



# Medicaid Innovation Accelerator Program



**Information Session:  
Value-Based Payment  
(VBP) for Fee-for-Service  
(FFS) Home and  
Community-Based  
Services (HCBS)**

**November 21, 2019**

**3:30 PM – 4:30 PM ET**

**IAP** | Medicaid Innovation  
Accelerator Program

# Welcome

- Melanie Brown, Technical Director, Division of Community Systems Transformation (DCST)  
Disabled and Elderly Health Program Group (DEPHG)  
Center for Medicaid and CHIP Services (CMCS)  
Centers for Medicare & Medicaid Services (CMS)

# Today's Speakers

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**Melanie Brown**

Centers for Medicare & Medicaid Services

**Pat Rivard**

IBM Watson Health

# Agenda

- Welcome and Introductions
- What is Medicaid IAP?
- Community Integration in LTSS
- Overview and Approach of Technical Assistance Available to Medicaid Agencies
  - VBP for FFS HCBS
- How to Apply for Technical Assistance and Next Steps

# Poll #1

- Who has joined today's webinar?
  - *State Medicaid agencies*
  - *Other state agencies*
  - *Support and service providers*
  - *Health plans*
  - *Advocacy organizations*
  - *Contractors/vendors*
  - *Other*



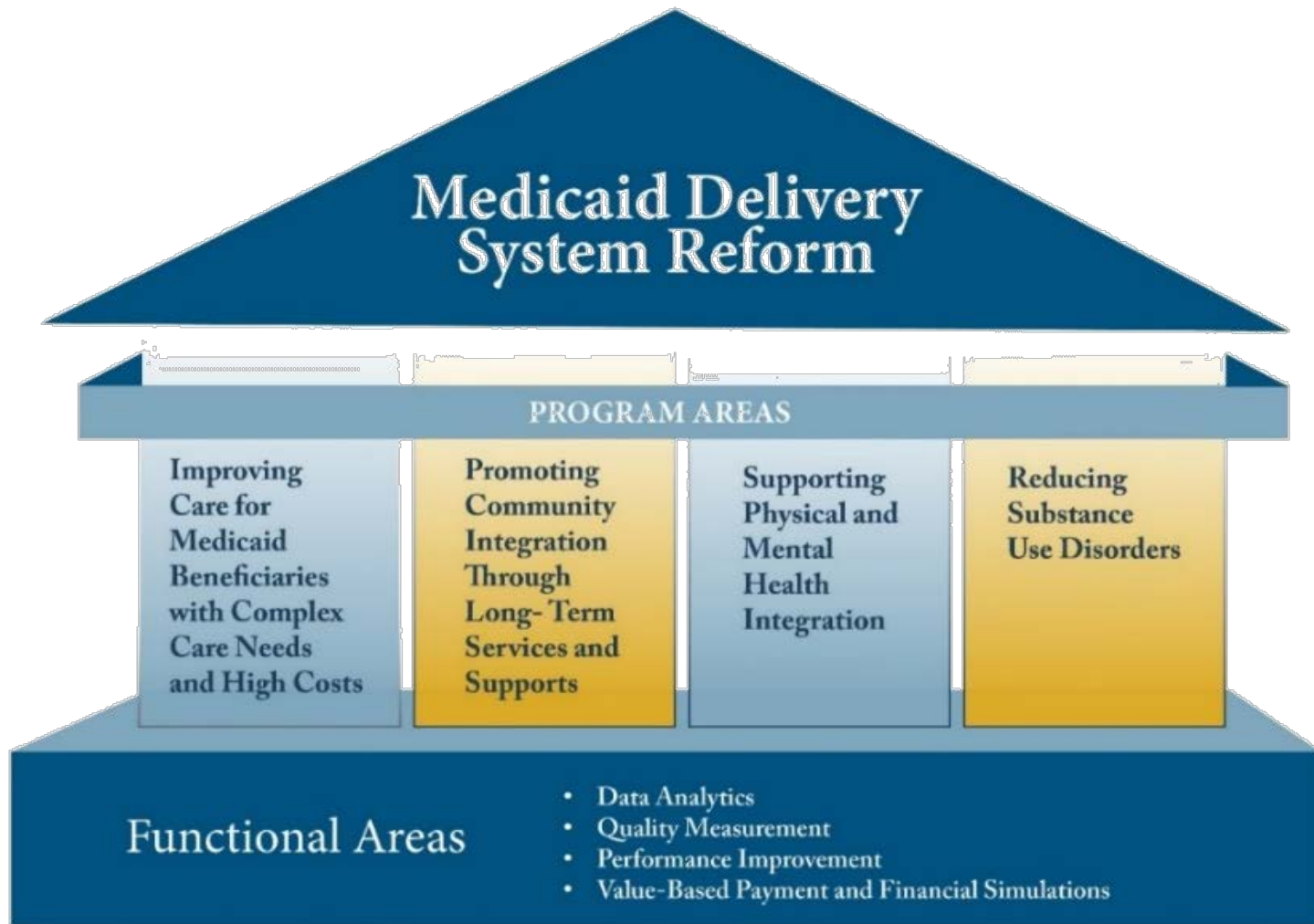


# What is Medicaid IAP?

# Medicaid IAP

- Commitment by CMS to build state Medicaid capacity and accelerate ongoing innovation in Medicaid through targeted technical assistance
- The end goal for IAP is to increase the number of states moving toward delivery system reform across IAP priorities

# IAP Program and Functional Areas





# How Do We Define Success for IAP?

- Has participation in IAP led to increased delivery system reform in the IAP priority areas and populations?
- Has IAP increased states' capacity to make substantial improvements in:
  - Data Analytics
  - Quality Measurement
  - Performance Improvement
  - VBP
  - Financial Simulations



# Community Integration in LTSS

# Why Focus on People With LTSS Needs?

- People with LTSS needs account for 30 percent of all Medicaid expenditures
- States want better tools for managing the growth of LTSS expenditures
- States are investing in policies and programs to increase the percentage of the LTSS population served in community settings
- States are placing increased emphasis on measuring program and population outcomes in LTSS

Source: Eiken S, Sredl K, Burwell B, Amos A. *Medicaid Expenditures for Long-Term Services and Supports (LTSS) in FY 2016*. IBM Watson Health. May 2018.

# Community-Based LTSS Program Models Are Becoming More Outcomes Focused

- Residing in a community-based setting may not be sufficient
  - HCBS program participants may not be involved in their local communities
- HCBS participants should have individually tailored objectives outlined in an individual service plan
- Person-centered planning recognizes the unique circumstances and preferences of every individual

Source: Eiken S, Sredl K, Burwell B, Amos A. *Medicaid Expenditures for Long-Term Services and Supports (LTSS) in FY 2016*. IBM Watson Health. May 2018.

# Poll #2

## (State Medicaid Participants Only)

- How prominent is community-based LTSS reform on the Medicaid policy agenda in your state?
  - *One of the very top priorities*
  - *Near the top, but not at the top*
  - *A priority, but one of many*
  - *Not a priority/unsure*





# **Overview and Approach of Technical Assistance Available to Medicaid Agencies**

# IAP Goals for Community Integration LTSS

- The Promoting Community Integration through LTSS Program Area includes the VBP for HCBS track
  - Goal: To increase state adoption of strategies that tie together quality, cost, and outcomes in support of community-based LTSS programs

# Overview of the VBP for FFS HCBS Technical Assistance

- The VBP for FFS HCBS cohort emphasizes planning, designing, and developing a VBP strategy for FFS HCBS with two main objectives:
  - Building state knowledge and capacity to design a VBP strategy for FFS HCBS that may include shared savings or nonfinancial incentives
  - Moving states toward implementation of a VBP strategy for HCBS
- States are encouraged to apply regardless of where they are in the design or planning process
  - States are welcome to apply even if they have not yet begun planning a VBP strategy for FFS HCBS



# Types of Technical Assistance

- Seven-month technical assistance opportunity beginning in March 2020
- Technical assistance content will be customized to states' needs and may include:
  - aligning financial incentives in a VBP strategy for FFS HCBS with overall state policy objectives for HCBS;
  - identifying a quality measurement strategy, including assistance with measure review and selection;
  - engaging with stakeholders to ensure that a VBP strategy for FFS HCBS is widely understood and supported; and
  - designing VBP for FFS HCBS strategies (financial and nonfinancial incentives)

# Performance Improvement Support

- States will receive assistance in using performance improvement tools to translate high-level improvement goals into a logical set of steps and processes within a VBP for FFS HCBS initiative
- Assistance includes:
  - access to performance improvement experts
  - identifying long-term goals or aims for a VBP initiative
  - building performance improvement activities into a VBP for FFS HCBS initiative

# Access to a Technical Assistance Coach and Subject Matter Experts

- Each state will have access to a VBP for FFS HCBS technical assistance coach team
  - Appointment of a coach team will be based on the state's unique goals
  - A lead coach will be assigned to each state as a primary point of contact
  - Coach team members may include VBP for FFS HCBS subject matter experts and other health policy and program experts
  - Coaches will connect states with other experts and more experienced states

# One-on-One Technical Assistance

- States will receive two site visits from their coach team
  - The first site visit will occur in the first month of the program to facilitate relationship building, review resources, and develop an action plan
  - The second site visit will occur in the last two months of the program to support sustaining progress toward VBP goals and develop a plan for maintaining momentum after the program concludes
- States will also participate in conference calls, webinars, and/or other activities with their coach team as needed

# Peer-to-Peer Interaction

- Webinars during the first months ensuring that all states receive the same baseline information and to build state knowledge in VBP for FFS HCBS strategies
- Peer-to-peer calls and webinars throughout the program on topics of common interest such as selecting HCBS measures or selecting appropriate payment models
- A final peer-to-peer webinar at the end of the program to share accomplishments and lessons learned

# Program Timeline

Activity	Date
Kickoff webinar with selected states	March 2020
First site visit	March–April 2020
Develop driver diagram and action plan	March–April 2020
Knowledge-building webinar series	March–June 2020
Work toward goals (using action plan as a guide)	April–September 2020
Bimonthly webinars, peer-to-peer discussions, and other cohort activities	April–September 2020
Second site visit	August–September 2020
End-of-cohort webinar	September 2020

# Technical Assistance Example

- A state requests help with selecting HCBS measures; their VBP technical assistance team can help with:
  - alignment of potential measures with policy goals
  - assessing existing measures across state programs
  - determining the state's accessibility and quality of data sources for potential measures
  - determining how selected quality measures could be linked to financial and nonfinancial incentives

# Poll #3

- What types of assistance would be most helpful?
  - *Examples of VBP models used in HCBS*
  - *HCBS measures for VBP*
  - *Effective stakeholder engagement*
  - *Defining populations for VBP*
  - *Selecting accountable entities*
  - *Understanding available financial and nonfinancial incentive options*
  - *Other*







# How to Apply for Technical Assistance and Next Steps

# Key Considerations

- Expression of Interest (EOI)
- State selection factors
- Key dates
- Where to go with questions or for more information

# How to Apply: EOI Form

- Elements
  - General information
  - Description of state request for technical assistance
  - Scheduling a conference call with IAP and the VBP for FFS HCBS technical assistance team

**IAP** Medicaid Innovation Accelerator Program

**Value-Based Payment for Home and Community-Based Services**  
**Technical Support for Medicaid Agencies**

**Expression of Interest Form**

This Expression of Interest form is intended to guide the Medicaid Innovation Accelerator Program's (IAP) selection of states for participation based on information about your state's current and planned approach to designing a Value-Based Payment (VBP) strategy for Home and Community-Based Services (HCBS).

**Overview:** The goals of the VBP for HCBS track are to: 1) build state knowledge and capacity to design a VBP strategy for HCBS; and 2) move states toward implementation of a VBP strategy for HCBS. Program support begins in April 2018 and runs for eleven months through February 2019. The VBP for HCBS track is designed to offer one-on-one technical support to increase state adoption of strategies that tie together quality, cost, and outcomes in support of HCBS. All states are invited to submit an expression of interest. IAP will select up to ten states to participate.

**Instructions:** Please complete the expression of interest and email it to [MedicaidIAP@CMS.HHS.gov](mailto:MedicaidIAP@CMS.HHS.gov) by February 15, 2018 **midnight ET** with the subject line "Value-Based Payment for HCBS".

**Selection process and next steps:** Upon completion of conference calls with all states who submit an expression of interest, IAP will determine which states' needs are best met through the VBP for HCBS track. IAP will notify states selected for participation in this VBP for HCBS track by April 2018.

**For more information and contact:** Additional information about these program support opportunities can be found on [IAP's Community-Integration for LTSS webpage](#).

For questions about this Medicaid IAP opportunity, contact [melanie.brown@cms.hhs.gov](mailto:melanie.brown@cms.hhs.gov), using the subject line "Value-Based Payment for HCBS."

12/19/17

**IAP** Medicaid Innovation Accelerator Program

**1. General Information**

1. Name of your State Medicaid Agency: [Click here to enter text](#)

Name of your State Medicaid Director: [Click here to enter text](#)

No  
The state Medicaid Director acknowledges that the state is seeking this IAP technical support:

Yes  
The state Medicaid Director acknowledges that the state is seeking this IAP technical support:

Provide contact information for the state Medicaid Agency team lead. If applicable, a state agency can also include an HCBS operating agency co-lead.

Name	Title	Organization	Email address	Phone number
<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>
<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>	<a href="#">Click here to enter text</a>

Provide names, titles, and e-mail addresses of the state's core team of 3-6 senior agencies such as departments on aging and disability, and/or other health teams will lead the state's efforts.

Name	Title	Email address	Phone Number
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2

# State Selection Factors

- Team composition
  - Commitment from the State Medicaid Director
  - State Medicaid staff as the state lead
    - Option to include co-lead from one of the state's operating agencies or from another state agency involved in the provision of HCBS
  - Active engagement from other key staff
- Working with other state agencies
  - Commitment letter from disability, development, and/or aging agencies

# Additional State Selection Factors

- Technical assistance needs
  - Articulated interest and a clear vision in developing a VBP strategy in FFS HCBS
  - Alignment of the state's identified goals to the VBP for FFS HCBS cohort goals
  - Commitment to designing a VBP strategy for FFS HCBS
  - Readiness to engage shortly after selection

# Program Timeline

Event	Date
Expression of Interest (EOI) forms due	December 18, 2019
Medicaid Innovation Accelerator Program (IAP) conducts one-on-one calls with states that submit EOI forms	January 2020
Selected states notified	February 2020
Technical assistance begins	March 2020
Technical assistance ends	September 2020

# For More Information Visit the Medicaid IAP Home Page

The screenshot shows the Medicaid.gov website. At the top left is the logo "Medicaid.gov" with the tagline "Keeping America Healthy". To the right is a search bar with a "Search" button. Below the logo is a navigation menu with links for "Federal Policy Guidance", "Medicaid", "CHIP", "Basic Health Program", "State Resources", "Affordable Care Act", and "About Us". The "State Resources" link is highlighted. Below the navigation menu is a breadcrumb trail: "Home > State Resources > Innovation Accelerator Program". To the right of the breadcrumb trail are social media icons for email, Facebook, Twitter, YouTube, and a plus sign. The main heading is "Medicaid Innovation Accelerator Program". Below the heading is a large graphic with "IAP" in large letters and "Medicaid Innovation Accelerator Program" in smaller text. To the right of the graphic is an "Overview" section. The overview text states: "In July 2014, CMS launched the Medicaid Innovation Accelerator Program (IAP), a collaborative between the Center for Medicaid and CHIP Services (CMCS) and the Center for Medicare & Medicaid Innovation (CMMI). The goal of IAP is to improve the health and health care of Medicaid beneficiaries and to reduce costs by supporting states' ongoing payment and delivery system reforms. Medicaid IAP supports state Medicaid agencies to build capacity in key program and functional areas by offering targeted technical support, tool development, and cross-state learning opportunities." Below the overview text are three paragraphs of text, each with several hyperlinks. The first paragraph mentions "program areas" and links to "reducing substance use disorders", "improving care for Medicaid beneficiaries with complex care needs and high costs", "promoting community integration through long-term services and supports", and "supporting physical and mental health integration". The second paragraph mentions "functional areas" and links to "data analytics", "performance improvement", "quality measurement", and "value-based payment and financial simulations". Below the text is a "Policy and Program Topics" section with four buttons: "Program Areas", "Functional Areas", "IAP CMS Commentary", and "Related Tools and Resources". To the right of this section is a "Featured" section with a circular icon containing an "i" and the text "SUD Tools and Resources".

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## Medicaid Innovation Accelerator Program

**IAP** | Medicaid Innovation Accelerator Program

### Overview

In July 2014, CMS launched the Medicaid Innovation Accelerator Program (IAP), a collaborative between the Center for Medicaid and CHIP Services (CMCS) and the Center for Medicare & Medicaid Innovation (CMMI). The goal of IAP is to improve the health and health care of Medicaid beneficiaries and to reduce costs by supporting states' ongoing payment and delivery system reforms. Medicaid IAP supports state Medicaid agencies to build capacity in key program and functional areas by offering targeted technical support, tool development, and cross-state learning opportunities.

IAP selected, in consultation with states and stakeholders, four [program areas](#) in which to offer technical support: [reducing substance use disorders](#); [improving care for Medicaid beneficiaries with complex care needs and high costs](#); [promoting community integration through long-term services and supports](#); and [supporting physical and mental health integration](#).

In addition, IAP also works with states through its [functional areas](#), or levers, for Medicaid delivery system reform: [data analytics](#), performance improvement, quality measurement, and [value-based payment and financial simulations](#).

### Policy and Program Topics

- Program Areas
- Functional Areas
- IAP CMS Commentary
- Related Tools and Resources

### Featured

-  SUD Tools and Resources

[Medicaid IAP Home Page](#)

# Where Can Interested States Go With Questions?

- States with questions about this opportunity can email [melanie.brown@cms.hhs.gov](mailto:melanie.brown@cms.hhs.gov)
- Include the subject line “Value-Based Payment for FFS HCBS”



# Questions or Comments?



**Please use the Q&A box  
on your screen to ask a  
question or leave a  
comment**

*Note: The Q&A box will  
not be seen if you are in  
“full screen” mode*

# Poll #4

- Is your state interested in applying for participation in the 2020 VBP for FFS HCBS cohort?
  - *Yes*
  - *Unsure whether we will apply*
  - *Unlikely to apply*



# Thank You and Survey

- Thank you for joining today's webinar!
- Please take a moment to complete a short feedback survey
- Contact Information:  
[MedicaidIAP@cms.hhs.gov](mailto:MedicaidIAP@cms.hhs.gov)

