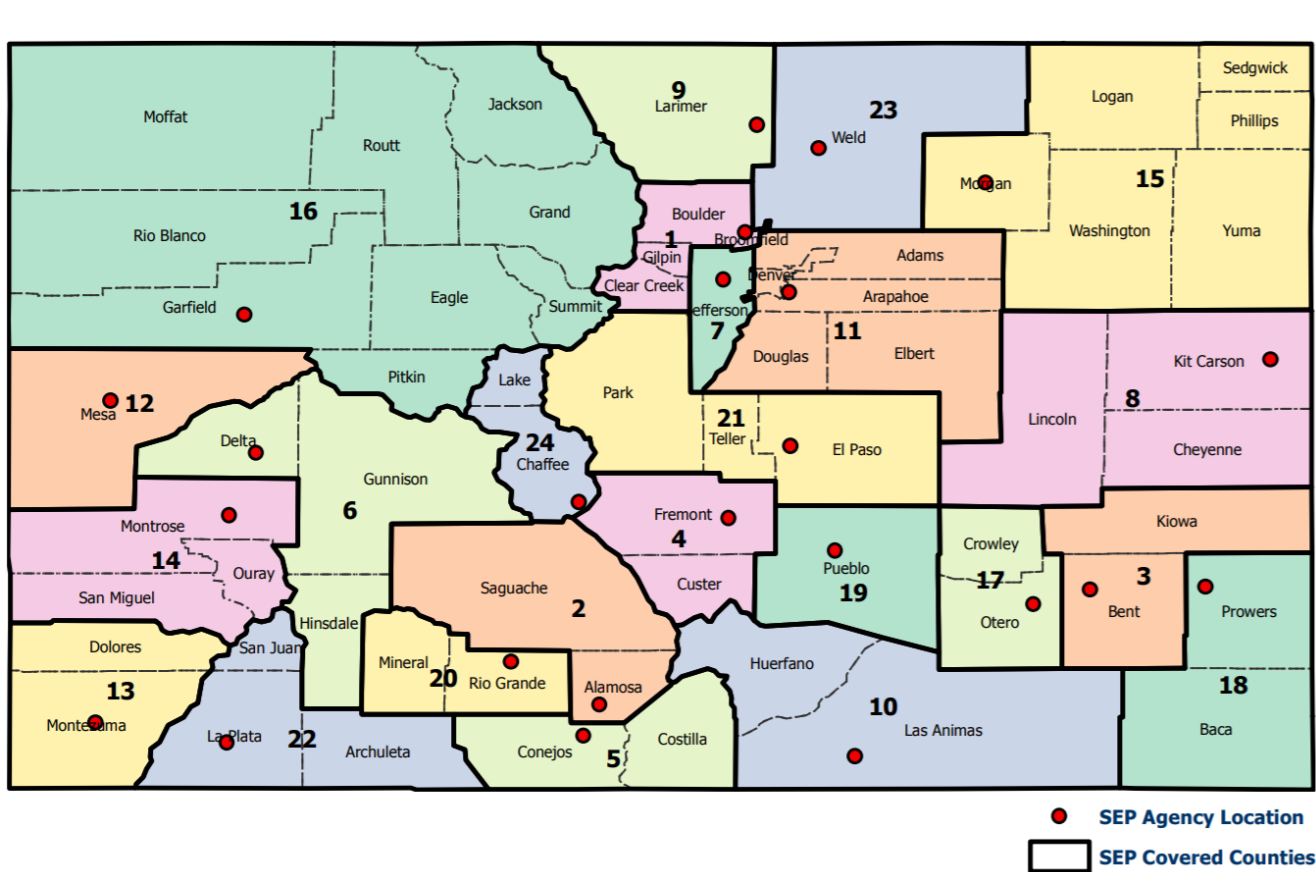
- ❑ Children's Home and Community Based Services (CHCBS)
- ❑ Community Centered Board Designation
- ❑ Regulation and Waiver Crosswalk
- ❑ Case Management Implementation Timeline
- ❑ Human Rights Committee research
- ❑ Follow Up on Critical Case Management Components



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# Current SEP and CCB Regions

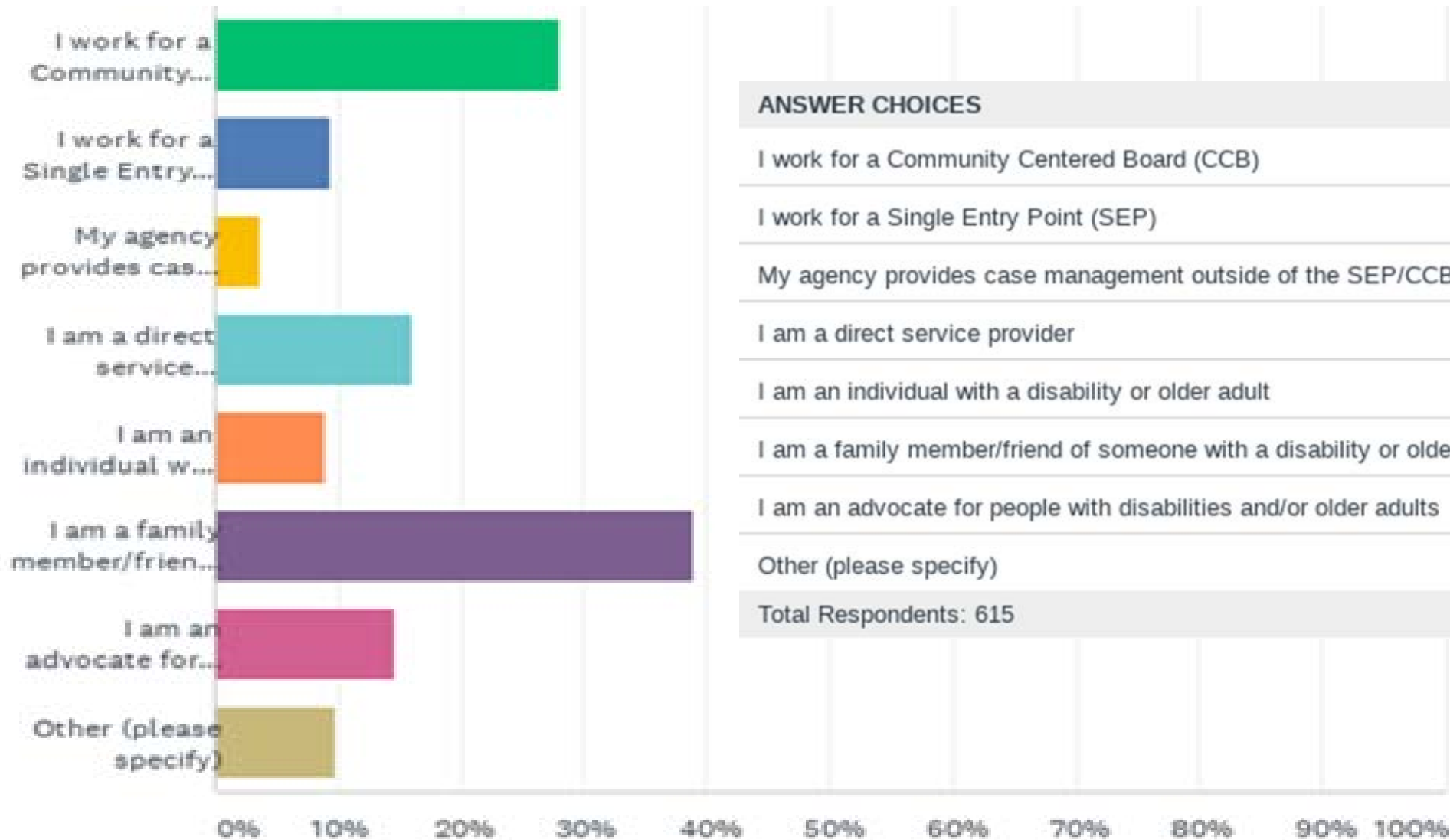


# Catchment Area Analysis

- Goal is a proposed map that shows the Case Management Agencies (CMA) catchment areas
  - Minimize disruptions
  - Welcome input about existing integration efforts
- Factors considered: # of current members, caseloads, # assessments and support plans, geographic considerations (e.g., mountains, distance to offices)
- Conducted operational focus discussions

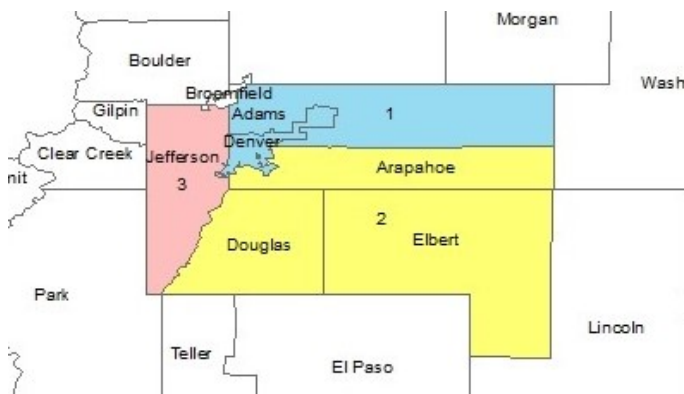
# Colorado CMRD Catchment Area Survey Summary Report

# Who Participated in the Survey?

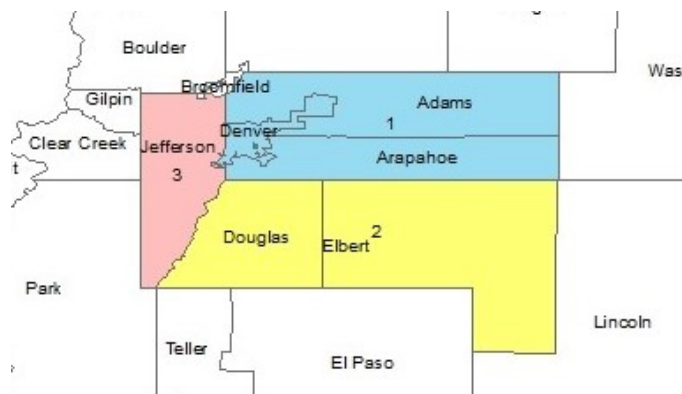


# Denver Metro Catchment Area Results

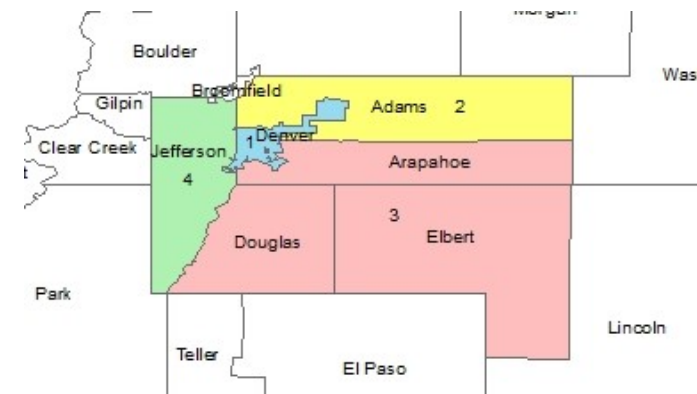
(Adams, Arapahoe, Denver, Douglas, Elbert, and  
Jefferson counties)



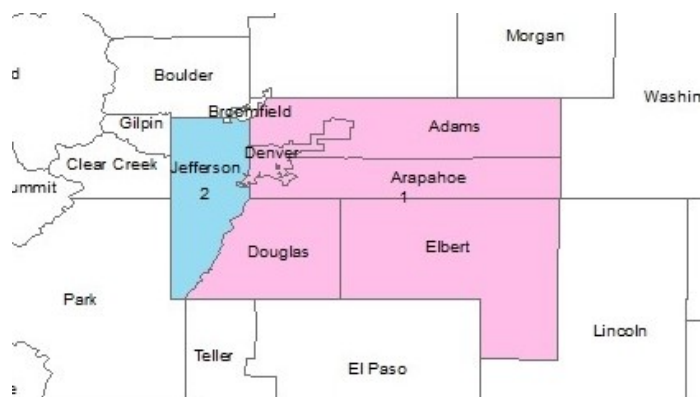
Scenario 1



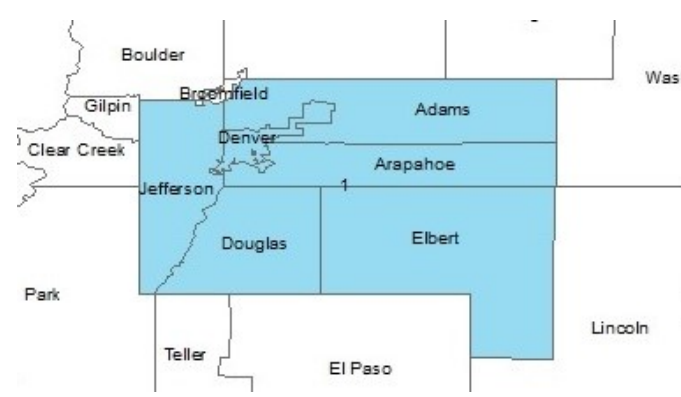
Scenario 2



Scenario 3



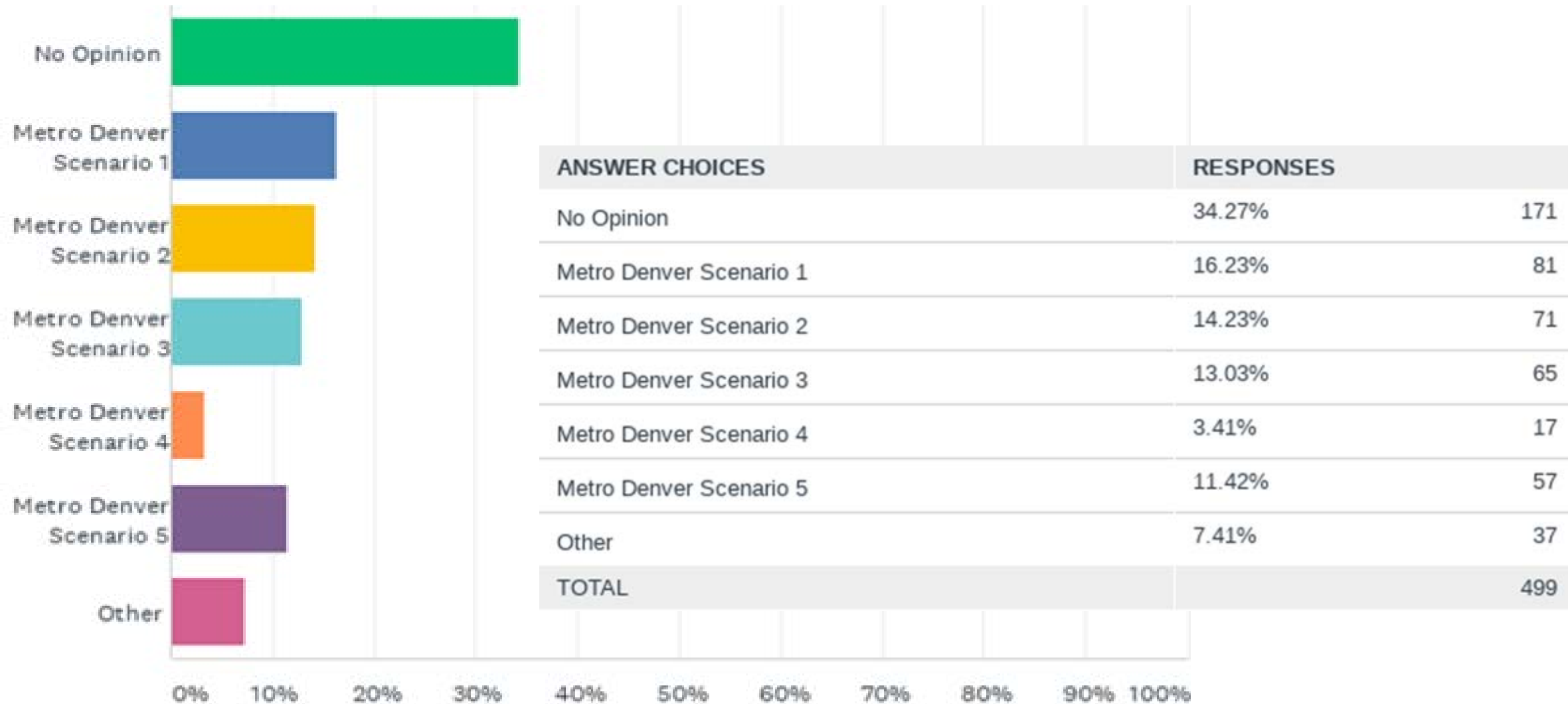
Scenario 4



Scenario 5

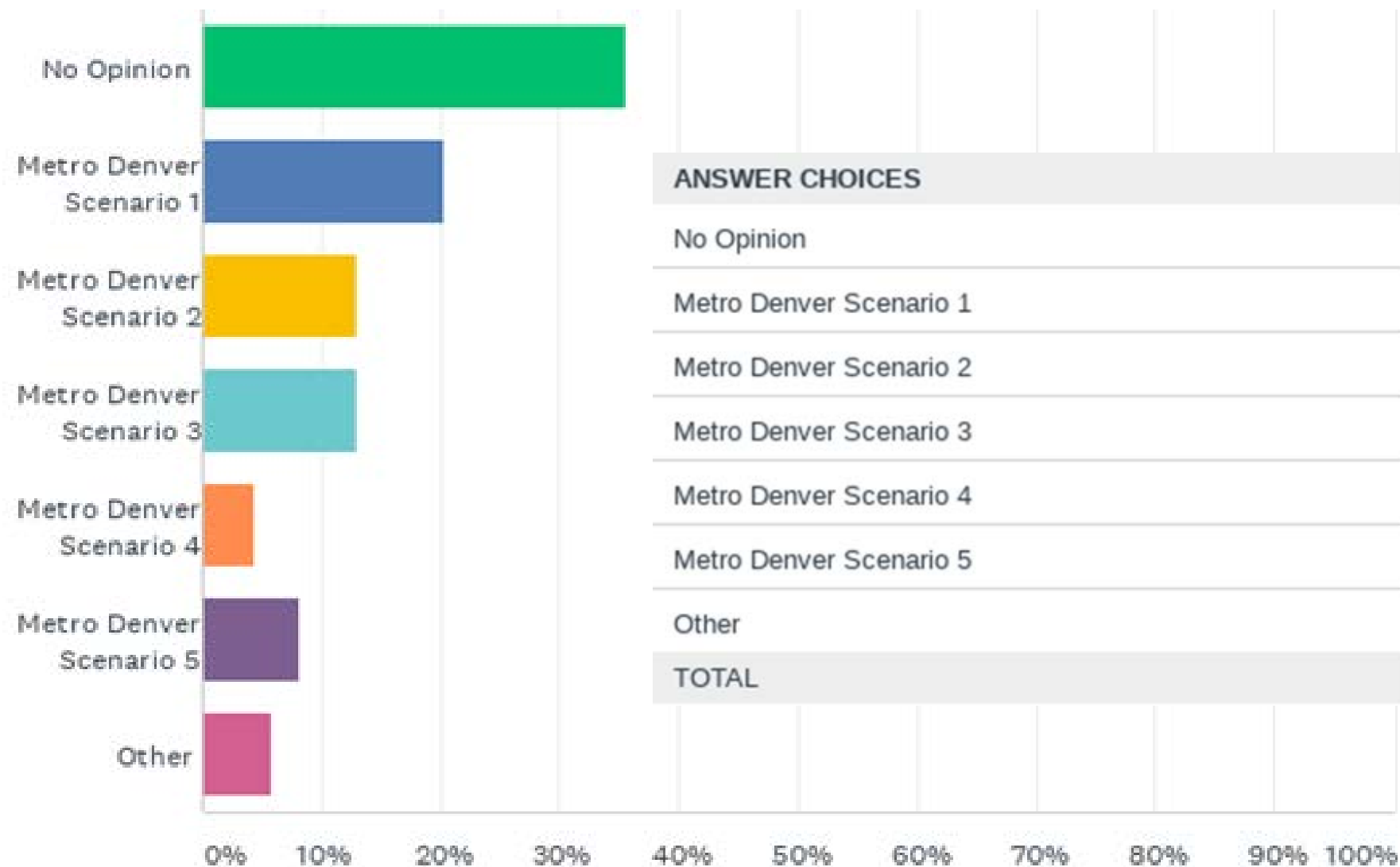
- No Opinion
- Other

**All Respondents:** Which of the following scenarios would you prefer as the approach for CMAs serving the Denver Metro Catchment Area (Adams, Arapahoe, Denver, Douglas, Elbert, and Jefferson counties)?

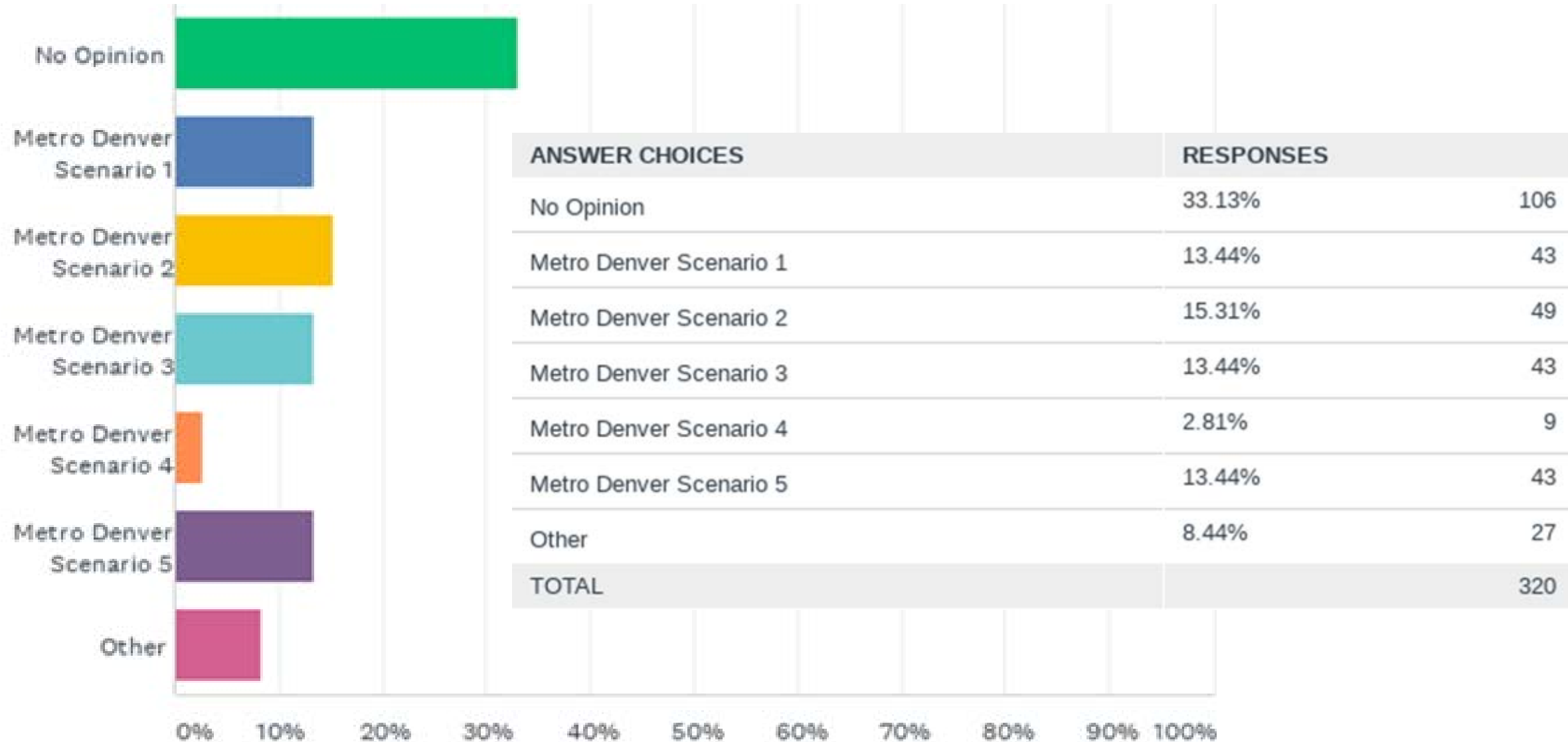




# All CMA Preferences for the Metro Denver Catchment Area:



# Other Preferences for the CMAs serving the Metro Denver Catchment Area:



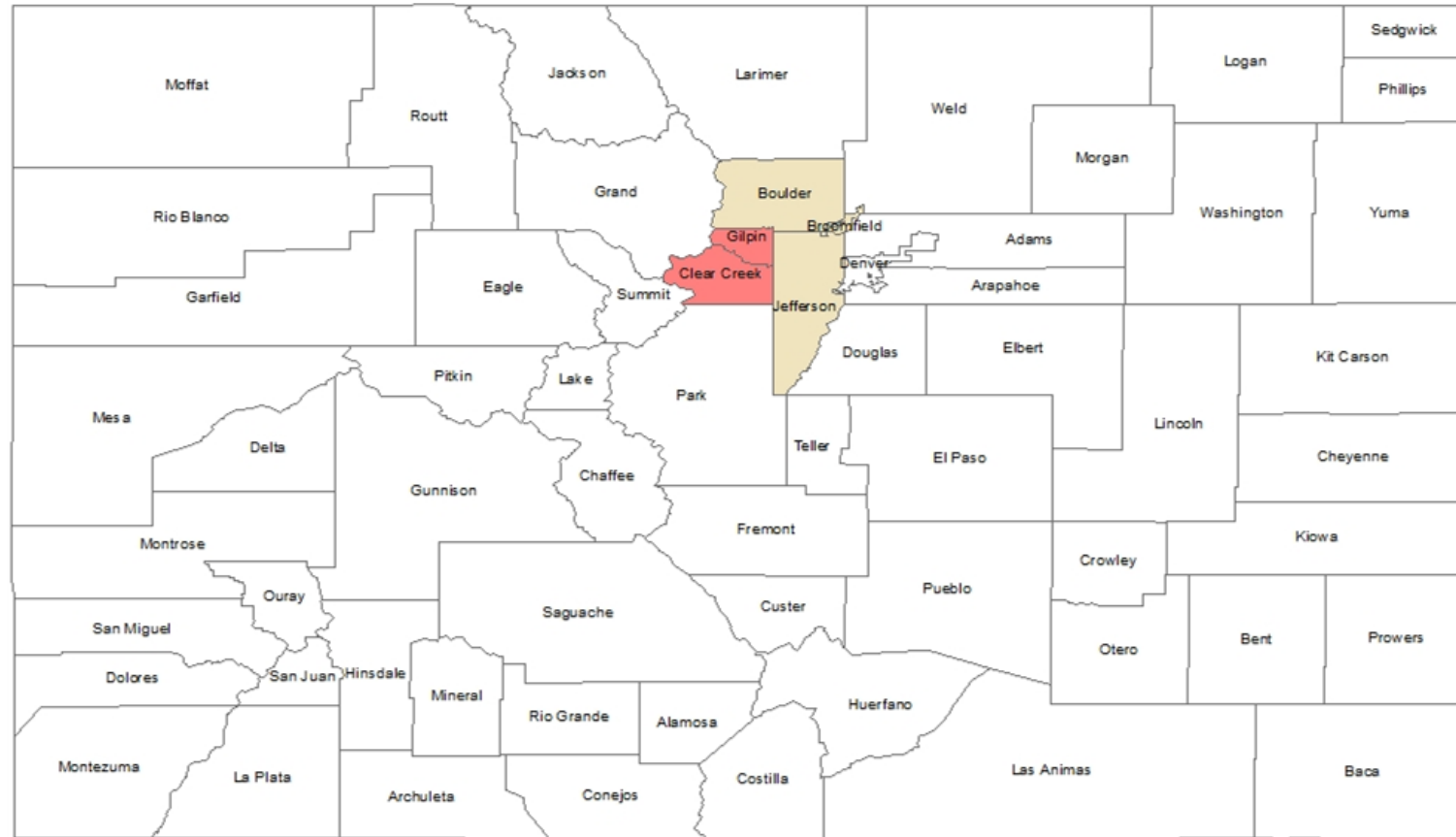
# Feedback Supporting Scenario 1

- Most evenly distributes population, workload, and geographical distances
- Ensures continuity of service providers for IDD population
- Aligns with other services in area
- Keeps mill levy funding for the IDD populations intact

# Feedback Supporting Scenario 2

- Groups similar geographic areas
- Most evenly distributes population and geographical distances
- Possible solution for city of Aurora

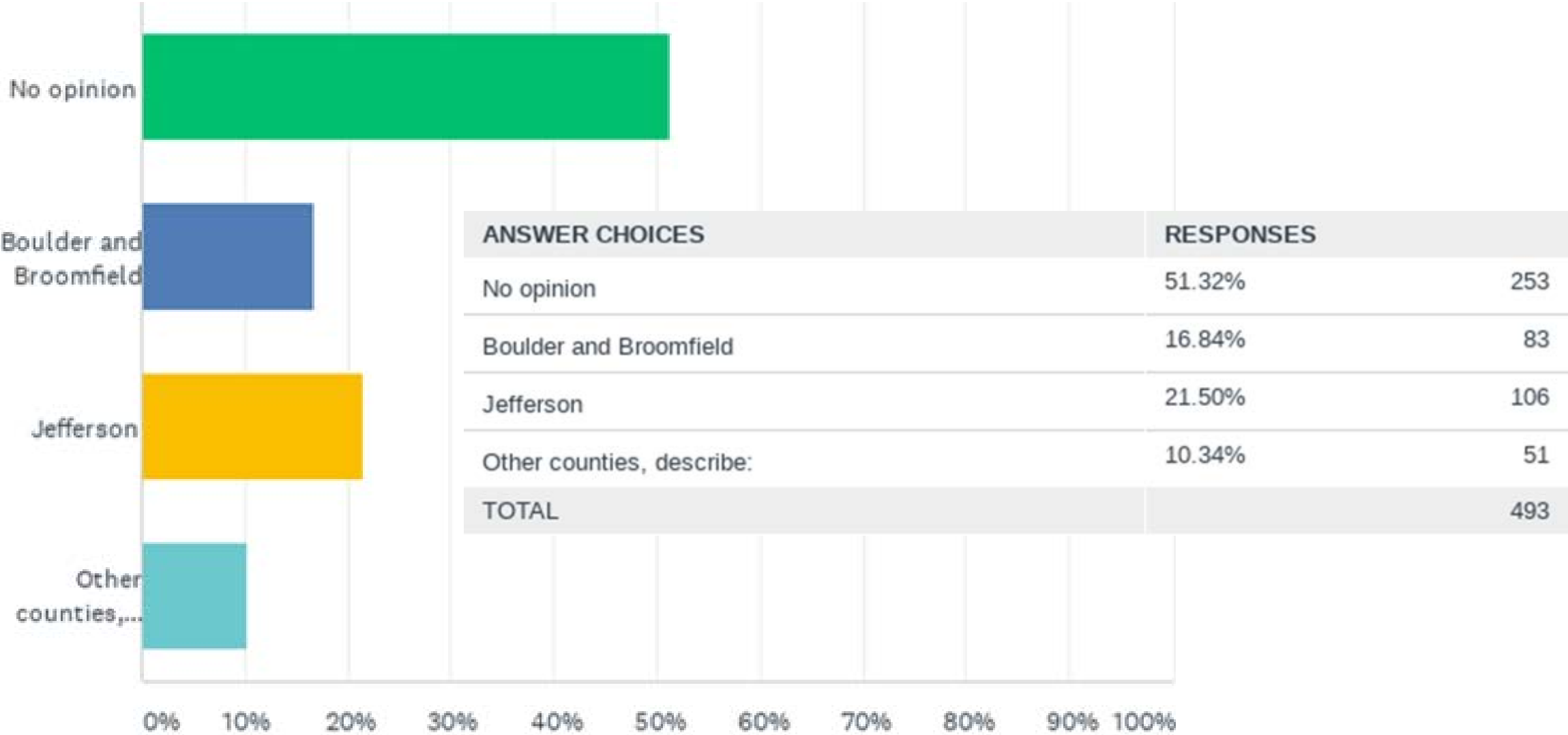
# Gilpin and Clear Creek Catchment Area Results



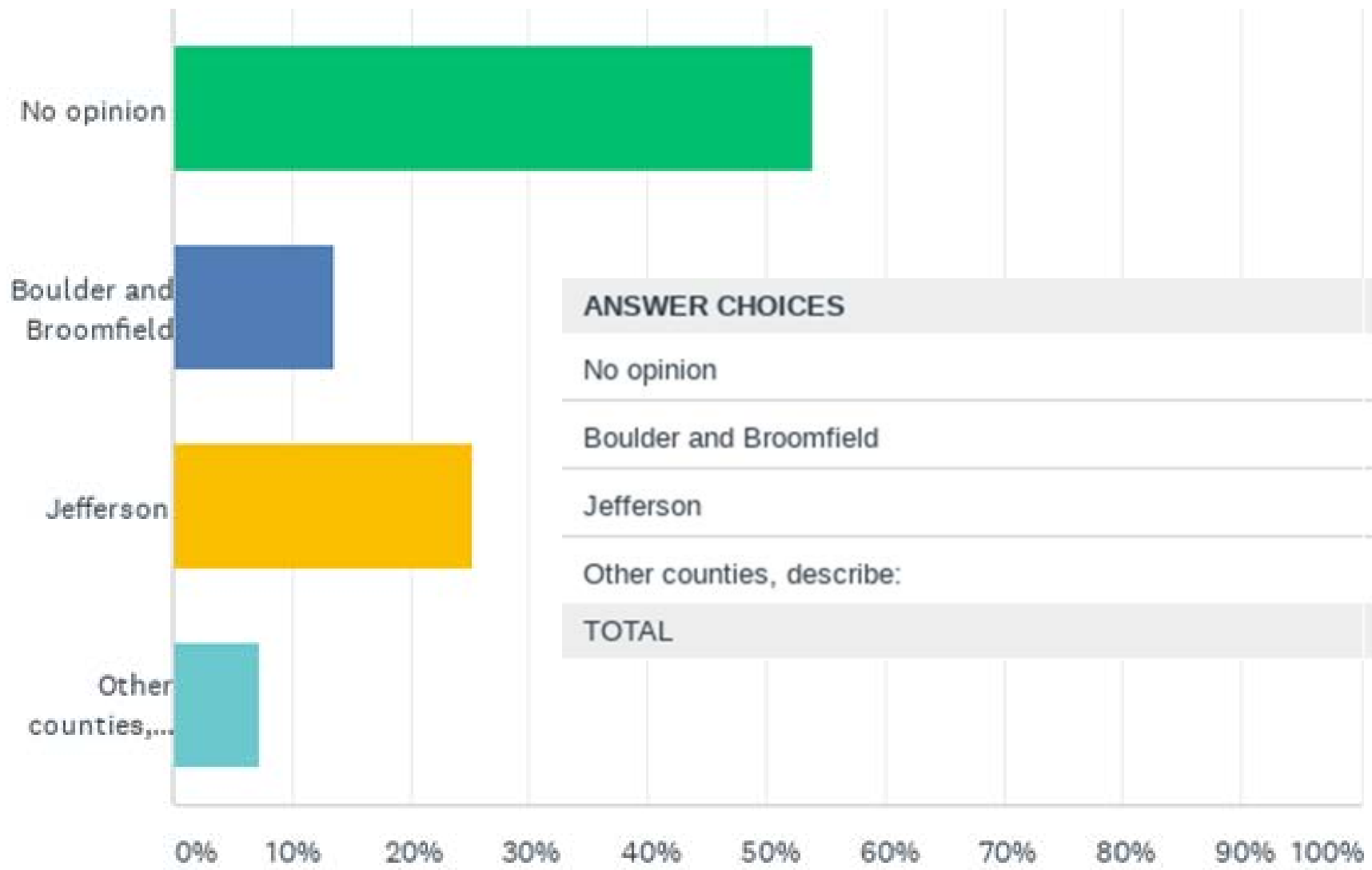
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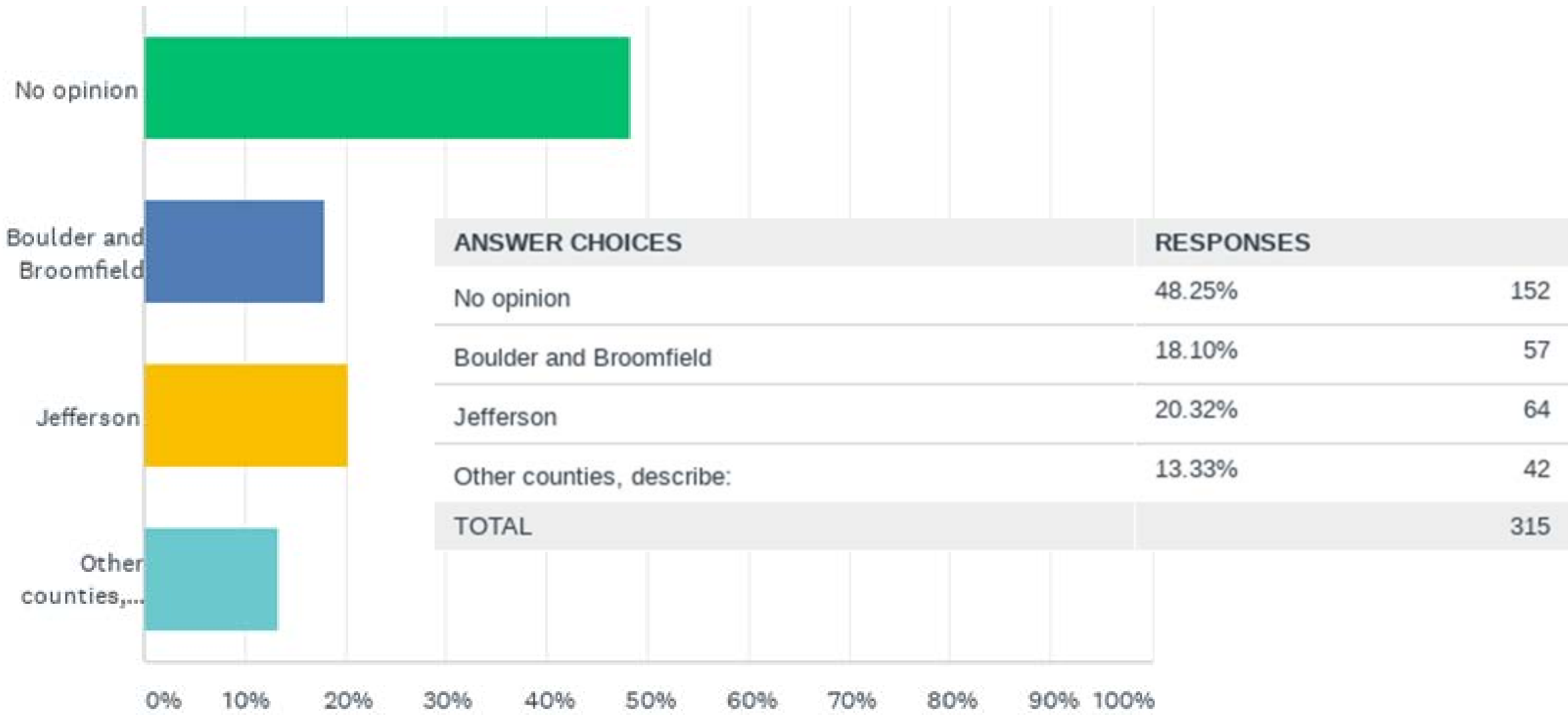
# All Respondents: Which counties should be in the same catchment area as Gilpin and Clear Creek counties?



# All CMA Preferences: Which counties should be in the same catchment area as Gilpin and Clear Creek counties?

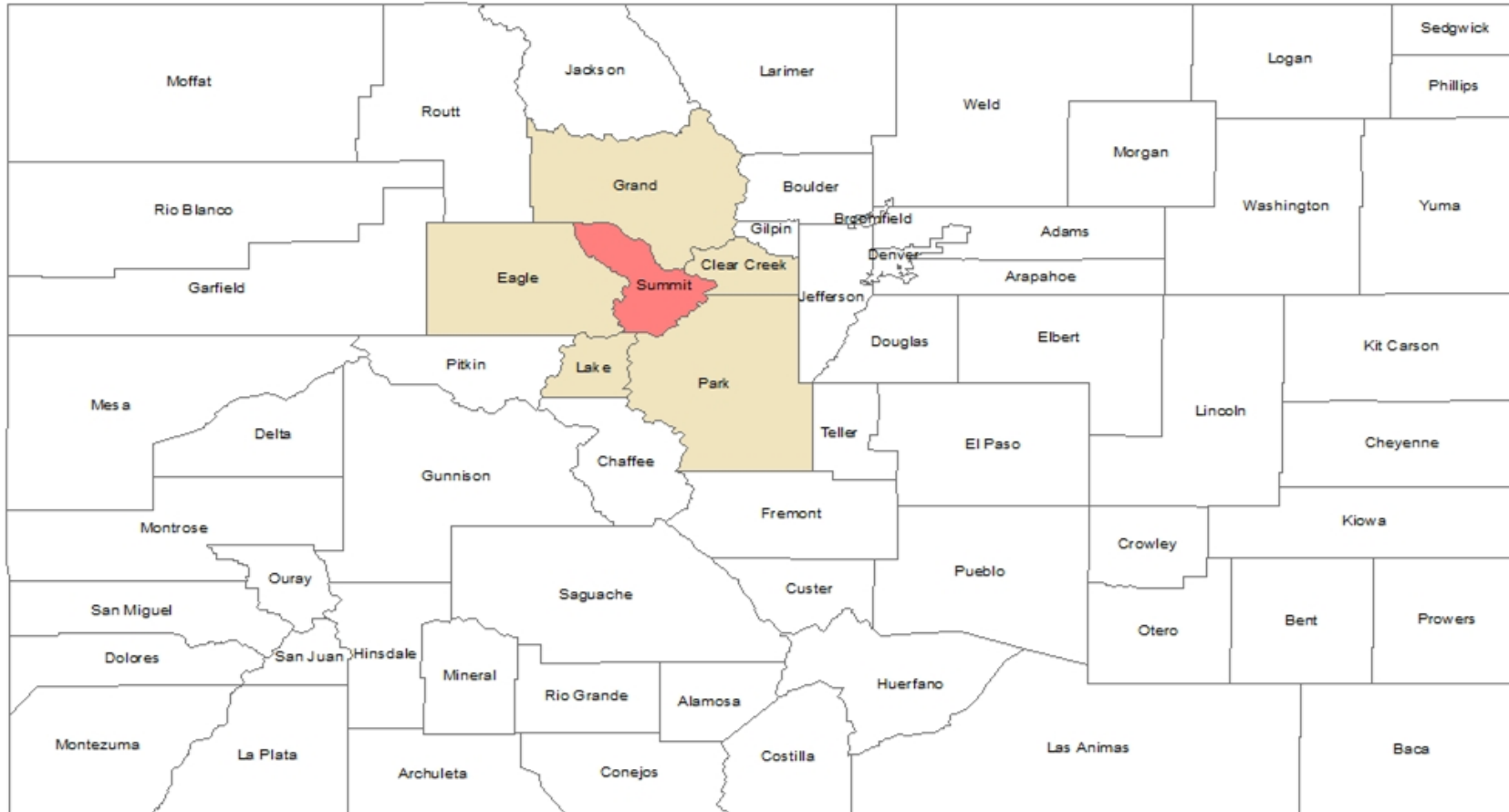


# Other Preferences: Which counties should be in the same catchment area as Gilpin and Clear Creek counties?

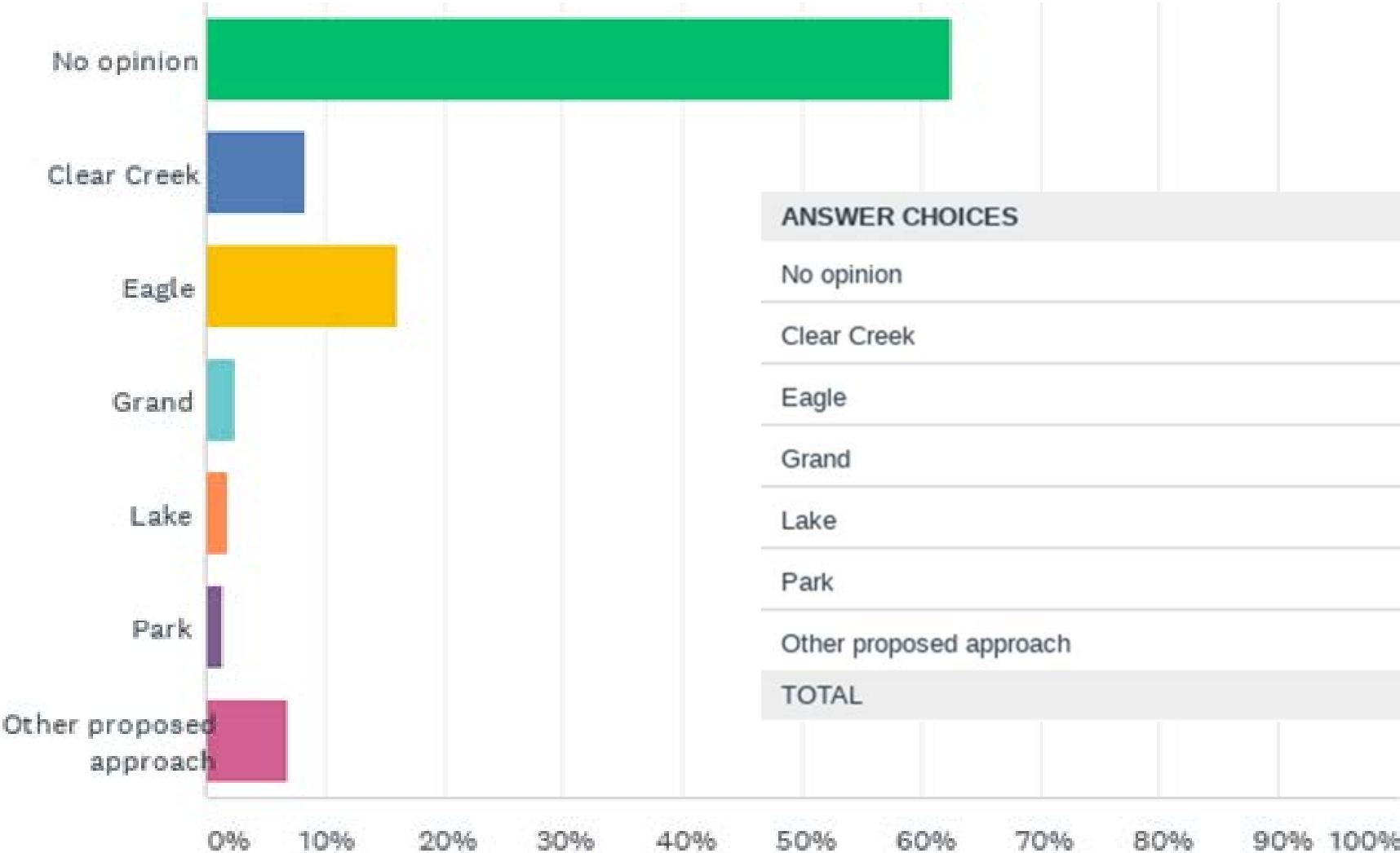




# Summit County Catchment Area Results

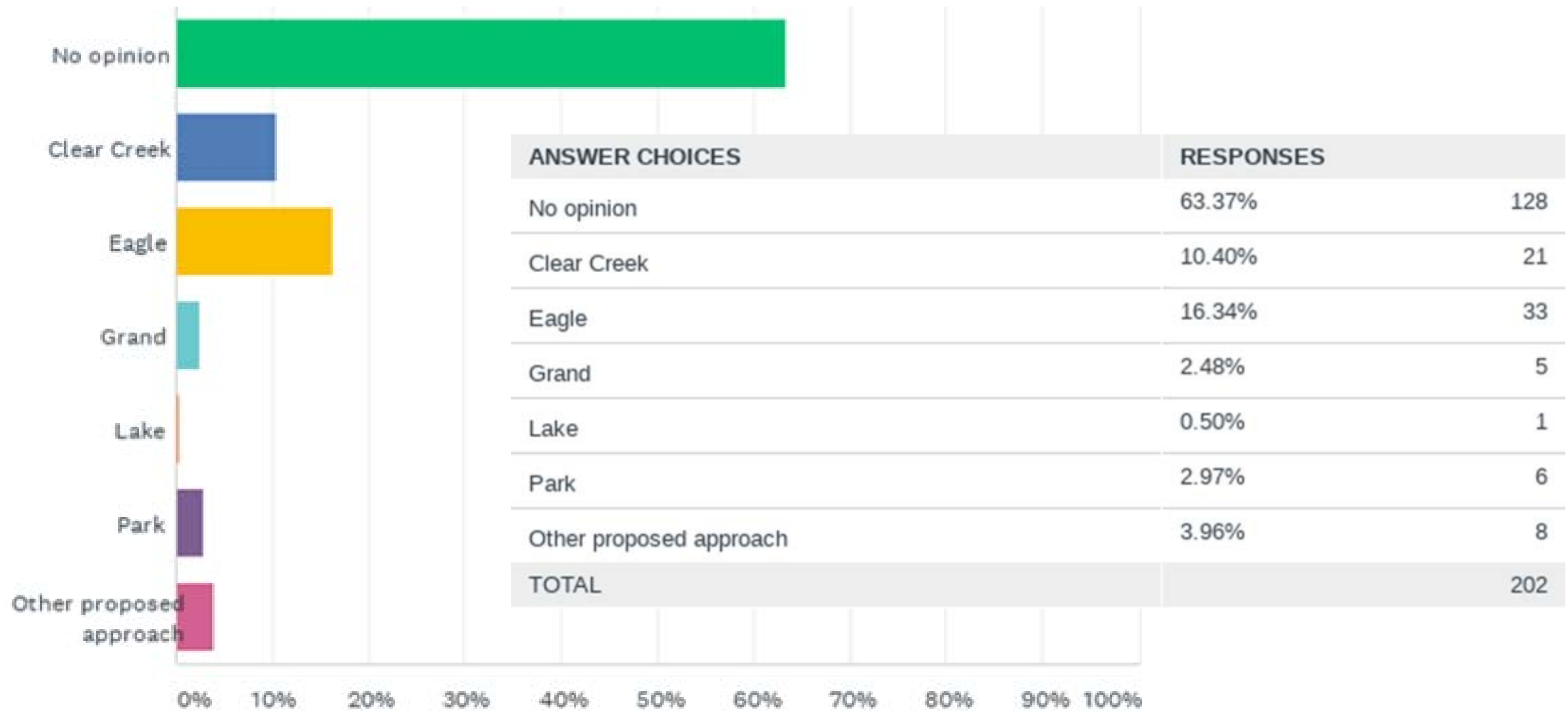


# All Respondents: Which catchment area do you see as the best fit to serve Summit county?

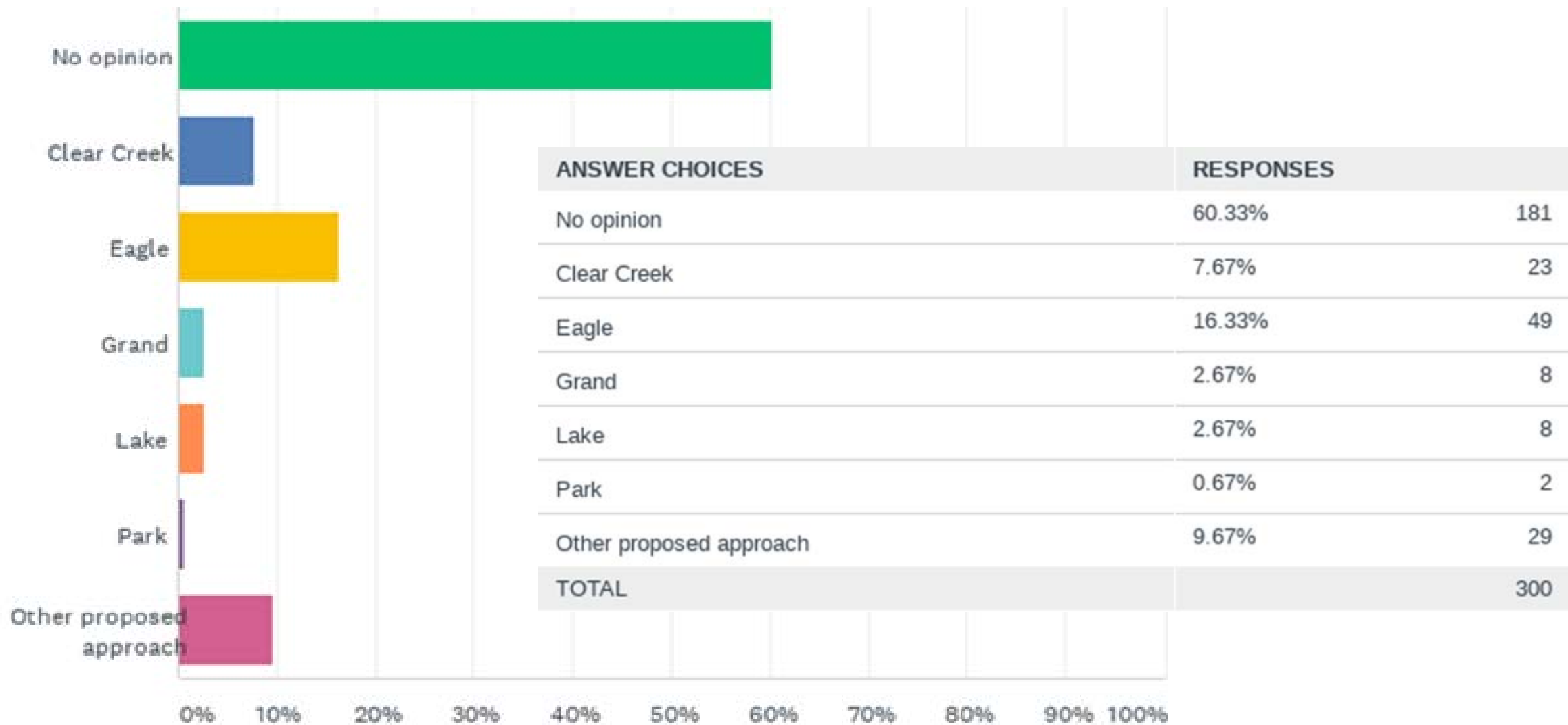


ANSWER CHOICES	RESPONSES	
No opinion	62.53%	297
Clear Creek	8.42%	40
Eagle	16.21%	77
Grand	2.53%	12
Lake	1.89%	9
Park	1.47%	7
Other proposed approach	6.95%	33
TOTAL		475

# All CMA Preferences: Which catchment area do you see as the best fit to serve Summit county?



# Other Preferences: Which catchment area do you see as the best fit to serve Summit county?



# Feedback for Clear Creek vs. Eagle

## Feedback Supporting Clear Creek:

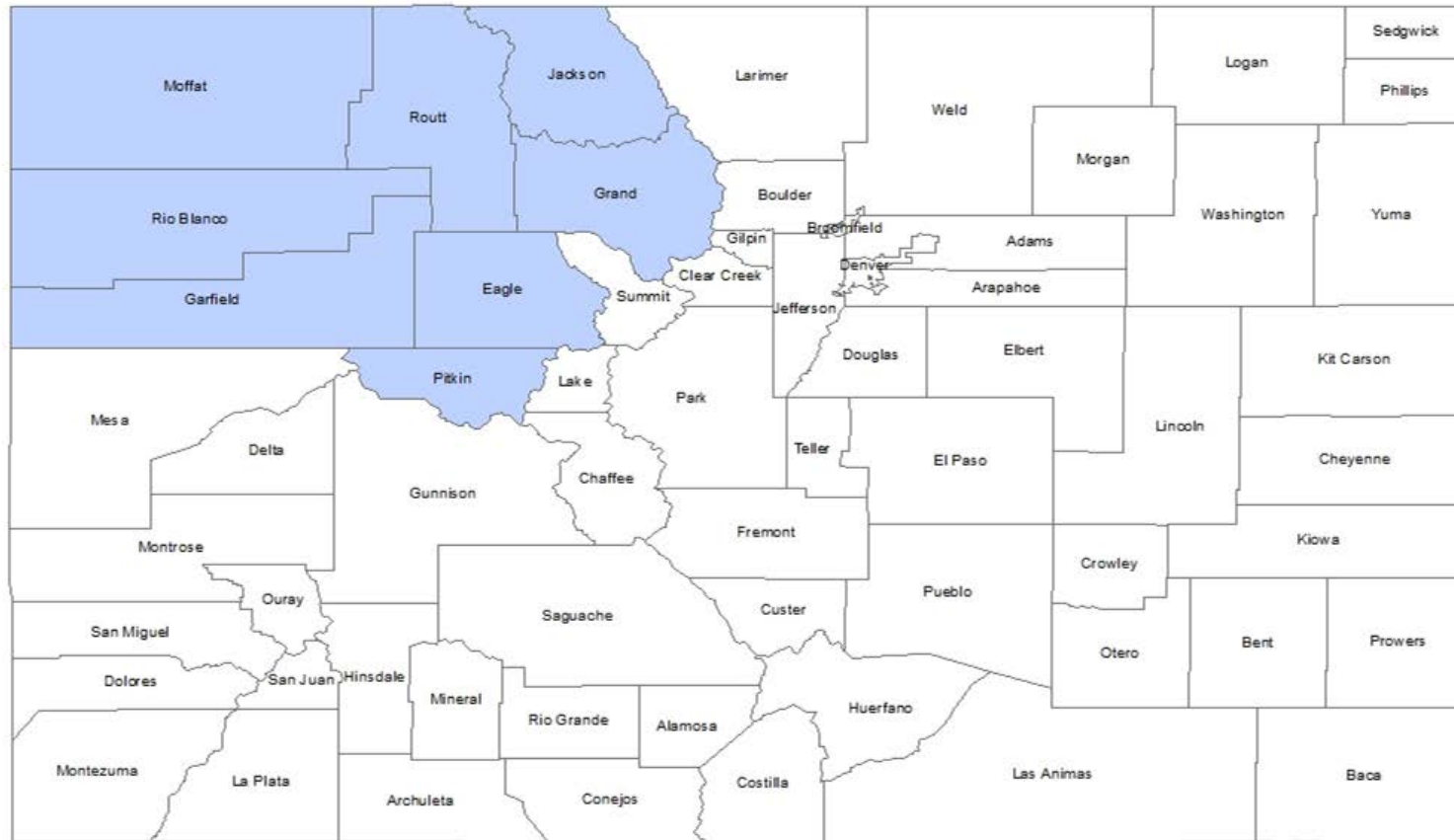
- Population Similarities
- Service Delivery Model Similarities

## Feedback Supporting Eagle:

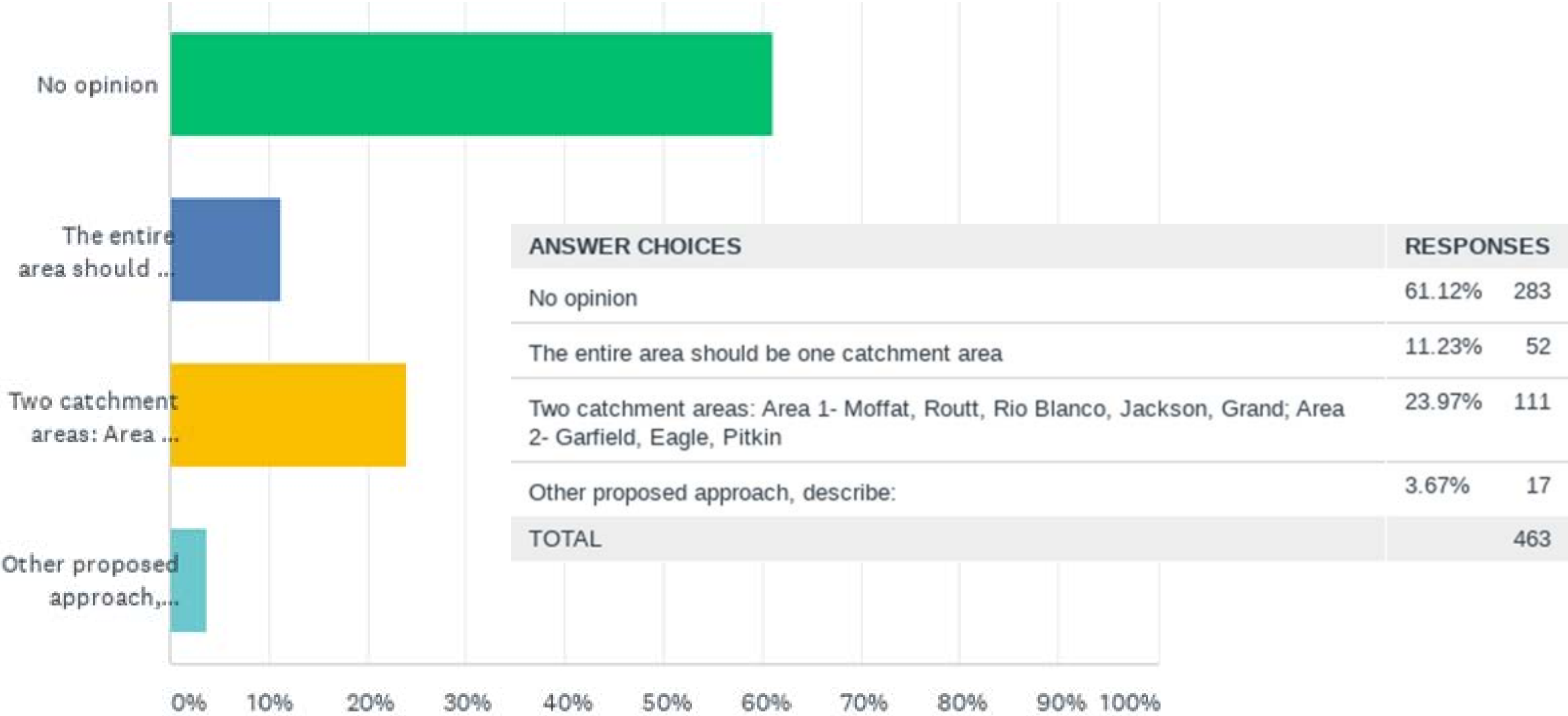
- Geographic barriers
- Similar resources and population

# Northwest Colorado Catchment Area Results

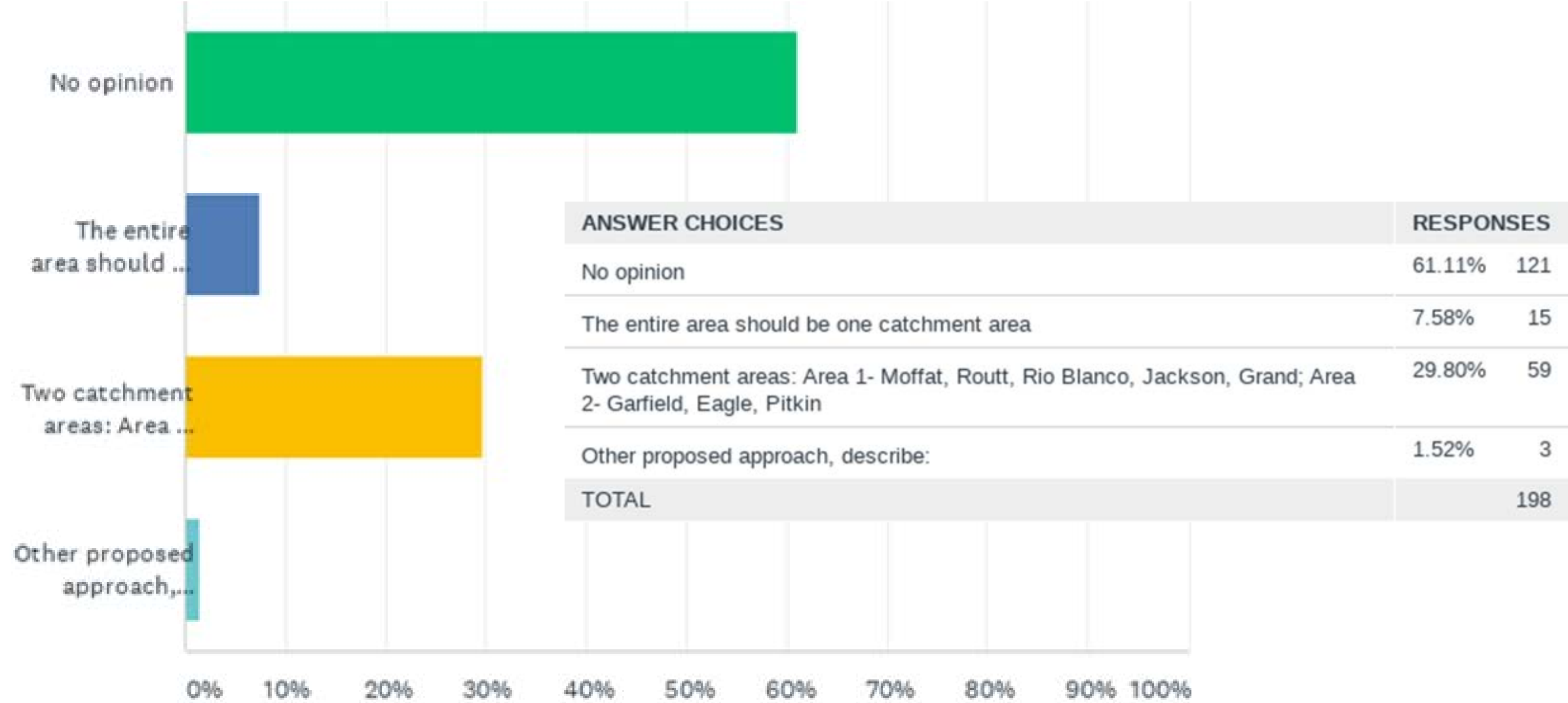
(Moffat, Routt, Rio Blanco, Jackson, Grand, Garfield, Eagle, Pitkin)



# All Respondents: Should Northwest Colorado be a single catchment area or two catchment areas?

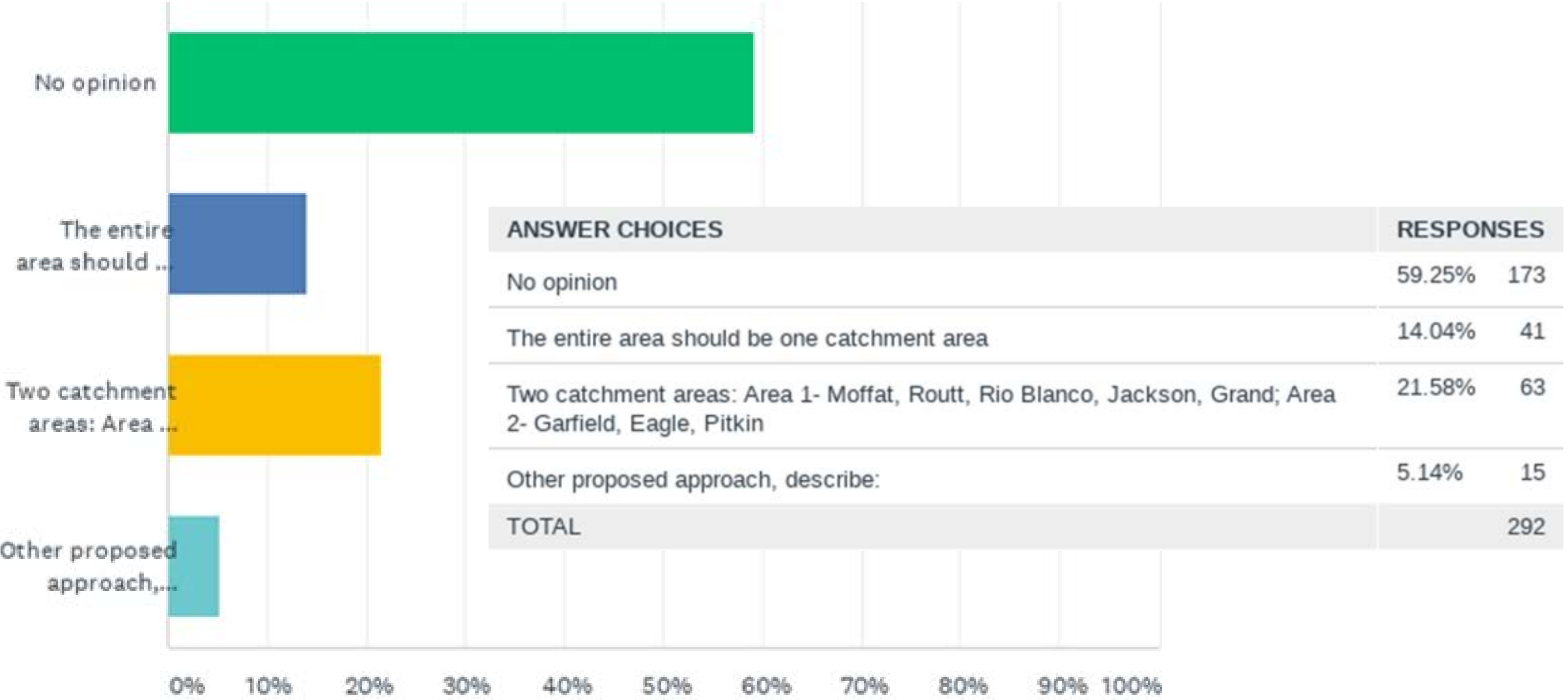


# All CMA Preferences: Should Northwest Colorado be a single catchment area or two catchment areas?





# Other Preferences: Should Northwest Colorado be a single catchment area or two catchment areas?



Across all respondent groups, the majority preference was to have two catchment areas because it is too large of an area to just have one.

### Feedback Supporting Two Catchment Areas:

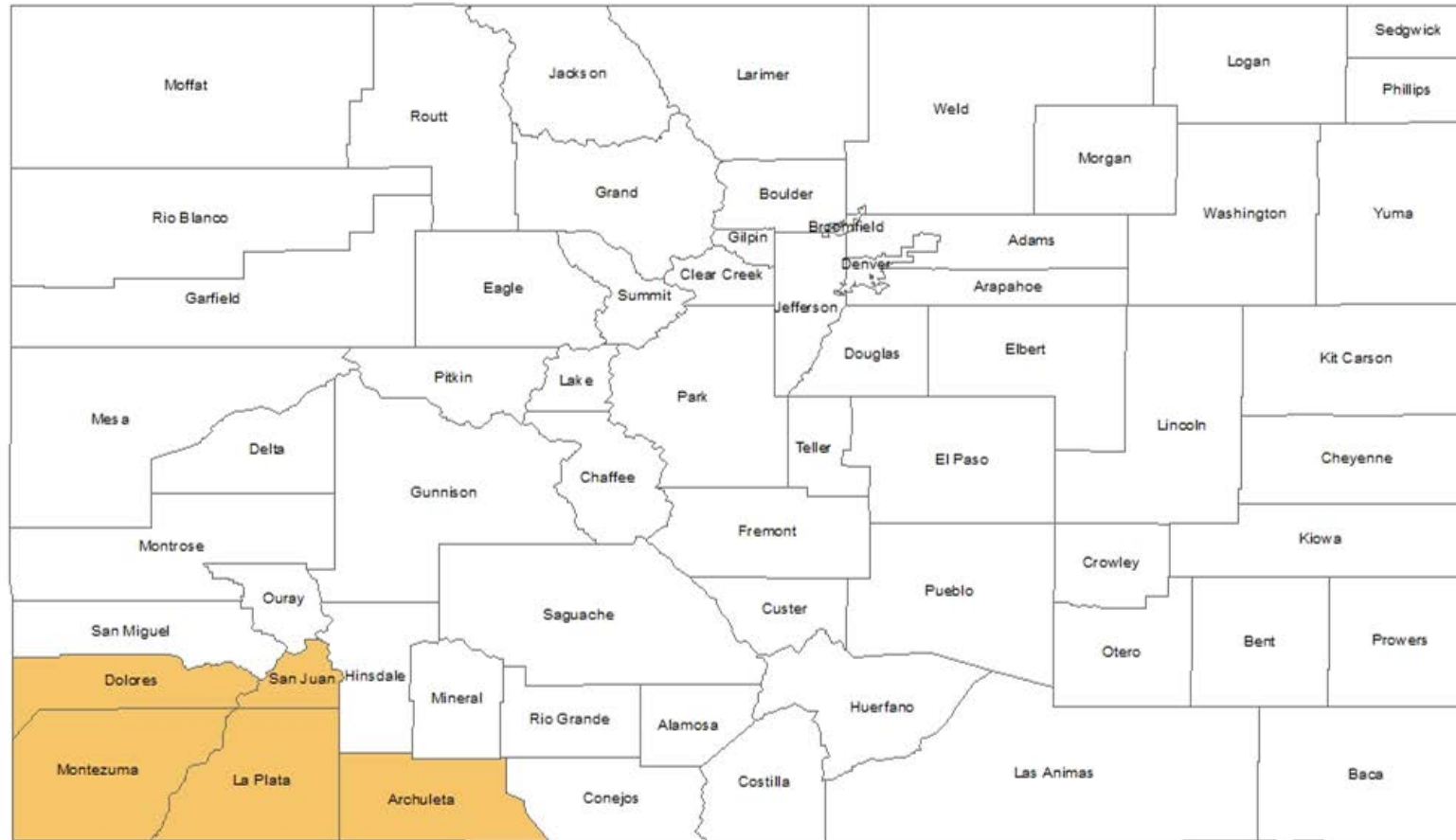
- More manageable for CMA
- Too large for person centered approaches to CM
- Significant geographic barriers

### Feedback Supporting One Catchment Area:

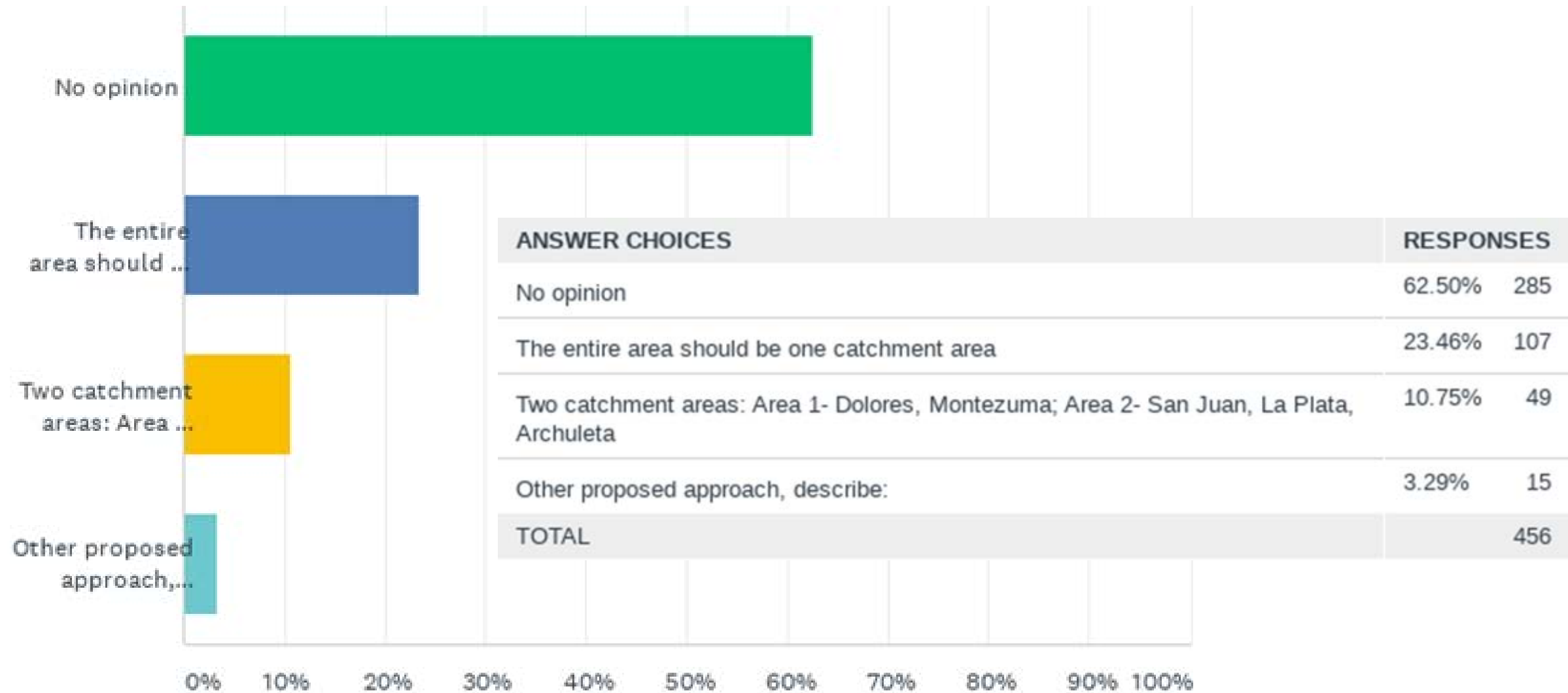
- Reduce duplication of services
- Economic
- Allows more shared resources between communities

# Southwest Colorado Catchment Area Results

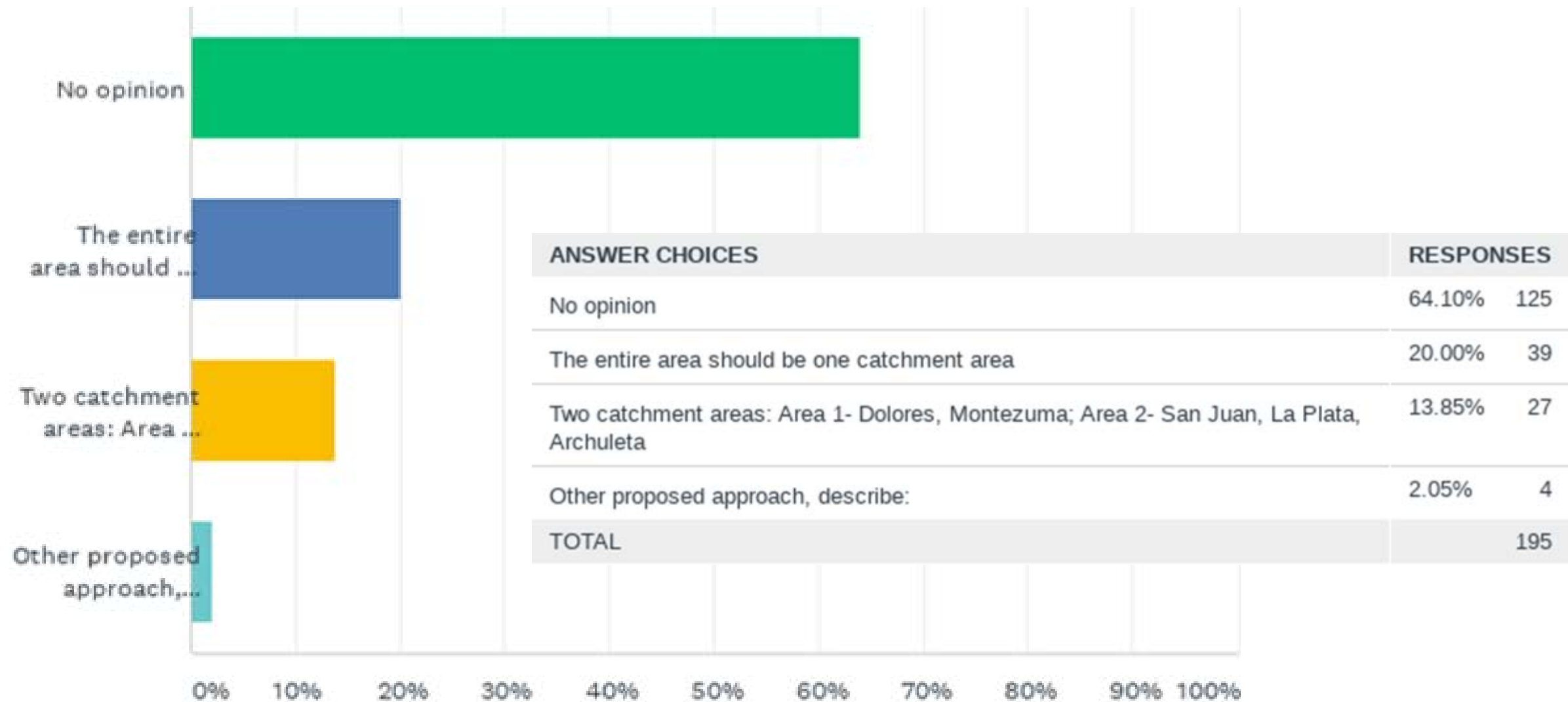
(Dolores, Montezuma, San Juan, La Plata, and Archuleta)



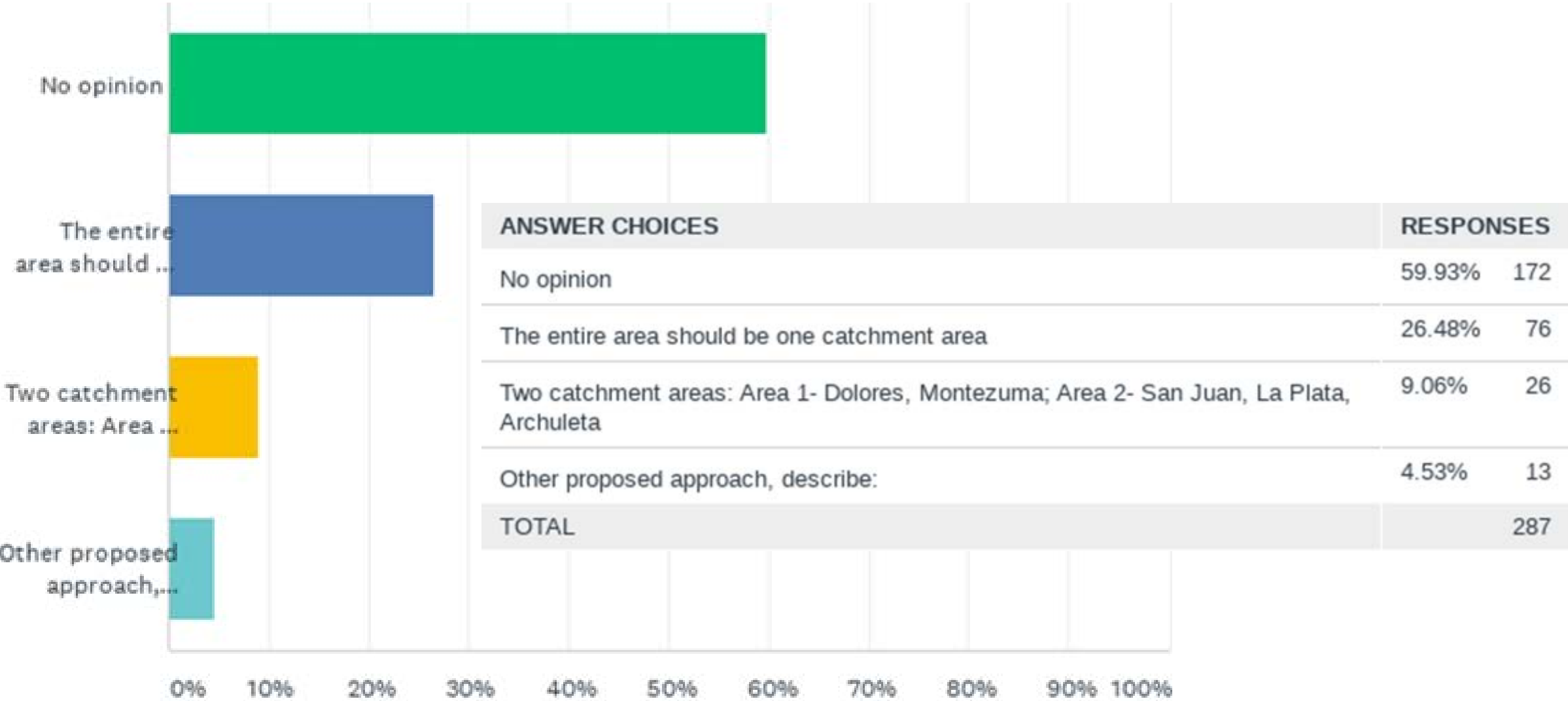
# All Respondents: Should Southwest Colorado be a single catchment area or two catchment areas?



# All CMA Preferences: Should Southwest Colorado be a single catchment area or two catchment areas?



# Other Preferences: Should Southwest Colorado be a single catchment area or two catchment areas?



# Feedback for One vs. Two Catchment Areas

## Feedback Supporting One Area:

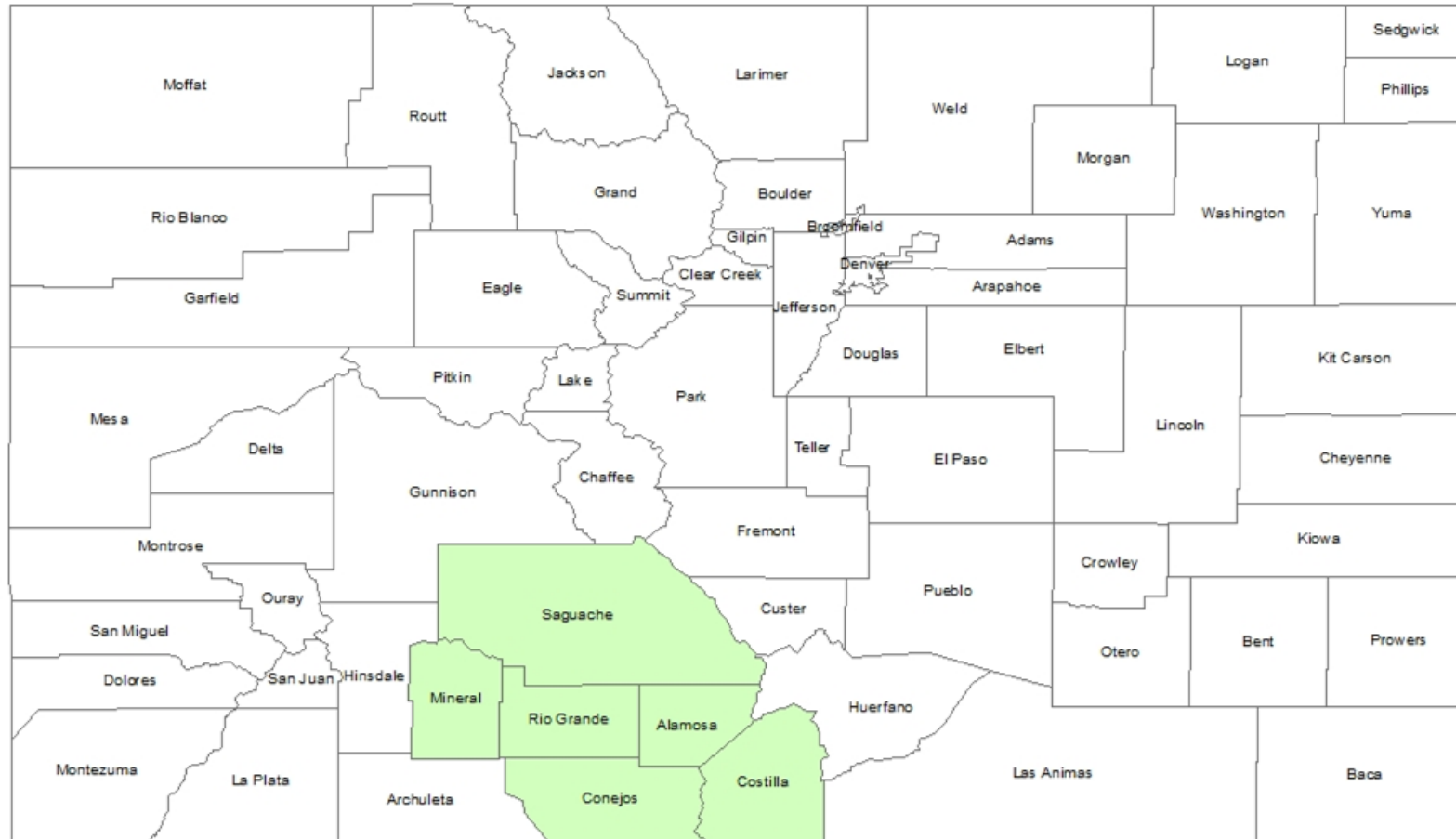
- Population is too small to support multiple catchment areas.
- Allow for shared resources and streamlined services from larger population centers.

## Feedback Supporting Two Areas:

- Too large to cover for one agency
- Geographic barriers
- The two areas have very separate cultures.

# South Central Colorado Catchment Area Results

(Costilla, Conejos, Rio Grande, Mineral, Saguache and Alamosa)

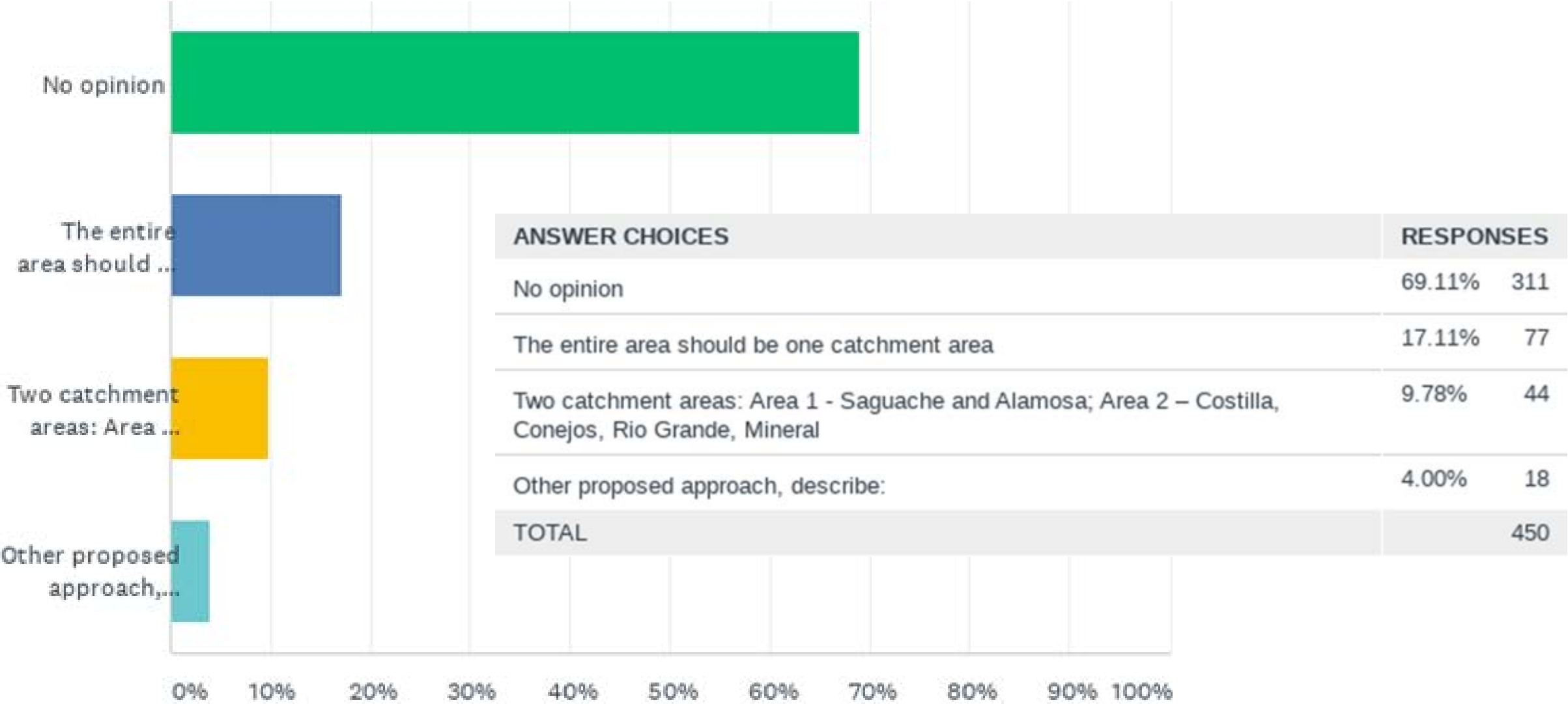


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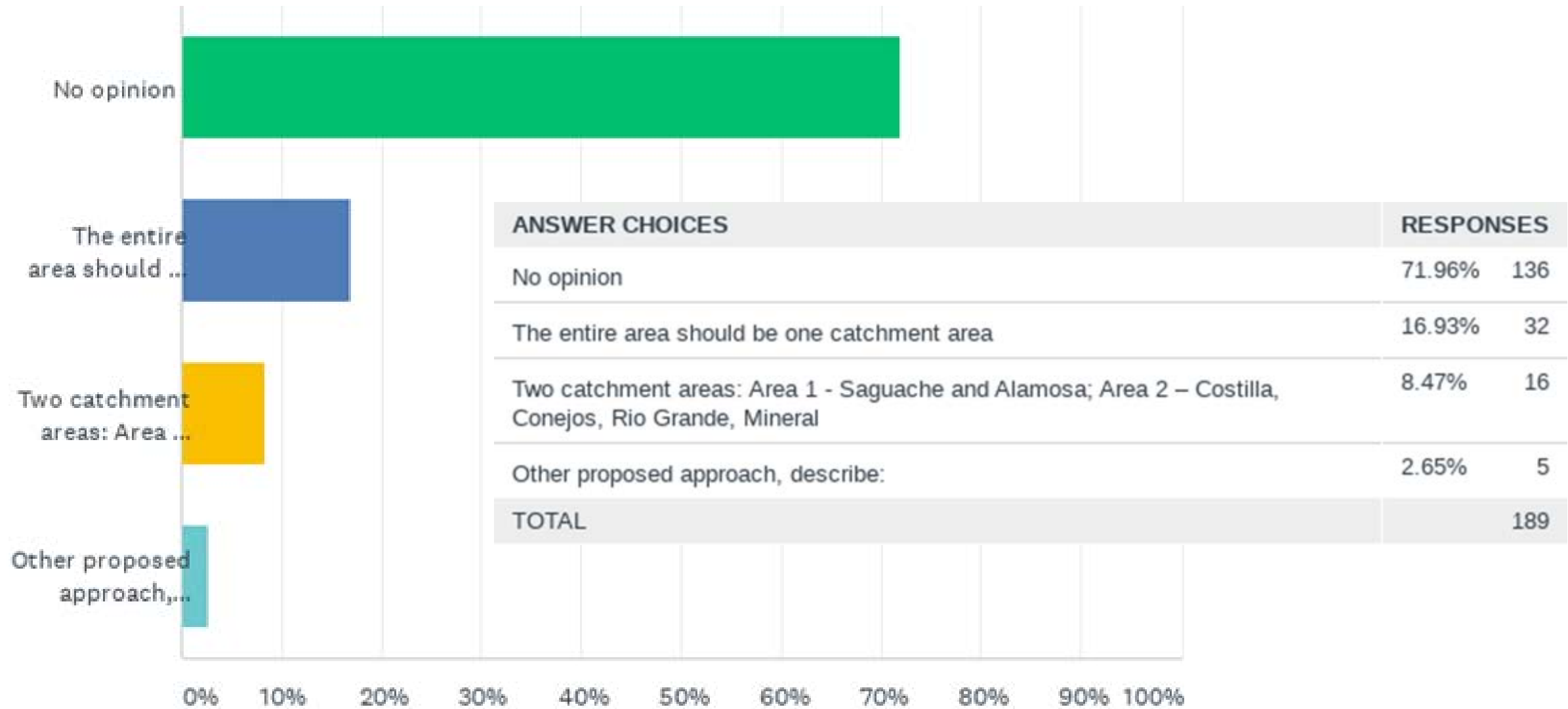
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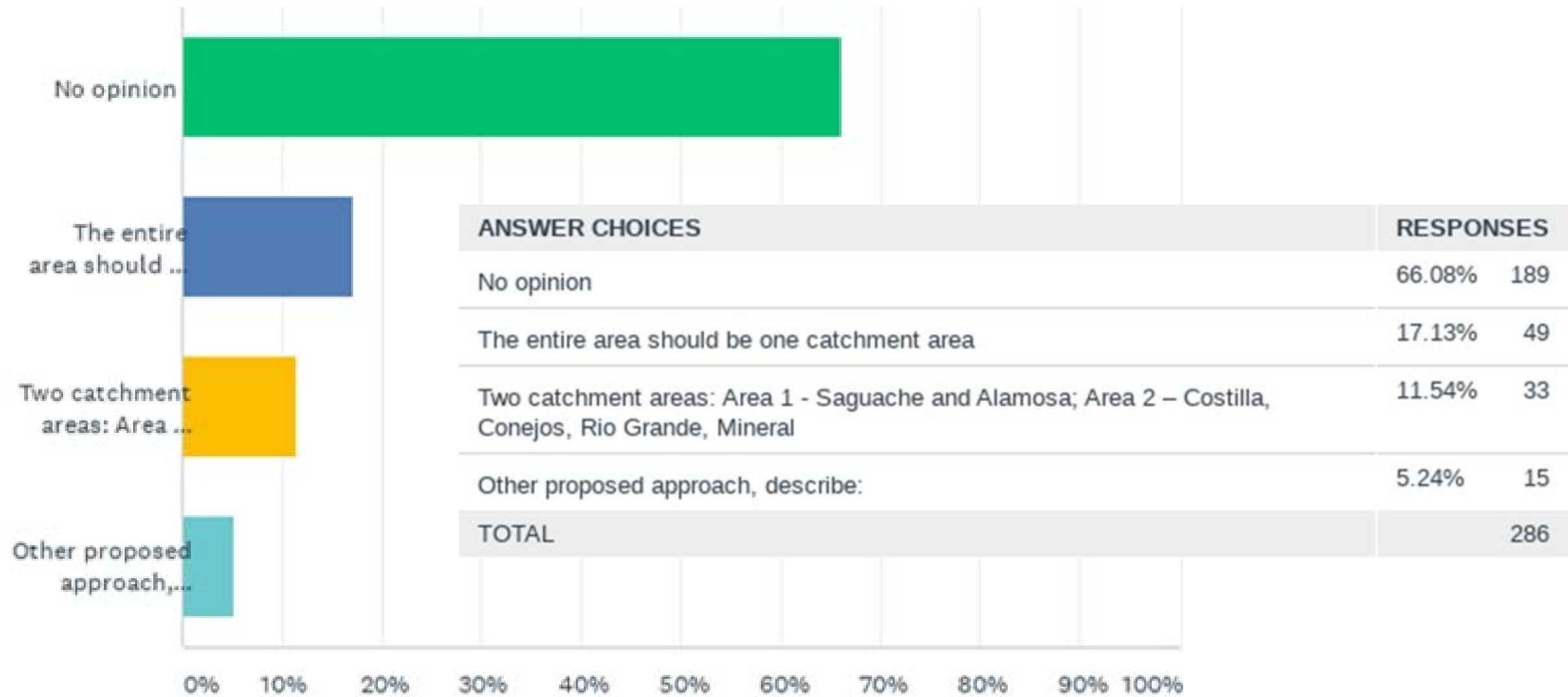
# All Respondents: Should South Central Colorado be a single catchment area or two catchment areas?



# All CMA Preferences: Should South Central Colorado be a single catchment area or two catchment areas?



# Other Preferences: Should South Central Colorado be a single catchment area or two catchment areas?



Across all respondent groups, the majority preference was to have one catchment area because there is not enough members to justify more than one.

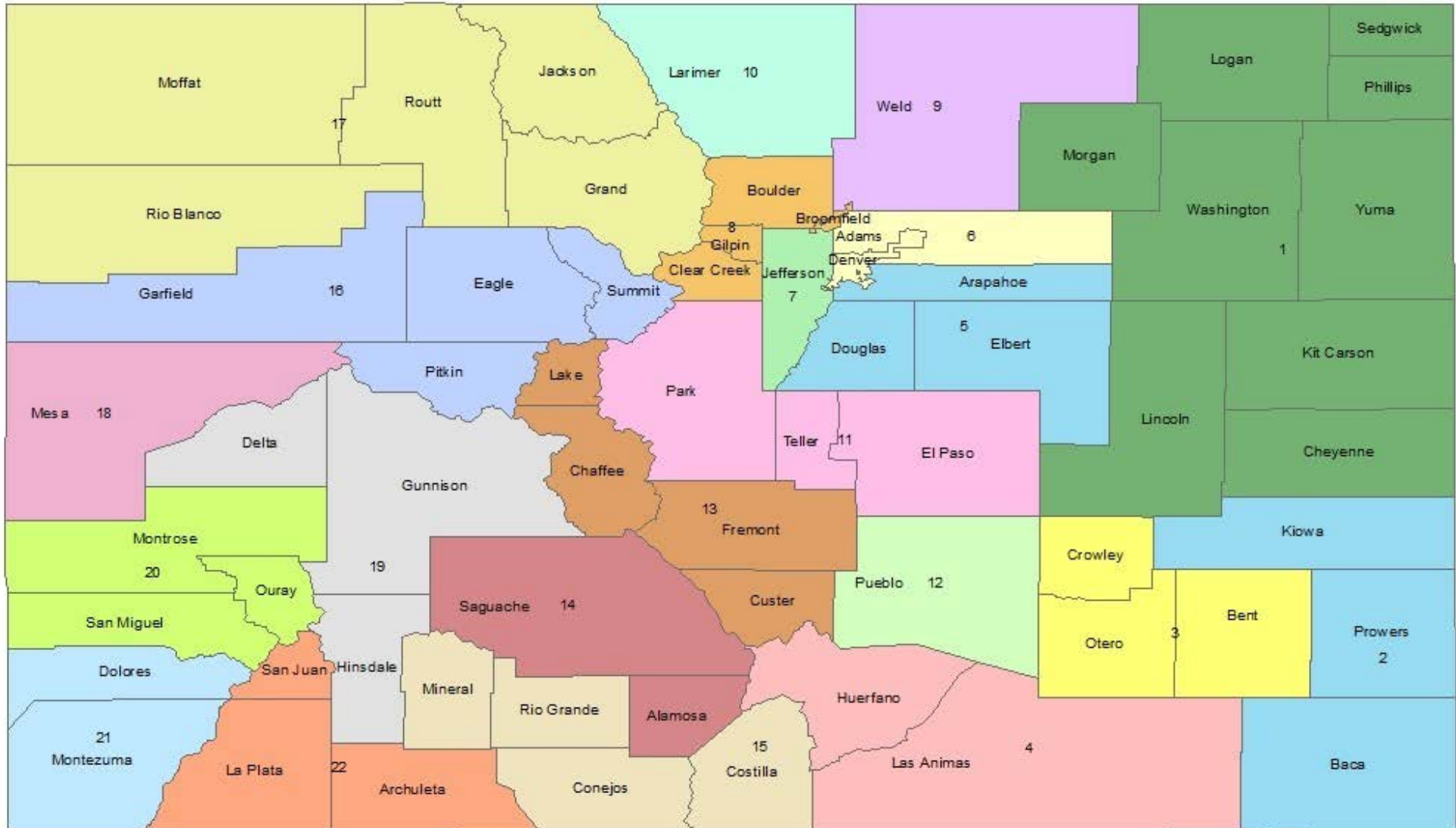
### Feedback Supporting One Catchment Area:

- Resource distribution
- Few geographical barriers
- Small population

### Feedback Supporting Two Catchment Areas:

- Geographically too large to serve as a single catchment region

# Feedback on the 22-Region Draft Map



# Additional Stakeholder Feedback

## Area 3 Feedback (Bent, Crowley, Otero)

Recommendation to make single county a central hub/fiscal agent to coordinate case management for six county region (Bent, Crowley, Otero, Baca, Prowers, Kiowa)

## Area 11 Feedback (Park, Teller, El Paso)

- Recommendation to include Park County with Jefferson County due to services.
- Recommendation to include El Paso with Pueblo due to winter weather and accessibility.

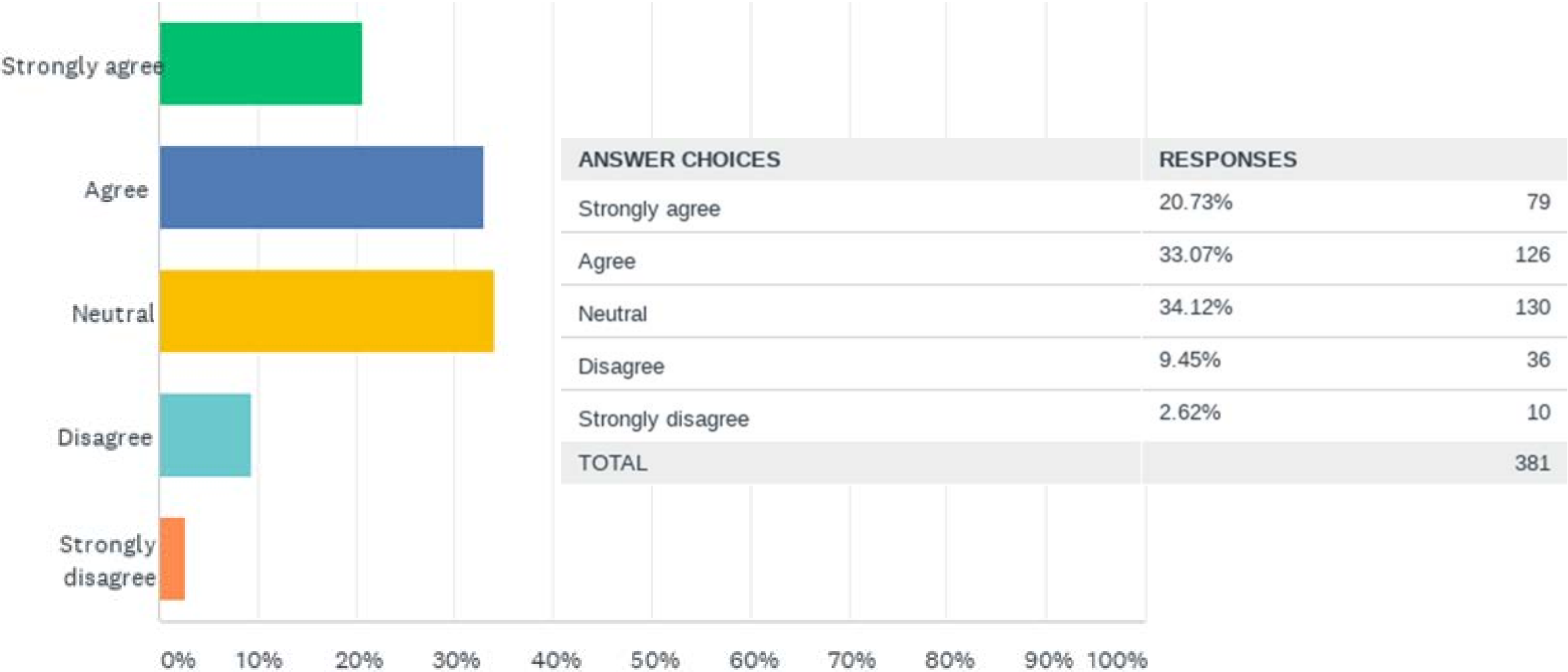
## Area 13 Feedback (Lake, Chaffee, Fremont, Custer)

- The distance between Custer County and Lake County is significant and Fremont County could benefit from more localized services.

# The Department's Key Stakeholder Driven Outcomes

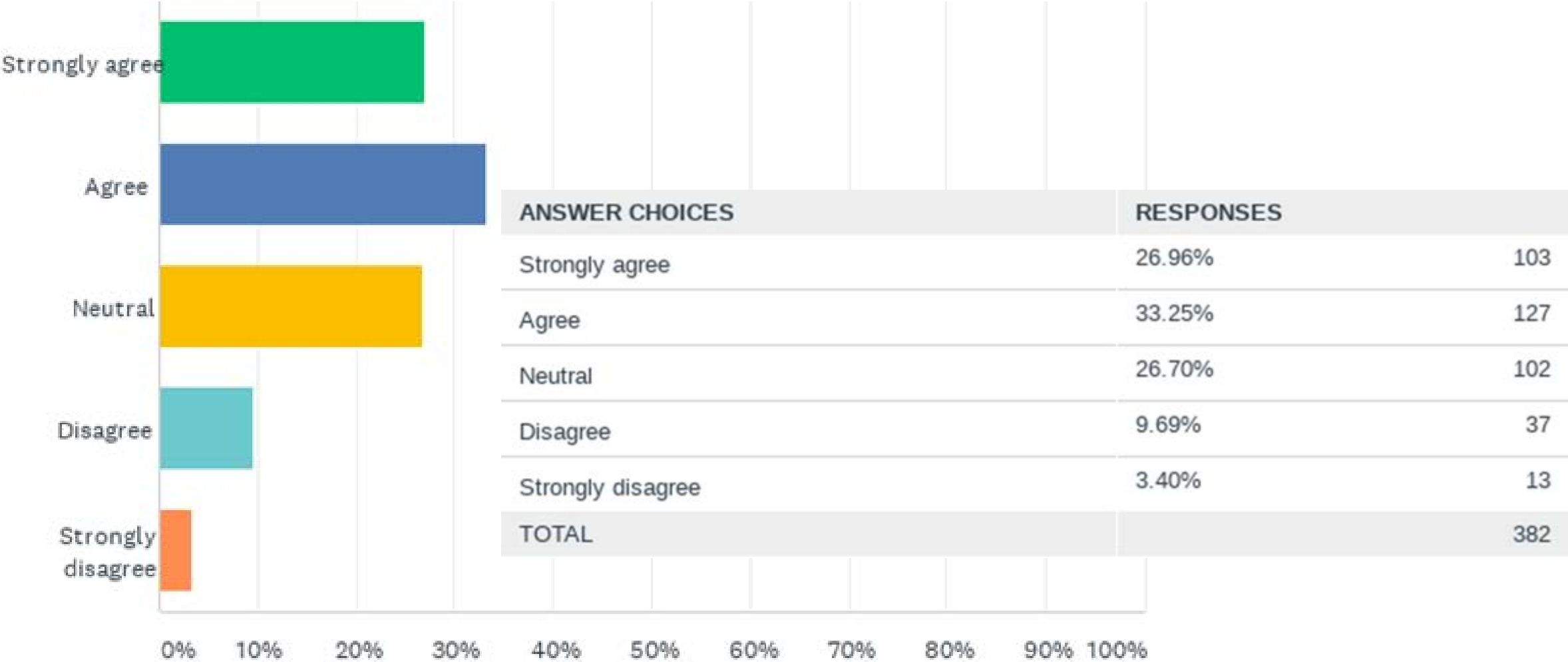
After considering the current draft catchment map, do you feel the draft catchment areas will achieve the following key stakeholder driven outcomes:

**Federal compliance:** Develop a Case Management system that follows all federal requirements, including the requirement that CMAs only provide case management without the conflict of also providing direct care services.

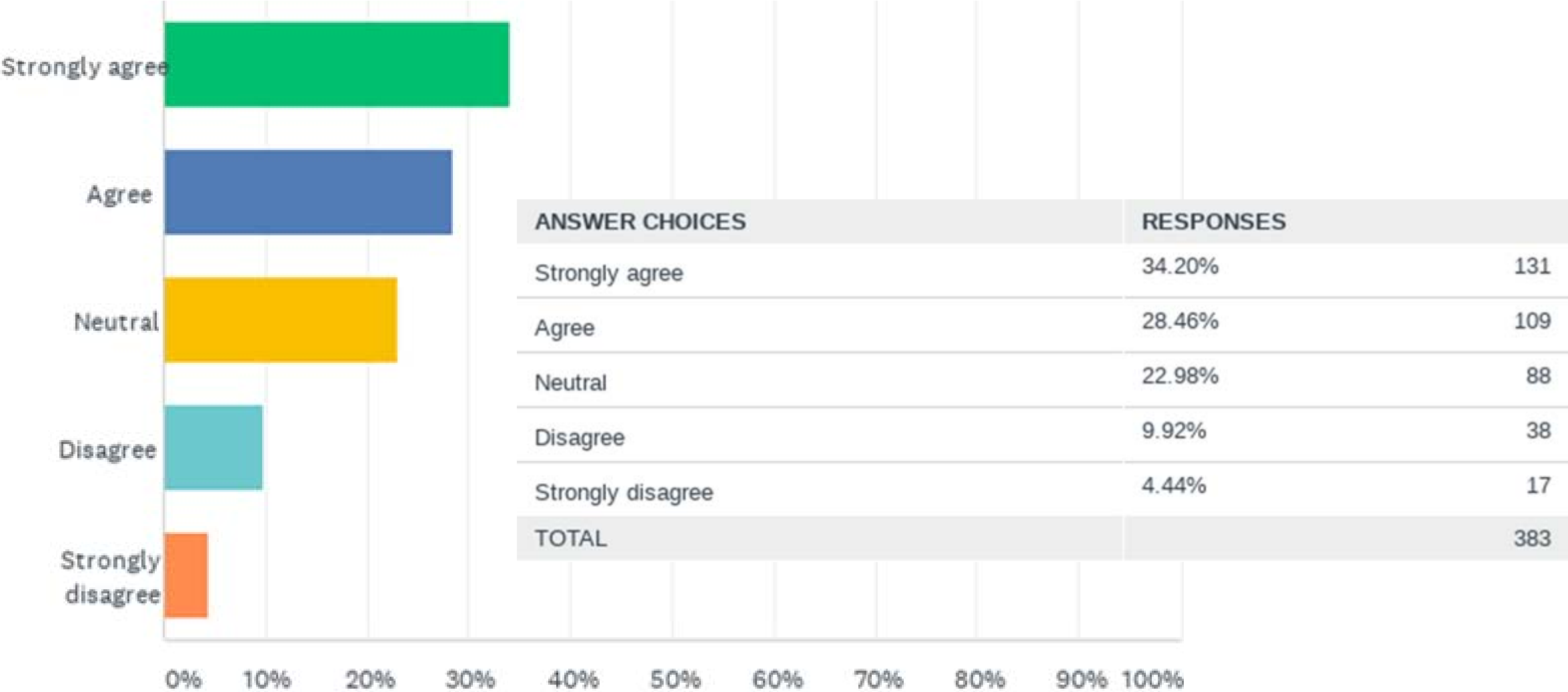




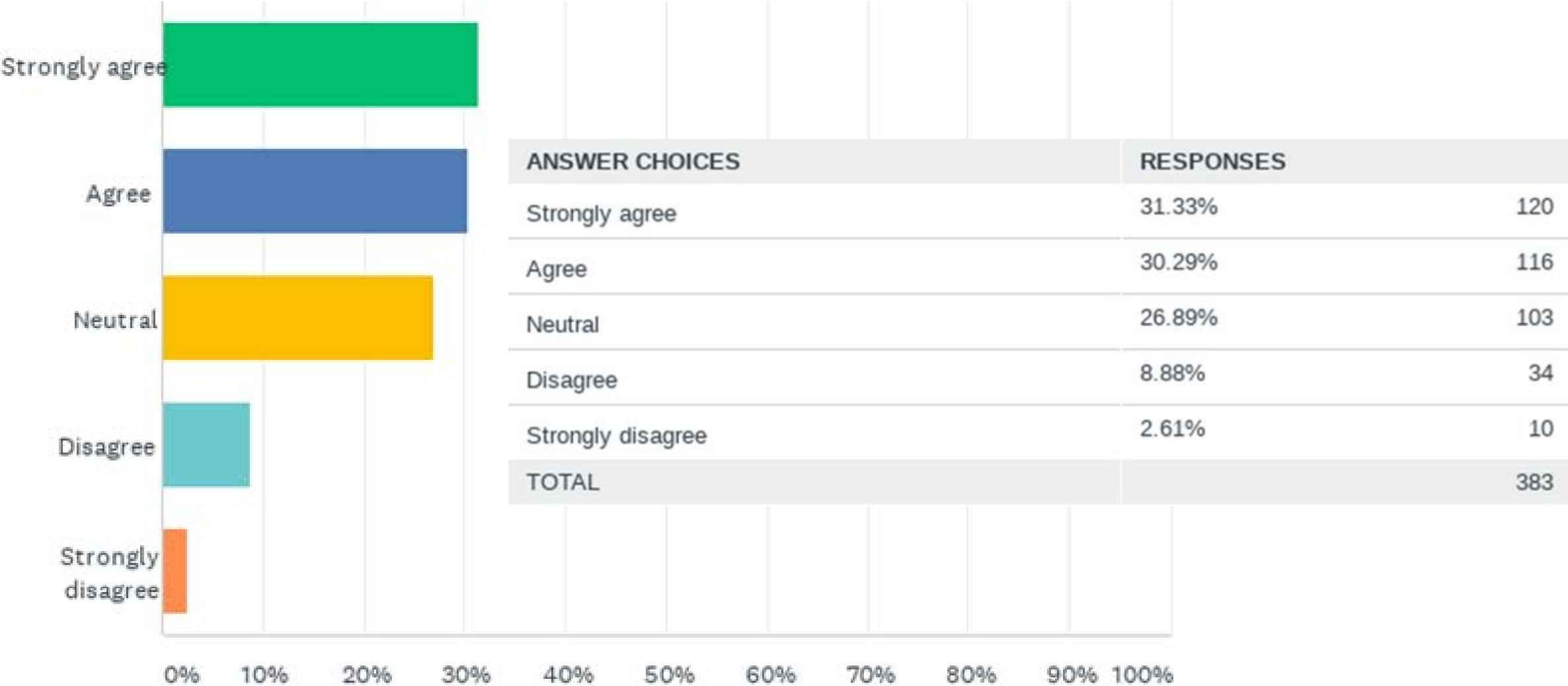
**Quality:** Develop a Case Management System that is rooted in quality with an emphasis on measurable performance and outcomes that drives success. Enhances partnership between Department and CMAs to work on continuous quality improvement.



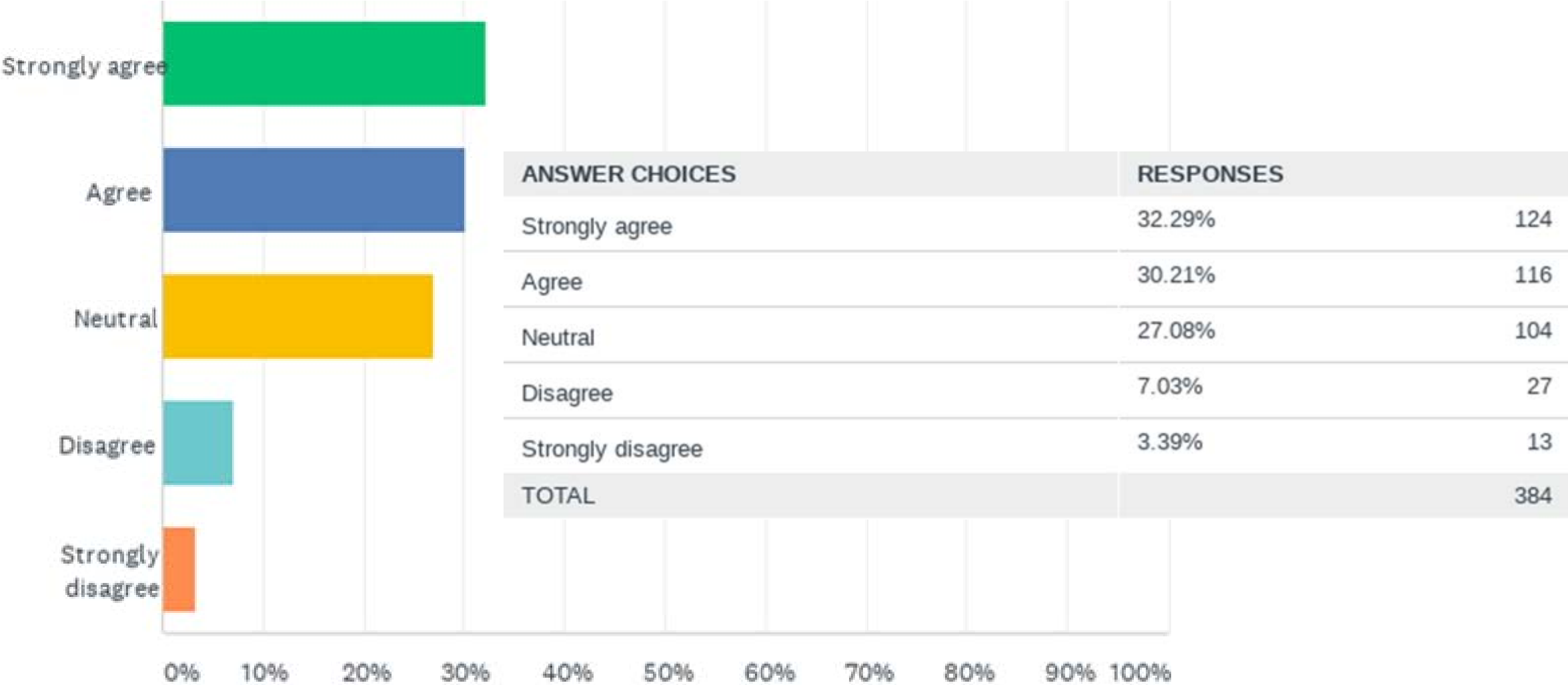
**Simplicity:** Develop a Case Management system that is easy to access, efficient, and provides members with the tools they need to navigate system processes and benefits without heartache.



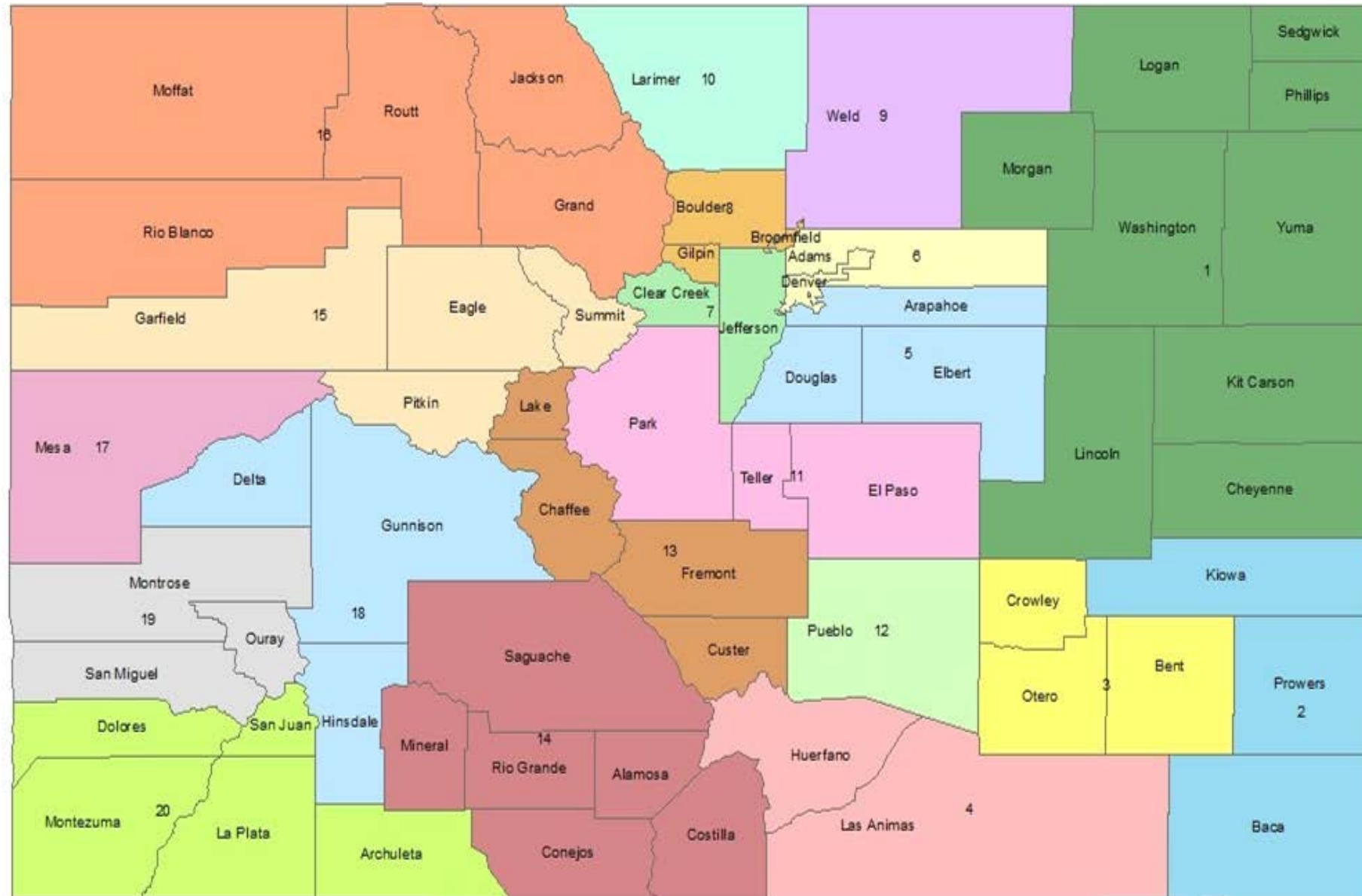
**Stability:** Develop a Case Management system to be a consistent and reliable place to assist members to understand and interact with a complex structure.



**Accountability:** Develop a Case Management system that values transparency and its responsibility to its members and stakeholders to deliver support in the manner expected.



# HCBS Strategies Recommendations for Catchment Area Map



# Next Steps

# Member Listening Sessions

HCPF wants to hear from:

- Members
- Family members
- Natural supports

# Further Engagement

- [Case Management Redesign Website](#)
- Quarterly Stakeholder engagement/outreach





What is important  
to people using  
Case Management  
services?

# Live Poll



# Questions?



# Contact Info

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# Thank you!