

Health Care Policy & Financing

CBMS Update & CCM Dashboard Joint Technology Committee

January 15, 2025

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Today's Agenda

CBMS:

- Eligibility performance metrics
- Operational issues and actions
- County network bandwidth (CSN) progress
- Modernization & reprocurement - budget request and amendment

Care & Case Management (CCM) System:

- Vision & Background
- Status & Focus
- Timeline, Dashboard
- Governance

Eligibility performance metrics as of October 2024

	Pre pandemic	Unwind	Post Unwind					
	CYs 2018-2019	May 2023- April 2024	May 2024	June 2024	*July 2024	Aug. 2024	Sept. 2024	Oct. 2024
Renewal Rate	57%	55% (after 90-day reconsideration period)***	80% (after 90-day reconsideration period)	80% (after 90-day reconsideration period)	81% (after 90 days of the reconsideration period)	79% (after 60 days of the reconsideration period)	81% (after 60 days of the reconsideration period)	77%
Auto Renewal Rate (ex parte at household level)	N/A	33% - All	59% - All **67% - MAGI	56% - All **66% - MAGI	62% -All **72% - MAGI	58% -All **68% - MAGI	63% - All **71% - MAGI	64% - All **70% - MAGI
Disenrollment Rate	41%	43% (after 90 days)	18% (after 90 days)	17% (after 90 days)	16% (after 90 days)	17% (after 60 days)	16% (after 60 days)	18%
Pend Rate	2%	2-8%	2% (after 90 days)	3% (after 90 days)	3% (after 90 days)	4% (after 60 days)	3% (after 60 days)	5%
Disenroll: Eligibility	29%	19% (after 90 days)	9% (after 90 days)	9% (after 90 days)	9% (after 90 days)	9% (after 60 days)	8% (after 60 days)	8%
Disenroll: Procedural	12%	25% (after 90 days)	9% (after 90 days)	8% (after 90 days)	7% (after 90 days)	8% (after 60 days)	8% (after 60 days)	10%

*July 2024 marked the implementation of additional automation for renewing members with incomes at and below the federal poverty level. This additional automation is due to a temporary flexibility (known as an e14 waiver) allowed by the federal government through June 2025. HCPF has urged the federal government to make this waiver permanent as it improves the member experience by reducing paperwork needed for renewals and associated county workloads.

**MAGI is Modified Adjusted Gross Income or income based populations. In October 2024, MAGI accounted for 76% of total enrollment.

***Given the renewal volume, the processing backlogs that evolved through the PHE Unwind, our state supervised-county administered structure, and the investments needed in our eligibility systems and staffing to improve capacity and processing time, this 90-day reconsideration period is an important metric for Colorado.

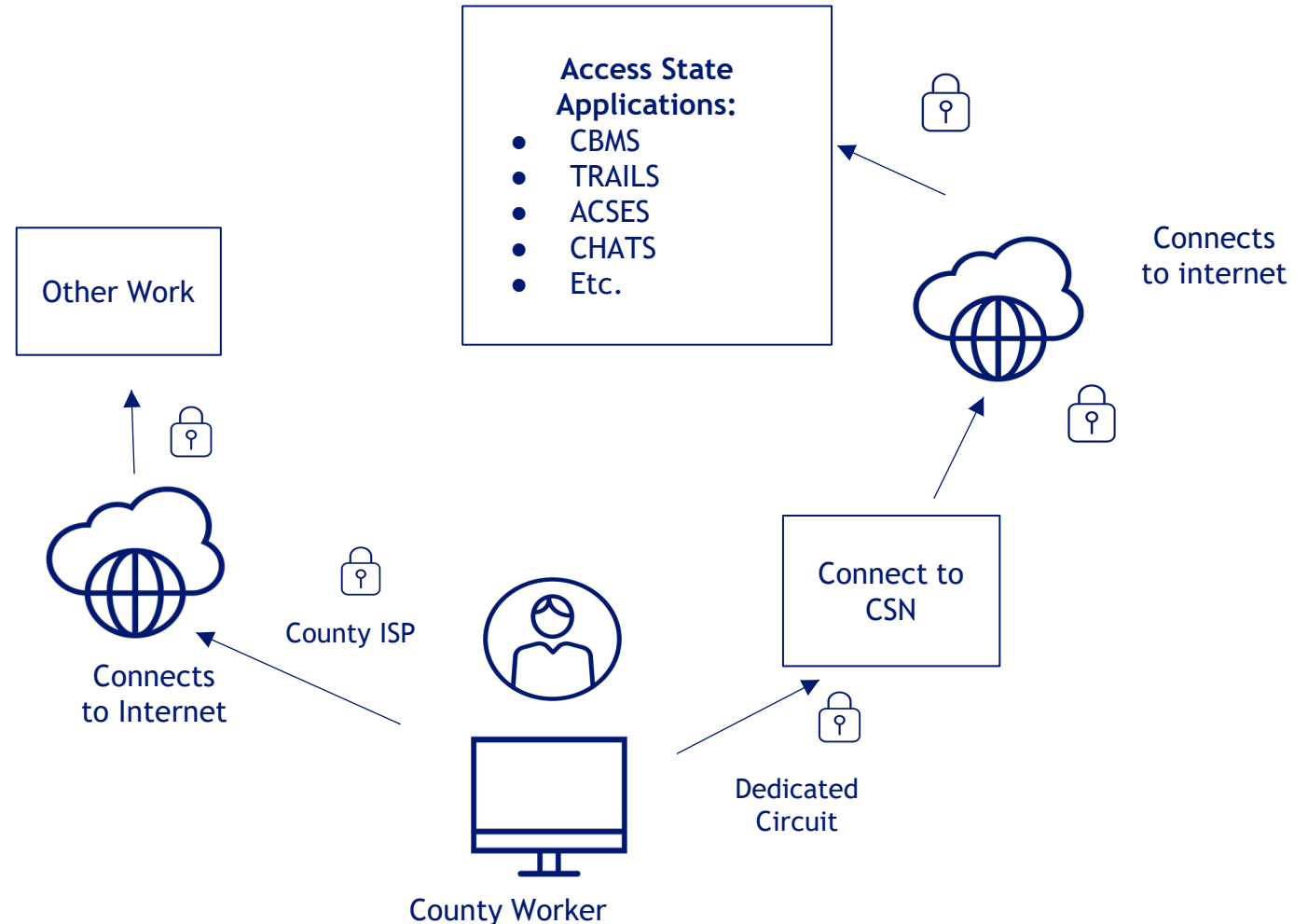
CBMS Downtime and Slowness Update

- Root causes of downtime and slowness investigated, solutions implemented over the past year, improvements seen
 - Homeless Data Summary screen response time decreased from 18 sec to 1 sec (average)
 - 3pm slow down no longer reported
 - 237 (data synchronization) errors reduced by 50%
- Spike in issues returned in November, continued in December
 - Preliminary investigation implicates a common cause: an issue with our database caused by our database vendor
 - Upgraded this weekend to a newer version of the database where that issue has been resolved; initial reports indicate more stable database performance
- Performance Management Working Group created Jan. 2025
 - Goal: CBMS performance meets user needs and is no longer an issue
 - Step 1: Realign with counties to set performance expectations that meet user needs
 - Step 2: Track performance against goals
 - Step 3: Implement changes needed to meet new performance goals (e.g., changes to infrastructure, database or query design, testing and monitoring strategies)

Colorado State Network (CSN)

Current state:

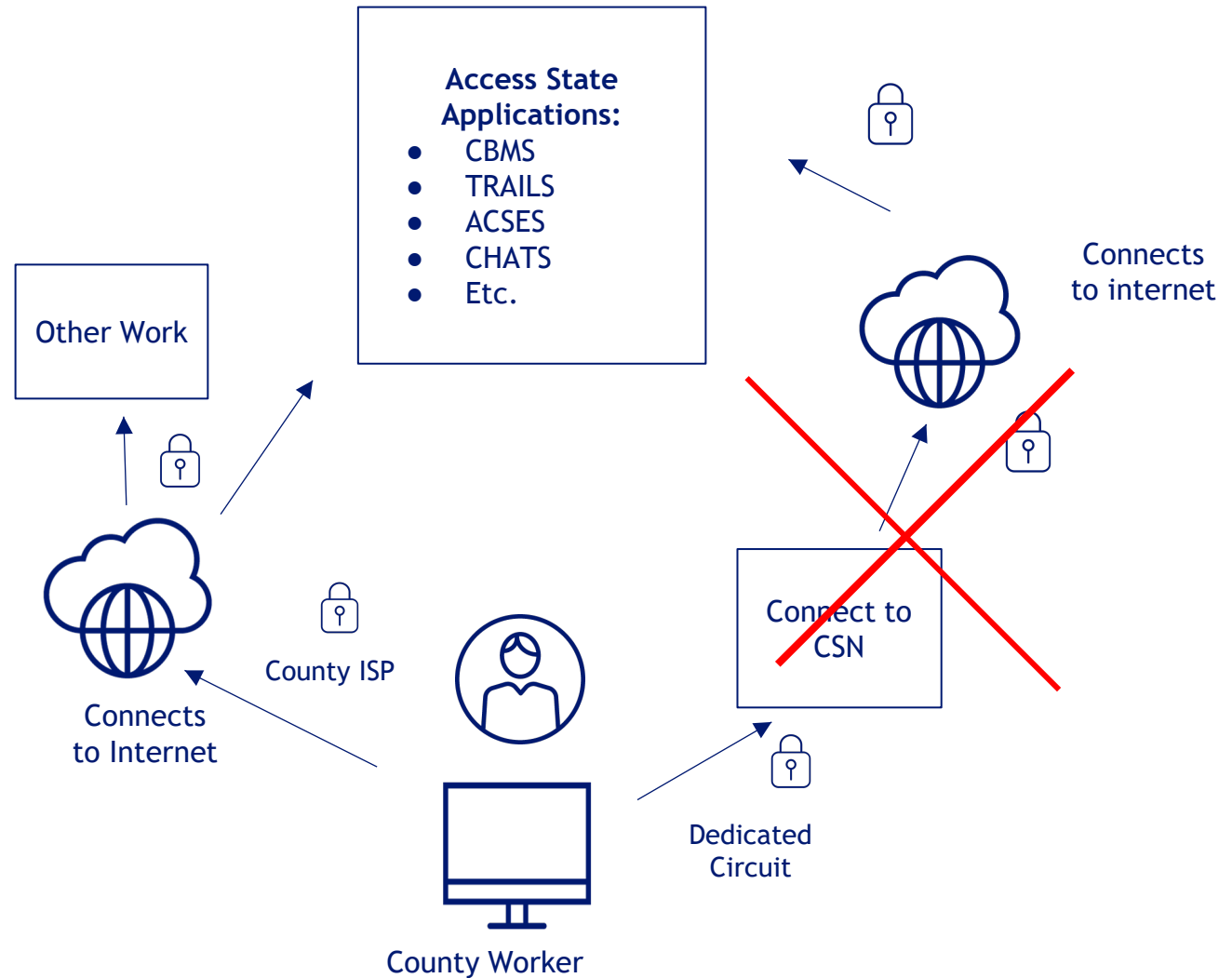
- County location inventory:
 - 72 county locations
 - 24 have latency issues
- County workers connect to the CSN to reach human services applications
- Increased CBMS usage has created bandwidth issues resulting in network latency



Colorado State Network (CSN)

Future state:

- OIT is partnering with CBMS on a project to eliminate the need to use the CSN
- When complete CBMS users will use their county Internet Service Providers (ISP) to securely connect to CBMS.
- Pilot starts this month.
- Project complete April 2025



CBMS Reprocurement Capital IT Budget Amendment Reduction

Original Request FY 2025-26: \$9.6M total funds, including \$1.8M Capital Construction Fund and \$7.8M federal funds.

11 term-limited FTEs, 18 contractors (29 positions total)

Amended Request: \$4.8M total funds, including \$0.9M Capital Construction Fund and \$3.9M federal funds.

6 term-limited FTEs, 8 contractors (14 positions total)

Reduction: (\$4.8M) total funds, including (\$0.9M) Capital Construction Fund and (\$3.9M) federal funds.

(5) term-limited FTEs, (15) contractors (15 total fewer)

FY 2025-26 cost estimate is reduced by 50%

Rationale: Shifting to an agile procurement strategy to save costs and improve outcomes.

Details:

Smaller number of term-limited FTE or contractors, with focus on technical roles to lead a product-centered and user-centered procurement process, bringing expertise in-house and enabling closer collaboration with counties

Produce coherent documentation of current state and needs, transition strategy with opportunities for near-term improvements, procurement docs

Care & Case Management Integrated Stabilization Plan

Agenda

Vision & Background
Status & Focus
Timeline, Dashboard
Governance

Background Commentary

CCM System Vision: The new Care and Case Management System replaced legacy systems that were unable to be updated.

The goal of the system is to improve case management efficiency, data collection, reporting, adaptivity to evolving LTSS benefits, interface with other essential HCPF IT systems.

Stabilizing Case Management Across the Enterprise

Mar.-Oct. 2024: 46 of 52 known issues resolved, 6 known data quality issues remaining. Established escalated technical support processes.

Nov. 2024: HCPF executed the next phase of stabilization, including a comprehensive plan to target instability and disruption of services from the integration of the CCM Tool into the CO Medicaid Enterprise Solutions (CMES).

OBJECTIVE: Resolve Care & Case Management system integration issues that have disrupted access to care for Long Term Support Services members, payment to providers, and the ability for Case Management Agencies to assess coverage and authorize services.

CONTRACT MANAGEMENT

Removed Subcontractor
Relationships

Required Performance
Improvement Plan to CCM Tool
Vendor

CHANGE MANAGEMENT

Established Release Calendar
and Quality Assurance 'Gates'

Executive Director actions to
interChange and CCM Tool
Vendor CEOs:
Created Integrated Plan

DATA QUALITY & INTERFACES

Required Data Quality
Improvements and Established
Data Quality Performance
Metrics

Two-day all partner meeting to
finalize Stabilization Plan



Stabilizing CCM: Solutions & Processes

Single Integrated Plan Across HCPF and two critical vendor partners
Dec 2024: 188 system enhancements identified, 137 remaining

INTERFACES

Enhancements are in process to resolve workflow inefficiencies and misalignment across interface integrations.

Agile software development implemented to support continuous improvement of module integration and data quality.

PROJECT MANAGEMENT

Integrated project schedule

Integrated communication management process including CEO connection

Strict scope management, including new scope intake process

Improved cross vendor defect management process

OPERATIONAL READINESS

Implemented release management processes to ensure training can be completed prior to go-live.

Implemented parallel work streams for development and operations teams to complete activities on-time.

Stabilizing CCM: Risk & Value

Improving quality & value by mitigating risks as early as possible

CHANGE CONTROL

Enterprise Governance to ensure all vendors are moving forward together.

Change Control processes that allow for agility while ensuring quality products are delivered on-time.

Determine value and prioritize before moving forward.

TEST PLANNING

Multi-vendor integration test planning.

Contract enforcement and vendor accountability to delivering quality products to testing environments.

Quality integration metrics that evaluate operational impacts prior to 'go-no-go' decisions being made.

RESOURCES

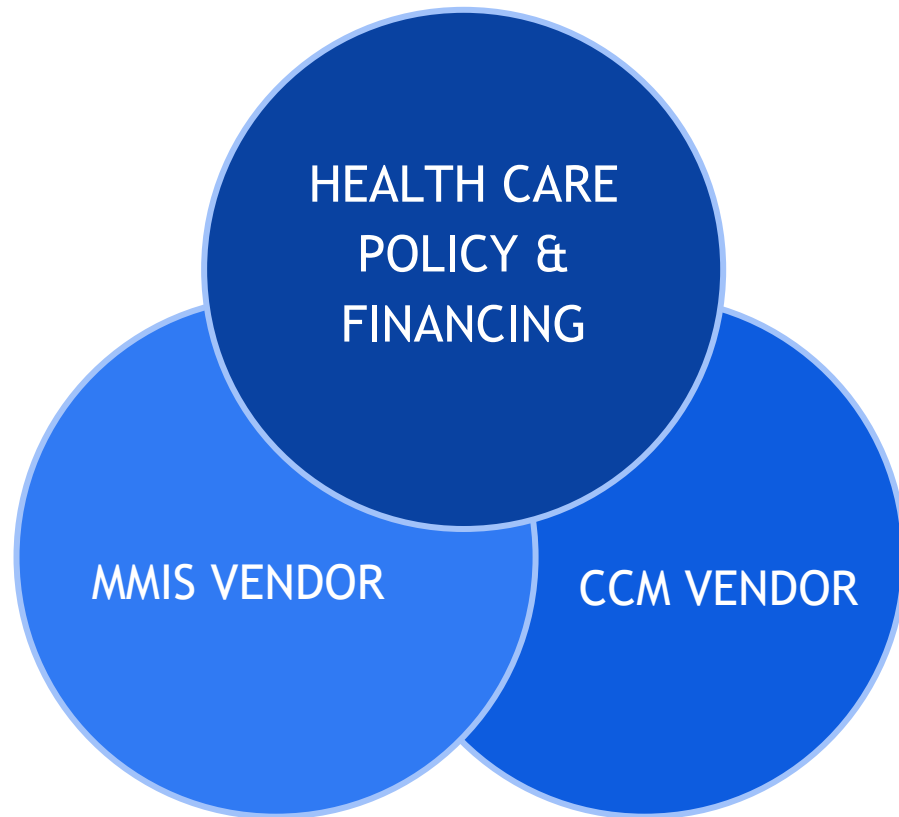
Adhering to change management process create efficiencies and vendor accountability.

Planning ahead to ensure funding and staffing capacity can be addressed proactively.

Minimize staff 'burnout' by right-sizing sprint capacity.

Stabilizing CCM: Multi-Vendor Planning Event

January 9th & 10th in-person planning



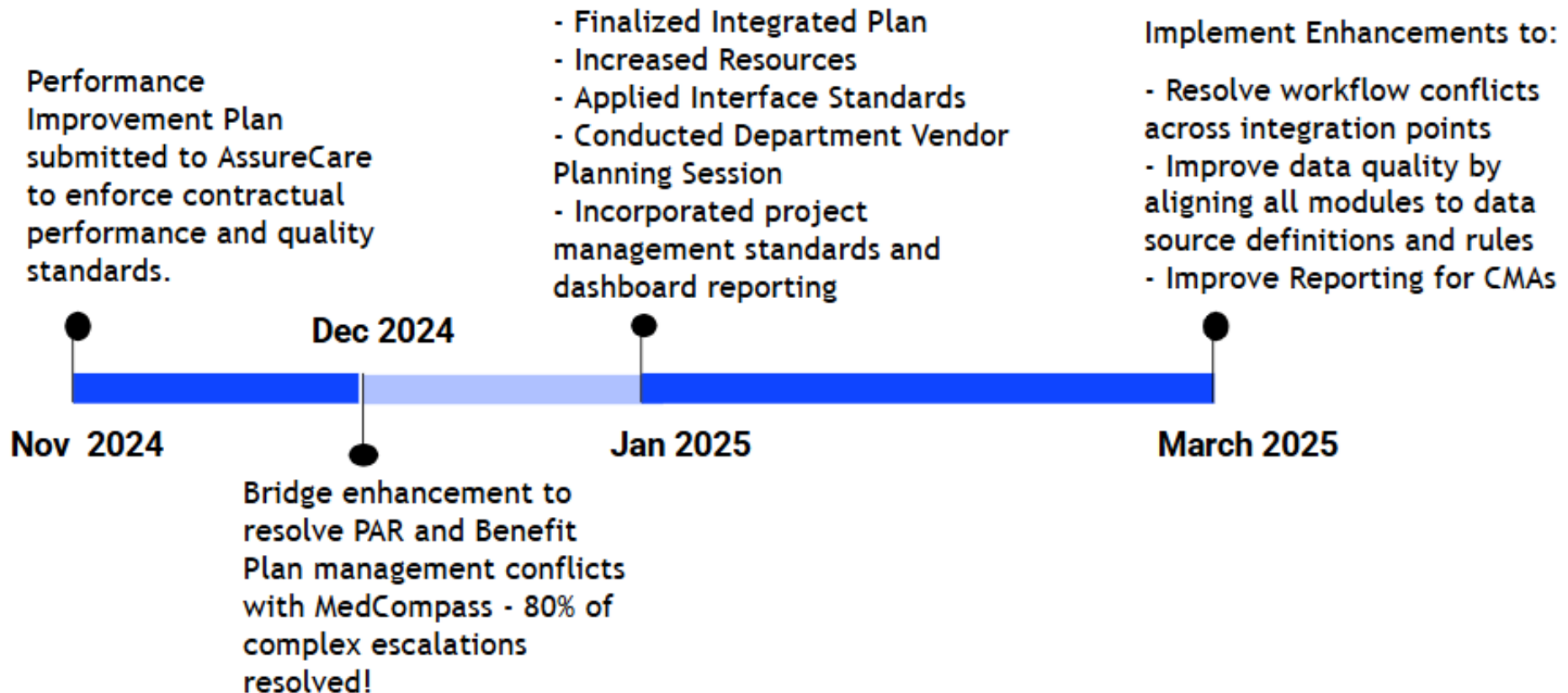
Technical Breakout:

- BAs, developers, and architects
- Focused on data exchange
- Identified remaining solutions to resolve integration workflow conflicts.

Project Management Breakout:

- Focused on integrating processes including communication management, risk management, integration testing, change control and release schedule management.

Stabilizing CCM: Integrated Timeline



LTSS Care and Case Management (CCM) System Stabilization and Enhancement Dashboard

The Care and Case Management (CCM) System Stabilization & Enhancement Dashboard has been posted to HCPF website:

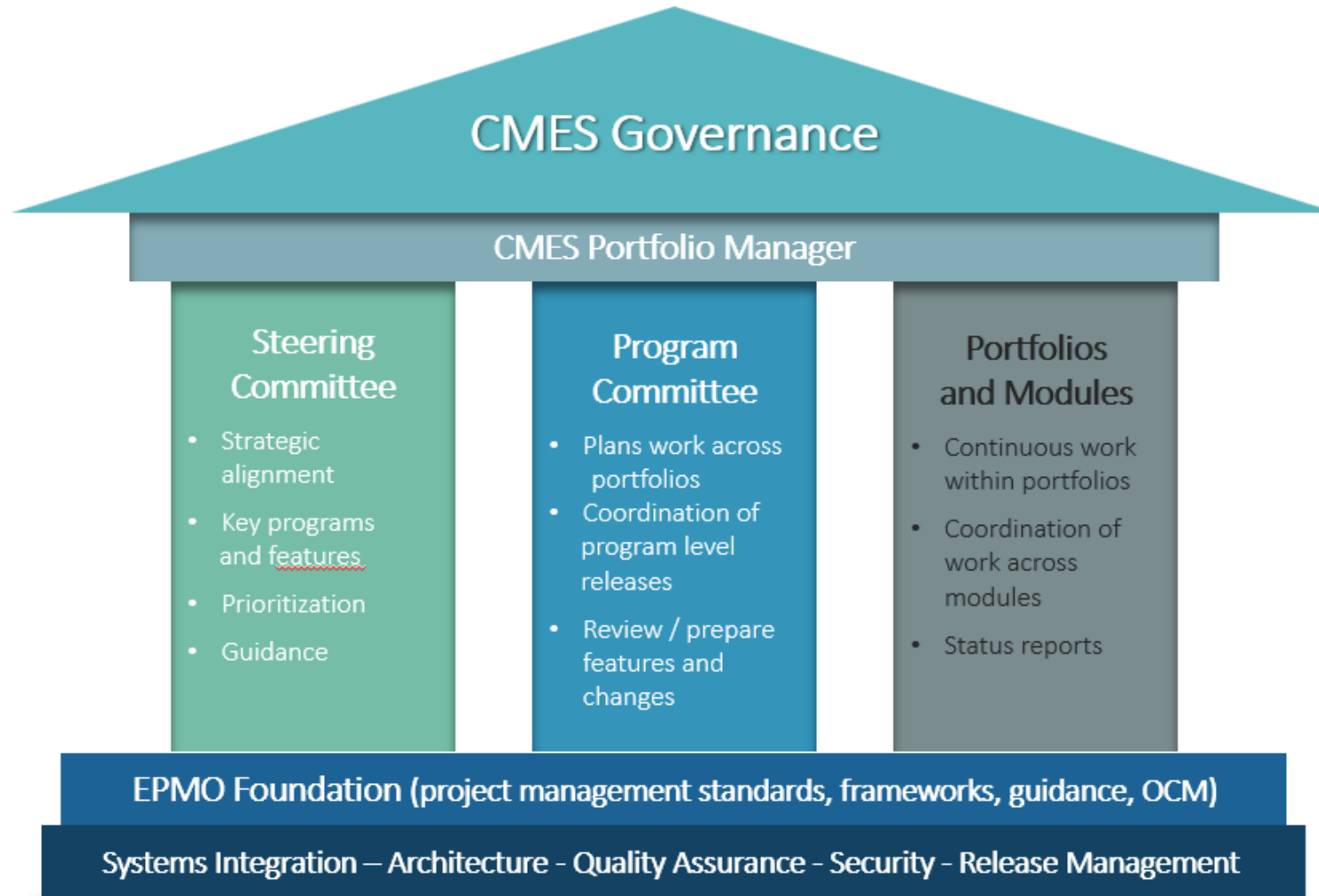
LTSS CCM System Stabilization Dashboard

This dashboard will be updated on a bi-weekly basis

LTSS CCM System Stabilization Dashboard : ●●●

Initiative	Objective	Responsible Vendor	Total Features	% Already Completed	Status	Finish Date
Streamline Interfaces	Improve the exchange of data and information between the CCM System and other Department systems to reduce the operational burden of case managers and county eligibility technicians.	Gainwell, AssureCare	96	34%	● On Track	3/31/2025
Data Quality	Improve the quality of data entered into and exchanged through the CCM System to reduce the operational burden of case managers and county eligibility technicians.	Gainwell, AssureCare	35	26%	● On Track	3/31/2025
Reporting for Case Management Agencies	Reporting from CCM System to support the operations of Case Management Agencies.	AssureCare	18	39%	● On Track	3/31/2025
Community First Choice	Expands access to select home and community based services and supports to eligible Members.	Gainwell, AssureCare	2	0%	● On Track	6/30/2025
Money Follows The Person	New services to support transitions from institutions to the community.	Gainwell, AssureCare	2	0%	● On Track	6/30/2025
Colorado Single Assessment	Automate in the CCM System a universal services and support assessment for all Members seeking or receiving LTSS.	AssureCare	19	0%	● On Track	6/30/2025
Replacing the Support Intensity Scale (SIS)	Implement the Interim Support Level Assessment for Members newly enrolling in adult IDD waivers.	Gainwell, AssureCare	1	0%	● On Track	6/30/2025
DOJ Settlement Agreement Enhancements	Enhancements to implement CCM System requirements under the Department of Justice (DOJ) Settlement Agreement.	Gainwell, AssureCare	3	0%	● On Track	6/30/2025
Remaining ARPA Enhancements	Implement remaining CCM System requirements originally identified under the Department's American Rescue Plan Act (ARPA) spending plan.	Gainwell, AssureCare	12	17%	● On Track	6/30/2025

CMES Governance Model



Steering Committee

Key leadership within across HCPF business units
Sponsors (likely) of MES modules

Program Committee

Portfolio Managers and key partners meet
Planning and implementing features across portfolios

Portfolios and Modules

Empowered to perform work within individual modules
Coordinating work within the portfolio

CMES Portfolio Manager

Key coordinator across governance entities
Responsible for overall program success



Questions?

Thank you!

