HCBS STRATEGIES, INC.
Improving Home and Community Based Systems
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Case Management Redesign Stakeholder Webinar Meeting

February 24, 2021		Virtual (Zoom)
Note taker	Caitlin Miranda	
Panelists	Amanda Lofgren (HCPF), Steve Lutzky (HCBS Strategies), Andrew Cieslinski (HCBS Strategies), Katy Barnett (HCPF), Tasia Sinn (HCPF), Rhyann Lubitz (HCPF), Caitlin Miranda (HCBS Strategies)	
Attendees	Comprehensive list of attendees can be found here.	

Introduction & Overview
- Amanda Lofgren gave a brief introduction of the panelists.
- The presentation that was used to facilitate the stakeholder discussion can be found at: https://www.colorado.gov/hcpf/care-case-management
- Using slides 2 and 3, Amanda Lofgren provided an overview of the mission of the Department and reviewed the stakeholder meeting agenda.
  - The group did not have any additional items to add to the agenda.
- Amanda Lofgren said that this is the first of many stakeholder meetings around case management redesign that will happen over the next several months. She emphasized that there will be challenging discussions throughout this process and while it is unlikely that the group will always reach unanimous decisions, stakeholder engagement and collaboration is essential.

Discussion of Case Management Redesign and HCBS Strategies, Inc.
- Using slides 4 and 5, Amanda Lofgren gave a background of the case management redesign project. She emphasized the goal of constructing a high-performing case management system that achieves federal compliance, simplicity, quality, stability, and accountability.
- Referring to slide 6, Steve Lutzky gave a background of HCBS Strategies, its mission, and current work with other states.
- Using slides 8 and 9, Steve Lutzky described the initiatives HCBS Strategies will be undertaking to support the Department with case management redesign.
  - Steve added that HCBS Strategies' scope of work will conclude by June 30, 2021.
- Referring to slide 10, Amanda Lofgren reviewed the multi-pronged approach for stakeholder engagement the Department will pursue around case management redesign.
  - Amanda explained that more time is needed to review stakeholder surveys and prepare for focus groups in the upcoming months, so information about dates for future stakeholder engagement events will be released soon.

Catchment Area Analyses
- Steve Lutzky gave an overview of the catchment area analysis and, referring to the map on slide 12, described existing discrepancies between Community Centered Board (CCB) and Single Entry Point (SEP) catchment regions.
- Steve Lutzky said that HCBS Strategies is using ArcGIS to create catchment area maps that will allow stakeholders to better conceptualize the proposed regions.
  - Steve explained that ArcGIS allows the Department and stakeholders to view and consider a wide variety of factors including current SEP/CCB catchment regions, topography, population, and drive times.
  - Steve added that the evaluation of the stakeholder survey responses is also helping to shape the approach.
- Steve Lutzky provided an overview of the data modeling file that will be used to evaluate proposed catchment regions. Variables include number of participants, case managers, and geographic spread.
  - Amanda Lofgren explained that one challenging data point that has already been discovered is the number of case managers per agency. She said that the Department pulls this data from the BUS by counting all case managers with at least one active participant. She explained that it is essential for SEPs and CCBs to clean-up BUS data to ensure that there are no former case managers with open client cases.

Medicaid Authority Initiative
- Using slide 13, Steve Lutzky reviewed the case management Medicaid Authority Initiative. He explained that SEPs are currently funded by Medicaid Administrative Claiming (MAC), whereas CCBs use some MAC and some Targeted Case Management (TCM) for funding.
- HCBS Strategies is developing a summary report that contains case management funding authority options and their pros and cons to inform the Department's approach for funding case management.

Only Willing and Qualified Provider Recommendations
- Referring to slide 14, Steve Lutzky emphasized that HCBS Strategies will be reviewing Only Willing and Qualified Provider recommendations with stakeholders.
- HCBS Strategies is using existing data from Colorado and interviewing other states to inform these recommendations.
- Amanda Lofgren said that it is critical that access to services is maintained across the state regardless of where an individual lives.

OHCDS Analyses
- Using slide 15, Steve Lutzky reviewed the Organized Healthcare Delivery System (OHCDS) analyses and explained that under Medicaid regulations, every provider of Medicaid services needs to be enrolled within Medicaid.
- Steve Lutzky said that entities participating in OHCDS arrangements can bill for the work done by other providers, however the Department must define these services clearly to avoid violating federal regulations.

Human Rights Committee Analysis

- Referring to slide 16, Steve Lutzky explained that Human Rights Committees (HRCs) are entities that are set up to review when something might be considered problematic regarding the services an individual is receiving (e.g., psychotropic medications, exceptions to the CMS Settings Requirements).
    - HRCs are essential in finding the least restrictive intervention possible and making sure that better interventions have been previously tried.
- Steve Lutzky acknowledged the Department is holding conversations with stakeholders regarding HRC. HCBS Strategies will review any findings from those meetings and use it to inform their recommendations and.

Quality Case Management Research

- Using slide 17, Steve Lutzky explained that the Department and HCBS Strategies will be interviewing other states on their quality management structures and evaluating the Department's current structures to set expectations for Department, case management agency, and individual case manager roles within the quality management system.
- Amanda Lofgren said that it is important to create performance measures and quality indicators that really evaluate the different types of services.

Stakeholder Submitted Q&As Answered Live

- The Zoom webinar platform that the Department used to facilitate this meeting allowed stakeholders to submit written questions using a Question and Answer (Q&A) text field. Questions that were answered verbally by panelists are provided in this section.
- David Bolin asked "With the new assessment/support planning tool, the CMAs have to have more money to pay for up to 4-hour assessments. We've said this since the start of development of the tool in 2014." Kristen Lundy added, "Additionally, money for tech equipment to complete these assessments directly in the system while in the field would be beneficial."
    - Amanda Lofgren answered that the assessment and support plan (A/SP) pilots and prior stakeholder feedback have made the Department aware of the additional time the A/SP will take and the resources it will require. The Department is currently exploring enhancements to reimbursement and training.
- DeAnna Rumsey asked "How do we create service providers in areas for some waivers which have historically been hard to find providers for (e.g. children's waivers)? There are many areas that do not have providers for the CHCBS or CLLI waiver. There is no way to create a provider out of thin air."
    - Amanda Lofgren said that the Department works very closely with their Benefits Team to address gaps in services and to conduct outreach to make sure that challenges with access to care do not increase due to the case management redesign.
- Rebecca Novinger asked "Earlier in the presentation, you described things like caseload size, geography, etc. as guideposts for the catchment area decision process. Can you elaborate a bit more? For instance, is the goal is to have large, medium, or small areas? More than what we have now or less? Do you have a caseload size in mind? Thank you."
    - Amanda Lofgren said that one of the goals of the data modeling is to understand more about implications of geographical sizes of the catchment areas, the size of the population being served, and caseloads. Subsequent meetings will further discuss the questions Rebecca posed because the Department will be looking to answer them by utilizing data and stakeholder feedback.

- Michelle Morris asked "Depending on the final catchment areas, private CMAs could stand to take a big hit. Our agency currently serves families in 20 different counties."
    - Amanda Lofgren said that CHCBS case management discussions need to continue to determine if and how it fits into the case management redesign structure. The Department is trying to achieve a structure that provides quality and consistency and does not want to create barriers to business, but rather, support case management services and activities.

Final Report and Next Steps
- Amanda Lofgren said that the final report will be made publicly available.
- Referring to slides 18-20, Amanda Lofgren encouraged the group to sign up for constant contact with the Department and watch the Office of Community Living Stakeholder Engagement Calendar.
- Steve Lutzky said that another stakeholder engagement survey will be sent soon.
- Regional and local discussions will be scheduled in the next few weeks.

Stakeholder Submitted Q&As Answered in Zoom Text Field

- The Zoom webinar platform that the Department used to facilitate this meeting allowed stakeholders to submit written questions using a Question and Answer (Q&A) text field. Questions that were answered in the text field by panelists are provided in this section.
- Lauren W. asked, "My understanding is that a Parent Questionnaire or meeting to ask about their experience with their child will be optional. Does HCPF recognize that making this optional reduces the importance of the parents' knowledge and concerns? And if this is recognized why minimize the parent as part of their child's team?"
    - Panelist responded, "Thank you for the feedback and we will bring this back for discussion. Would you be willing to provide your email so we can have our team reach out to you directly regarding this concern? You can email me at katy.barnett@state.co.us."
- Michelle Morris asked, "In addition to SEP and CCB, can private case management (CM) agencies be addressed as well?"
    - Panelist responded, "This effort primarily focuses on case management currently provided by SEPs and CCBs however private CMAs will be a consideration in both the development of the regions and recommendations will be developed within the final report."
    - Michelle Morris responded, "You mentioned taking in consideration of the SEP/CCB opinions and views. Will you also reach out to the 4 private CMA for opinions prior to a final report?"
    - Panelist said, "Michelle I can certainly bring that back to our team as I think the private CMAs have valuable insights."
    - Michelle Morris said, "Thank you. The private CMA's don't just have "valuable insights" we are directly involved/affected by the new CM redesign. It appears that private CMA's are being pushed aside."
- Maureen Welch requested that all attendees of the meeting be visible on the Zoom screen to comply with the Open Meetings Law of Colorado.
    - Panelist responded, "Maureen and team, we are in a zoom "webinar", which limits video display for hosts and panelists. I will discuss with the panelists, if video for all is the goal, that the next HCBS Strategies event be a "meeting" which does allow video for all, along with a view of who is attending."
- David Bolin asked, "Will the final report be public?"
    - Panelist responded, "Yes! The data has not been determined. It will be recommendations to the Department to consider."
- David Bolin said, "From Steve's screen, the hyperlinks don't work."
    - Panelist responded, "The slides from this meeting will be posted with active links on the Case Management Redesign webpage after the meeting: https://www.colorado.gov/hcpf/case-management-redesign."
- Ailsa Wonnacott asked, "Will the scope of work include re-defining the CCB's and a review of state, local/county systems and funding to support this new entity?"
    - Panelist responded, "HCBS Strategies will be exploring the responsibilities of the CCBs moving forward and also considering local and county funding and systems, such as existing relationships, current opportunities for collaboration, and mill levies during the development of the catchment areas."

- Tara Kiene said, "Please use a topographic map when you are looking at geography. Mountain ranges really impact the actual distance."
  - Panelist responded, "Thank you, Tara! The team has been using GIS software which allows mountain ranges to be taken into consideration."
- DDunning said, "I had this meeting down for Friday, is that meeting then cancelled?"
  - Panelist responded, "There is another meeting on Friday to review another piece of the Case Management Redesign process. You can email Leila Norden for additional information leila.norden@state.co.us."
- Suzanne asked, "Is there a way to see the recommendations made by HCBS Strategies that were made to other states they have worked with?"
  - Panelist responded, "Suzanne I do not believe that we have another comparable publicly available document describing case management efforts we have undertaken, however we can dig into the archives and see if we have anything we can share."
- David Monroe said, "Good to see this information on exceptions. Will conflict free case management, as a related concern, be addressed again in future stakeholder meetings as part of this process?"
  - Panelist responded, "David the only willing and qualified provider and catchment area discussions may involve some discussions of conflict free case management as a related concern."
- David Monroe said, "I agree Amanda-service accessibility is critical-but so is appropriate separation of case management from service provision-even in a single entity situation. Will the planning process address this moving forward?
  - Panelist responded, "David, yes this will be a consideration for this effort and our recommendations for how the Department considers only willing and qualified provider requests."
- Liz Pahr asked, "Will you be taking drive time within the Metro area into consideration since it can take over an hour to get across time due to traffic?"
  - Panelist responded, "Liz we will be considering drive times, routes, and geographic barriers throughout the state when developing the catchment areas; this is likely a concern for both the rural and metro areas."
- Maureen Welch said, "I am concerned these redesign requirements are creating barriers for entry for small CMA. Choice of case management agencies is critical."
  - Panelist responded, "Thank you for your feedback Maureen, we will certainly be keeping local knowledge and relationships in mind as we develop our recommendations."
  - Maureen said, "It is not about local knowledge it is about choice of CMA."
  - Another attendee added, "Maureen I agree. Families/participants need to have choice."
- David Bolin said, "If you are considering an HRC for other waivers, you need to get on the PDPPC agenda and meet with other stakeholders. Alliance doesn't really address the majority of HCBS consumer so before you try to move it into other waivers, there needs to be a robust stakeholder engagement."
  - Panelist responded, "Hi David, the stakeholder meeting working on HRC is open to any/all participants. We meet monthly and the next meeting is 3/9. please join us! https://www.colorado.gov/pacific/hcpf/OCL-stakeholder-engagement."

- Aida said, "In the topic of quality of case management having a third-party agency assess the results of their reports will be helpful so it's not another checkbox."
    - Panelist responded, "Great, thank you for this input."
    - Aida responded, "There should be a definition of Quality Case Management. I have not found CM to work on problem areas, to exhibit compassion toward person/family, to look at person-centered choices."