Medicaid 1115 Waiver
Texas Healthcare Transformation and Quality Improvement Program

Public Hearing

Regional Healthcare Partnership 9
October 24, 2013
Meeting Outline

Introductions  
Robert Smith / Ted Shaw

Medicaid 1115 Waiver Overview  
Ted Shaw

CMS Review Process and Current Status  
Ted Shaw

Proposed New Three Year Projects Submission  
Ted Shaw

Learning Collaborative Plan  
Margaret Jordan

Questions and Public Comments  
Robert Smith
Medicaid 1115 Waiver Overview
Overview
Texas Medicaid 1115 Waiver Program

- December 2011- Texas received CMS approval for an 1115 waiver (a state-by-state agreed-upon variance from the federal governance standards for the Medicaid program)

- Five Year Demonstration Project – “Texas Healthcare Transformation and Quality Improvement Program”

- Preserved the supplemental funding previously obtained through the Upper Payment Limit (UPL) program while allowing Medicaid managed care expansion to additional areas of the state.
Texas Medicaid 1115 Waiver Program
Regional Healthcare Partnerships ("RHPs")

- The Waiver establishes **20 regions** in which Regional Healthcare Partnerships (RHPs) are to be formed
- **RHP 9** consists of Dallas, Denton and Kaufman counties – Parkland serves as the anchoring entity
- Each RHP is required to develop a **regional plan**
- **Plan participants** are to include:
  - Hospitals
  - Community mental health centers
  - Local health departments
  - Academic health science centers
  - Physician practice organizations
  - Other community stakeholders
Texas Medicaid 1115 Waiver Program
Two Statewide Funding Pools – $29 Billion Over Five Years

Delivery System Reform Incentive Payment ("DSRIP")

Uncompensated Care ("UC")
Cost-based Supplemental Payment

Performance-based incentive payments to develop projects to increase access, quality, cost-effectiveness and the health of the patients served.

Cost-based Supplemental payments designed to help offset the costs of uncompensated care provided by the hospital or other providers.
CMS Review and Approval Process and Current Status
Medicaid 1115 Waiver Program
Program Implementation – Significantly Varies from Original Schedule

The actual complexity of the RHP Plan and the time required for the development, review and approval processes have exceeded original expectations.

<table>
<thead>
<tr>
<th>Original</th>
<th>DY1=FY2012</th>
<th>DY2=FY2013</th>
<th>DY3=FY2014</th>
<th>DY4=FY2015</th>
<th>DY5=FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plan Protocol Developed</td>
<td>Plan Developed, Submitted</td>
<td>Plan Reviewed and Approved</td>
<td>Projects Performed, Incentive Payments Earned</td>
<td></td>
</tr>
</tbody>
</table>

HHSC  CMS  Providers
Overview of Plan Participants and Projects
Original Submission in March 2013

Denton County
- Baylor – Carrollton
- HCA – Denton Regional, Lewisville
- THR – Denton Hospital
- Denton County HHS
- Denton MHMR

Dallas County
- Baylor – University, Garland, Irving
- Children’s
- Methodist – Dallas, Charlton, Richardson
- HCA – Medical City, Las Colinas
- Parkland
- Tenet – Doctor’s White Rock Lake
- THR – Dallas Hospital
- UTSW – Hospitals, Practice Plan
- Baylor College of Dentistry
- Metrocare
- Dallas County HHS

Kaufman County
- Lakes Regional MHMR
- THR – Kaufman Hospital

Plan consisted of:
- 25 Performing Providers
- 120 Projects Submitted
CMS Plan Review Process

- Plan submitted to CMS for review **March 2013**
- CMS provided initial approval for DY 2 and 3 – **May 2013**
- CMS provided updated approval for DY 2 and 3 revised projects – **Sept 2013**

**Oct 2013 – March 2014**

Remaining CMS review processes:
- Approval for DY 4 and 5
- Updated approval to Category 3
- Resolve all technical issues and provide final approval of all plan elements
- Recoup any non-approved dollars
# CMS Plan Approval Process

## Original Plan Submitted **March 2013**

<table>
<thead>
<tr>
<th>Initial Plan Submitted</th>
<th>Number of Projects</th>
<th>DY1</th>
<th>DY2-3</th>
<th>DY4-5</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Submit Plan</td>
<td></td>
<td>$71,434,099</td>
<td></td>
<td></td>
<td>$71,434,099</td>
</tr>
<tr>
<td>Category 1 /2</td>
<td>120</td>
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<td>$524,576,341</td>
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<td>$1,033,472,785</td>
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<tr>
<td>Category 3</td>
<td>240</td>
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<td>$59,444,939</td>
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<tr>
<td>Category 4</td>
<td>18</td>
<td></td>
<td>$46,938,274</td>
<td>80,129,915</td>
<td>127,068,189</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>378</strong></td>
<td><strong>$71,434,099</strong></td>
<td><strong>$630,959,554</strong></td>
<td><strong>$761,299,441</strong></td>
<td><strong>$1,463,693,094</strong></td>
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## Initial CMS Review – Letter Dated **May 23, 2013**

<table>
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<tr>
<th>Plan as Initially Approved</th>
<th>Number of Projects</th>
<th>DY1</th>
<th>DY2-3</th>
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<tr>
<td>Category 1 /2</td>
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<td>$327,131,811</td>
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<td><strong>Total</strong></td>
<td><strong>288</strong></td>
<td><strong>$71,434,099</strong></td>
<td><strong>$414,507,427</strong></td>
<td><strong>$485,941,525</strong></td>
<td><strong>33%</strong></td>
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</table>

¹ Some approvals provided reduced project values that could be restored to original proposed levels or increased with revisions to the project.
## CMS Plan Approval Process

### Original Plan Submitted **March 2013**

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### CMS Initial Review Update – Letter Dated **September 9, 2013**

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<th>Plan as Initially Approved</th>
<th>Number of Projects</th>
<th>DY1</th>
<th>DY2-3</th>
<th>DY4-5</th>
<th>Total</th>
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<td>$71,434,099</td>
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<td>$71,434,099</td>
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<tr>
<td>Category 1 /2</td>
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<td>$459,641,174</td>
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<td>457,841,182</td>
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<td>Category 3</td>
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<td>40,437,341</td>
<td>Not reviewed</td>
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<td>40,437,341</td>
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<td>Not reviewed</td>
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<td>46,938,274</td>
</tr>
<tr>
<td>Total</td>
<td>288</td>
<td>$71,434,099¹</td>
<td>$547,016,789</td>
<td>87%</td>
<td>$616,650,896 42%</td>
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</table>

¹ A portion is subject to recoupment for projects withdrawn or not approved

² While not formally approved, DY 2 reporting for payment has been allowed for most Cat 3 associated with approved projects
Overview of Plan Participants and Projects
Current Status in October 2013

**Plan consists of:**
- 25 Performing Providers
- 114 Projects Initially Approved
  - 5 Projects Withdrawn
  - 1 Project Pending CMS disposition
- See Meeting Handout for Initially Approved Project Listing

**Denton County**
- Baylor – Carrollton
- HCA – Denton Regional, Lewisville
- THR – Denton Hospital
- Denton County HHS
- Denton MHMR

**Dallas County**
- Baylor – University, Garland, Irving
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- Baylor College of Dentistry
- Metrocare
- Dallas County HHS

**Kaufman County**
- Lakes Regional MHMR
- THR – Kaufman Hospital
New Three Year Projects
Submission of Prioritized List
Medicaid 1115 Waiver Program
Provision for Plan Modification

- The Texas Waiver protocol provides an opportunity to add new projects in DY 3 to be implemented in DY 3 through DY 5
- Each RHP must establish a process to obtain and prioritize the proposed new projects in accordance with the Waiver protocol
- The new projects can tap unused funding originally allocated to the region
- HHSC estimates that RHP 9 has a capacity of $194 million for New Three Year Projects – and additional capacity may become available
- Until the CMS review process is substantially completed, the excess allocated funding cannot be determined
- Accordingly, each RHP is to provide a prioritized list of projects that will serve as the basis for allocating the funding when capacity is known
RHP 9 New Three Year Projects Process

- Eligible stakeholders were invited to submit project proposals
- A project review session was conducted on September 18th to share proposed projects and to obtain stakeholder feedback
- Afterwards, providers had an opportunity to revise the projects to address feedback
- Performing providers submitted final project proposal packages to the anchoring entity on or before Friday, October 4th
- In total, 28 projects were submitted
RHP 9 New Three Year Projects
Project Scoring and Prioritization

- All of the projects were then rated by reviewers representing all 25 original performing providers and 1 new provider – in total 26 performing providers

- The scoring criteria included the project’s:
  - Transformative impact as envisioned by the Waiver program
  - Impact of the project to Medicaid and indigent patients
  - Alignment with the community needs
  - Alignment with other RHP 9 Waiver projects
  - Sustainability and cost avoidance impact

- The projects were ranked from high score to low for each participating IGT entity – six projects did not have an associated IGT entity

- In rotational order by IGT entity, the prioritized list was compiled, consisting of 22 projects
# Proposed New Three Year Projects in Prioritized Order

<table>
<thead>
<tr>
<th>Priority #</th>
<th>Performing Provider Name</th>
<th>Project Title</th>
<th>Three Year Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dallas MHMR / Metrocare</td>
<td>Metrocare Outpatient Clinic</td>
<td>9,892,052</td>
</tr>
<tr>
<td>2</td>
<td>Parkland Health &amp; Hospital System</td>
<td>New COPC Site</td>
<td>9,236,418</td>
</tr>
<tr>
<td>3</td>
<td>Texas A&amp;M Health Science Center - Baylor College of Dentistry</td>
<td>Expansion of Dental Services at Community Clinics</td>
<td>9,720,000</td>
</tr>
<tr>
<td>4</td>
<td>UT Southwestern, Faculty Plan</td>
<td>Establish a Sickle Cell Patient Treatment Program</td>
<td>16,500,000</td>
</tr>
<tr>
<td>5</td>
<td>Children's Medical Center Dallas</td>
<td>Use Telehealth to Deliver Specialty, Psychosocial and Community-Based Nursing</td>
<td>11,000,610</td>
</tr>
</tbody>
</table>
# Proposed New Three Year Projects in Prioritized Order

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<tr>
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<th>Performing Provider Name</th>
<th>Project Title</th>
<th>Three Year Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Gynecology Specialty Services Expansion</td>
<td>20,000,000</td>
</tr>
<tr>
<td>7</td>
<td>UT Southwestern, Faculty Plan</td>
<td>The Use of Measurement Based Care to Enhance Identification and Treatment of Medicaid Patients with Major Depressive Disorder in Primary Care Practices</td>
<td>13,500,000</td>
</tr>
<tr>
<td>8</td>
<td>Dallas MHMR / Metrocare</td>
<td>Integration of Child and Adolescent Behavioral and Primary Healthcare Services</td>
<td>12,345,103</td>
</tr>
<tr>
<td>9</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Apply new technology and expanded medication therapy management services to improve adherence to medications and avoid medication related readmissions</td>
<td>12,184,000</td>
</tr>
<tr>
<td>10</td>
<td>Dallas MHMR / Metrocare</td>
<td>Metrocare Patient Navigation Program</td>
<td>4,260,191</td>
</tr>
</tbody>
</table>
## Proposed New Three Year Projects in Prioritized Order

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<th>Performing Provider Name</th>
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<th>Three Year Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Improving Transitions of Care Through an Inpatient HIV Care Team</td>
<td>19,900,000</td>
</tr>
<tr>
<td>12</td>
<td>Timberlawn</td>
<td>Develop a partial hospitalization program for high utilizers of mental health inpatient services to reduce inpatient utilization for mental health services</td>
<td>3,000,000</td>
</tr>
<tr>
<td>13</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Prevention of Post-Discharge Suicide Attempts via Crisis Hotline Follow-Up Services</td>
<td>19,500,000</td>
</tr>
<tr>
<td>14</td>
<td>Children's Medical Center Dallas</td>
<td>Enhance Service Availability of Appropriate Levels of Behavioral Health Care</td>
<td>13,299,390</td>
</tr>
<tr>
<td>15</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Improve Access to Specialty Care - Pain Management Clinic</td>
<td>8,200,000</td>
</tr>
</tbody>
</table>
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</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Dallas MHMR / Metrocare</td>
<td>Metrocare Rapid Assessment and Prevention (RAP)</td>
<td>7,773,222</td>
</tr>
<tr>
<td>17</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Post Partum Mental Health Initiative</td>
<td>20,000,000</td>
</tr>
<tr>
<td>18</td>
<td>Dallas MHMR / Metrocare</td>
<td>Intensive Applied Behavior Analysis Program</td>
<td>11,829,163</td>
</tr>
<tr>
<td>19</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Evidence-based Interventions that Put in Place the Teams, Technology and Processes to Avoid Medication Errors</td>
<td>6,525,000</td>
</tr>
<tr>
<td>20</td>
<td>Texas Scottish Rite Hospital</td>
<td>Telemedicine to Expand Pediatric Specialty Services</td>
<td>2,000,000</td>
</tr>
</tbody>
</table>
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<th>Performing Provider Name</th>
<th>Project Title</th>
<th>Three Year Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Texas Scottish Rite Hospital</td>
<td>Implement Care Transitions Program</td>
<td>3,000,000</td>
</tr>
<tr>
<td>22</td>
<td>Parkland Health &amp; Hospital System</td>
<td>Wound Care Program Expansion</td>
<td>9,100,000</td>
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<tr>
<td></td>
<td><strong>RHP 9 Total Proposed Three Year Project Value</strong></td>
<td><strong>$242,765,149</strong></td>
<td></td>
</tr>
</tbody>
</table>
RHP 9 New Three Year Projects
Prioritized List Submission

- A Meeting Handout is provided with more information regarding the projects on the prioritized list
- The Prioritized List will be submitted to HHSC on or before October 31\textsuperscript{st}
- Public questions, comments and feedback is welcomed and can also be submitted to the Parkland Website

\textit{http://www.parklandhospital.com/whoweare/section-1115/index.html}
Learning Collaboratives
learning collaboratives

- Every RHP is required to establish a plan to conduct learning activities in their region to encourage sharing of best practices and to promote the regional achievement of transformational goals.

- The RHP 9 Learning Collaborative Plan was submitted to HHSC on September 30, 2013.

- RHP 9 Learning Collaborative elements include:
  - Shared Experience and Learning: to convene, communicate, and monitor performance of the RHP 9 Plan.
  - Shared Implementation Learning: formal learning structures to facilitate and coordinate sharing among providers with respect to Interventional Projects with similar characteristics.
  - Improvement Collaboratives: to identify and test improvement opportunities and course corrections that will contribute to achieving the outcome goals described in individual projects and collectively for the region.
RHP 9 Learning Collaborative Activities

RHP 9 Shared Experience and Learning
designed to inform participants and stakeholders on successes, challenges and regional progress made

Shared Implementation Learning
organized around similar project types

Category 1 / 2
Intervention Projects
Infrastructure and Redesign

Strengthen Implementation

Category 3
Improve Outcome Measures

Strengthen Outcome Achievement

Category 4
Population – focused Improvements

Improvement Collaboratives
organized around outcomes achievement

Transformation
We Invite
Questions and Public Comment