



**System Transformation Work Plan:  
Year 1 Planning & Implementation  
Summation of Goals**

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## Request for Services Registry

### A. RFSR Easy Wins

**Goal 1:** Review the policies, procedures and practices of other states in relation to request for services registry including criteria for registry operationalization and prioritization.

**Deliverable(s):**

1. Report of strategies used by other states

**Outcome:** Individuals are offered the most appropriate waiver based upon their needs.

**Goal 2:** Identify and implement short and mid-range changes to be made to operational components of the RFSR.

**Deliverable(s):**

1. Numbers of persons impacted per change
2. Prioritization method for change recommendations
3. List of administrative areas requiring change
4. Proposal
5. Stakeholder input
6. Implementation plan

**Outcome:** Individuals are offered the most appropriate waiver based upon their needs..

### B. RFSR Prioritization

**Goal 1:** Identify characteristics of persons on the RFSR

**Deliverable(s):**

1. Categorized listing of persons on the RFSR
2. Calculation of persons remaining after operational improvements and impact of core questions/ issues
3. Stakeholder discussion notes
4. Proposal with recommendations
5. Additional stakeholder input
6. Implementation plan

**Outcome:** Individuals are offered the most appropriate waiver based upon their needs.

### C. Conduct interim assessment of the RFSR

**Goal 1:** Establish interim assessment process for use in providing supporting information for RFSR prioritization process.

**Deliverable(s):**

1. Interim assessment process

**Outcome:** Individuals are offered the most appropriate waiver based upon their needs.

**Goal 2:** Conduct interim assessment process

**Deliverable(s):**

1. Completed assessments

**Outcome:** Individuals are offered the most appropriate waiver based upon their needs.

**Goal 3:** Utilize interim assessment process information and system transformation planning to finalize recommendations regarding prioritization of the RFSR. Submit relative to B.1.3

**Deliverable(s):**

1. Analysis and recommendations

**Outcome:** Individuals are offered the most appropriate waiver based upon their needs.

## Lifespan Planning

### A. Individual Support Planning/ Electronic Plan of Care

**Goal 1:** Identify current common categories and deliverables of support planning for persons with disabilities and their families, including across service types (waiver, EarlySteps, ICF/DD, state general fund, state plan).

**Deliverable(s):**

1. Listing of core components of an integrated individual support plan reflecting continuity across all service settings.
2. Listing of linkage points of elements of the core ISP in current data systems.
3. One or more options for paper-based design of the ISP using the core components.

**Outcome:** A streamlined format that can be utilized across settings that result in the following:

- Allows for persons to move seamlessly between service options
- Streamlined process that relieves administrative burden in processing, discovery, plan writing, plan approvals and monitoring
- Integrates/links with assessment processes and other IT systems
- Focus on needs based planning that prioritizes unmet needs rather than “wants” and expectations and promotes accessing all available resources (natural, community, etc.)

**Goal 2:** Establish the philosophy and guidelines for use of the core ISP, incorporating aspects of lifespan planning and continuity across both paid and unpaid supports mechanisms.

**Deliverable(s):**

1. Statement of philosophy and guidelines for use of the core ISP

**Outcome:** The planning philosophy and approach is inclusive of the entire lifespan and geared toward greater independence, community integration, and appropriate activities across all service delivery points.

**Goal 3:** Identify System Transformation target items not included in A. Goal1 deliverable (e.g., caregiver assessment, risk mitigation, employment tools, lifespan planning) and opportunities for short, mid-range inclusion in planning process improvements.

**Deliverable(s):**

1. Research of planning areas.
2. Proposal of short and mid-range recommendations for improvements to planning structure

**Outcome:** Improved consistency in planning that results in the following:

- Improved outcomes for persons supported
- Equips the team to determine other ways to meet identified needs inclusive of adopting acceptable risk mitigation strategies, accessing community supports, and better engaging natural supports
- Incorporates professional input into goals and guidelines
- Improved compliance with regulatory agencies and best practices
- Streamlines process that will relieve administrative burden in processing, discovery, plan writing, plan approvals and monitoring

### B. Front End Support Coordination

**Goal 1:** Develop programmatic design for front-end support coordination.

**Deliverable(s):**

1. Goals/purpose of front-end support coordination
2. Process flow of front-end support coordination with current system elements
3. Research from other states
4. Draft of programmatic guidelines for front-end support coordination

**Outcome:** Reduce the Request for Registry Services by providing support coordination to those persons that meet criteria for entry into system. Front-end support coordination will address the following:

- Support Coordination will identify and plan for the full span of services and supports as well as natural and community supports
- Persons unmet needs are prioritized
- Improved outcomes for persons supported
- Streamlines administrative processes and reduces duplication across service delivery system
- Simplifies access points and better assures continuity of services and supports allowing persons to move seamlessly between service options

**Goal 2:** Ensure the proposed core ISP and front-end support coordination may work together.

**Deliverable(s):**

1. Final deliverables from previous goals with assurance of integration.

**Outcome:** Core systems components for lifespan planning and continuity of supports are aligned in functioning and philosophy to ensure a seamless experience for the service recipient.

### **C. Implementation and pilot of the core ISP and front-end support coordination**

**Goal 1:** Develop and submit a proposal for implementation of the core ISP that includes consideration of pilot opportunities for front-end support coordination.

**Deliverable(s):**

1. Proposal for pilot
2. Stakeholder input
3. Implementation plan

**Outcome:**

Improved consistency in planning that results in the following:

- Improved outcomes for persons supported
- Improved compliance with regulatory agencies and best practices
- Streamlining of process that will relieve administrative burden; reduce duplication across service delivery system
- Planning for the full span of services and supports as well as natural and community supports

## **Supports Utilization & Transformed System Design**

### **A. Separation of Level of Care and Eligibility**

**Goal 1:** Improve eligibility and redetermination processes

**Deliverable(s):** Updated policy/rules and implementation plan

**Outcome Expectation/Reason for Change:** Eligibility Determination processes (including initials and redeterminations) are improved and include the following:

- Simplify documentation and evidence requirements for families requesting services and OCDD/LGE staff completing eligibility determination;
- Increase accuracy and timeliness of determination process;
- Simplify appeals process, and potentially reduce appeals, with the inclusion of professional assessment;
- Simplify redetermination process and related appeals process by making predictable for customers with clear requirements; and

- Streamlined eligibility process that incorporates all OCDD program elements.

**Goal 2:** Develop process to distinguish DD system eligibility from institutional level of care

**Deliverable(s):**

1. Identification of system concerns
2. Draft proposal that defines/distinguishes btw eligibility & LOC
3. Stakeholder feedback
4. Final proposal

**Outcome Expectation/Reason for Change:** There will be a more equitable distribution of system resources based upon need. People are served in the most integrated setting appropriate to their need and preferences.

**B. New System Design**

**Goal 1:** Establish a tiered Level of Care (LOC) model

**Deliverable(s):**

1. Research and technical assistance reporting
2. Complete draft design proposal for a tiered level of need/level of care system
3. Stakeholder feedback
4. Final proposal

**Outcome Expectation/Reason for Change:** The transformed system will offer support(s)/services consistent with an individual's assessed level of care/need

**Goal 2:** Develop a Needs-Based Assessment process to evaluate individual support needs and linkage to tiered level of care system.

**Deliverable(s):**

1. Research and technical assistance reporting
2. Determination of core assessment features
3. Stakeholder feedback
4. Draft proposal evaluating automation opportunities

**Outcome Expectation/Reason for Change:** An expanded needs based assessment process and resource allocation utilization management system that accurately identifies level of need/level of care for each recipient and results in the following:

- More equitable distribution of systems resources based upon need
- More recipients served with the same resources
- Needs based planning and monitoring is used to improve customer and system outcomes
- Incorporates natural support consideration into planning for best outcomes with clear identification of caregiver support elements for sustainability, risk mitigation and future planning
- Caregivers are clearly informed of responsibilities

**Goal 3:** Evaluate requirements for continuity of services/care in new system design

- A. Formulate recommendations for sustainability of state general fund programs in new system design
- B. Formulate recommendations for provision of ID/DD focused state plan HCBS (1915i) in new system design

- C. Incorporate recommendations from Services workgroup regarding Early Intervention sustainability/integration and service array changes

**Deliverable(s):**

1. Recommendations
2. Stakeholder feedback
3. Finalized elements for inclusion in system design

**Outcome Expectation/Reason for Change:** The new system design will produce a seamless system that serves across the lifespan and will offer support(s)/services consistent with an individual's assessed level of care/need.

- Goal 4:** Identify core features of the transformed system design addressing all services, all ages.

**Deliverable(s):**

1. Core features, draft of system design
2. Stakeholder feedback
3. Finalized elements for inclusion in global system design proposal

**Outcome Expectation/Reason for Change:** The new system design will produce a seamless system that serves across the lifespan and will offer support(s)/services consistent with an individual's assessed level of care/need.

**C. ICF/DD Certification Process**

- Goal 1:** Design and implement changes to the ICF/DD certification process that mimic the PASRR process.

**Deliverable(s):**

1. Identification of opportunities and barriers
2. Draft process flow
3. Data/ impact evaluation of process changes
4. Compilation of recommendations
5. Stakeholder feedback
6. Finalized proposal
7. Implementation plan
8. Revised policy

**Outcome Expectation/Reason for Change:** This review would support identification of cross-disability HCBS options, provide system updates to apply new prioritization strategies for the RFSR, and ensure persons who may otherwise be served in HCBS are offered the alternative to an institution. This goal is consistent with the Balancing Incentive Payment Program.

**Single Point of Entry/ No Wrong Door**

**A. Communications Regarding Developmental Disabilities Services**

- Goal 1:** Improve online presence of OCDD and related communication regarding system entry and service system components.

**Deliverable(s):**

1. A revised OCDD website and external sources of online presence.

**Outcome Expectation/Reason for Change:** People will have access to information, marketing and education materials about OCDD and related supports.

**B. Establish a seamless SPOE/NWD for ID/DD services consistent with best practice and Balancing Incentive Payment Program.**

**Goal 1:** Explore and if feasible adopt a statewide single toll free number

**Deliverable(s):**

1. Listing of all toll free numbers in use
2. Single toll free number process
3. Proposal
4. Stakeholder Feedback
5. Implementation Plan

**Outcome:** People will obtain information and assistance by calling a single statewide call in number

**Goal 2:** Align intake processes across LGEs and programs

**Deliverable(s):**

1. Analysis of current system
2. Process flow and corresponding form for improved process
3. Proposal
4. Stakeholder feedback
5. Implementation plan

**Outcome Expectation/Reason for Change:** Uniformity in the intake process across LGEs and programs

## **Increased Consumer Choice & Control**

### **A. Flat Rate Billing**

**Goal 1:** Complete a flat rate billing proposal

**Deliverable(s):**

1. Flat rate billing proposal

**Outcome:** The System Transformation will improve service access and cost-effectiveness.

**Goal 2:** Evaluate the potential impact of flat rate billing assumptions in NOW on the ROW

**Deliverable(s):**

1. Documentation of Flat rate billing proposal for NOW in comparison to ROW, looking at rates, service responsibility, and assumptions

**Outcome:** The System Transformation will improve service access and cost-effectiveness.

### **B. Providers**

**Goal 1:** Add to Freedom of Choice (FOC) list information about relevant provider specialties.

**Deliverable(s):**

1. List of expanded FOC items for inclusion
2. Design for expanded FOC, inclusive of stakeholder feedback
3. Report with final recommendations
4. Stakeholder recommendations
5. Implementation plan

**Outcome:** Recipients will be empowered to make informed decisions about their choice of provider and the services they receive to ensure that their needs and goals are successfully met.

**Goal 2:** Establish tools/processes that may support provider selection

**Deliverable(s):**

1. Research of best practice guidelines
2. Report outlining final recommendations
3. Stakeholder feedback
4. Implementation plan

**Outcome:** Recipients will be empowered to make informed decisions about their choice of provider and the services they receive to ensure that their needs and goals are successfully met.

**Goal 3:** Explore automation opportunities for the FOC list.

**Deliverable(s):**

1. Listing of requirements for automation of FOC
2. Report on automation of FOC
3. Stakeholder recommendations
4. Implementation plan

**Outcome:** Recipients will be empowered to make informed decisions about their choice of provider and the services they receive to ensure that their needs and goals are successfully met.

## Services

### A. Changes to Services

**Goal 1:** Based on first year System Transformation planning, identify service array changes that may be accomplished as Tier 1, or up-front, improvements and pursue.

**Deliverable(s):**

1. Report on Tier 1 Service Array Changes (accomplished within 18 months).
2. Stakeholder recommendations
3. Implementation Plan

**Outcome:** Interim improvements are made with restructuring, redesign, and implementation of changes to the paid supports array.

**Goal 2:** Identify additional service array changes necessary for System Transformation. Design, plan, and prioritize for implementation.

**Deliverable(s):**

5. Report on Service Array Changes.
6. Stakeholder recommendations
7. Implementation Plan

**Outcome:** The System Transformation will address gaps in the current service array and consolidate service provision into the most efficient and effective administrative unit(s).

**Goal 3:** Map service changes from goals 1 and 2 onto the transformed system design.

**Deliverable(s):**

1. List of Service Array Changes and continuing services.
2. Map of existing and proposed changes onto transformed system design
3. Revisions to Goal 2 proposal (if necessary)

**Outcome:** The System Transformation will address gaps in the current service array and consolidate service provision into the most efficient and effective administrative unit(s).

### B. Plan for Early Intervention Services

**Goal 1:** Analyze options and pursue a sustainability plan for Early Intervention Services.

**Deliverable(s):**

4. Report on sustainability plan for Early Intervention Services.
5. Stakeholder recommendations
6. Implementation Plan

**Outcome Expectation/Reason for Change:** Better incorporation of Early Steps and related Early Intervention Services in the OCDD service array for a seamless system that serves across the lifespan.

## System Transformation Feasibility and Implementation Management



**Goal 1:** Establish a process to identify areas in the work plan where the feasibility workgroup is needed and incorporate the feasibility process into the work plan.

**Deliverable(s):** process with items identified

**Outcome Expectation/Reason for Change:** Change items throughout system transformation are organized and occur with consideration of resource availability in order to maintain the system transformation timeline.

**Goal 2:** Develop an implementation plan and resource schedule integrating all approved recommendations across system transformation work groups

**Deliverable(s):**

1. Global implementation plan format with process
2. Acceptance criteria guidelines for big decisions
3. Internal and external dashboard with update process

**Outcome Expectation/Reason for Change:** Support making final decision recommendations to EMT and tracking the progress of system transformation for internal and external use.

## **Stakeholder Engagement**

**Goal 1:** Develop marketing and communication plan to engage stakeholders throughout the planning and monitoring dialogue of a paradigm shift to a needs-based system of delivering DD services

**Deliverable(s):**

1. List of stakeholders participating in the process;
2. A Marketing Plan for stakeholder involvement with tracking;
3. Documentation of stakeholder involvement

**Outcome Expectation/Reason for Change:** OCDD will develop a needs-based services system with stakeholder input throughout the process.