



NYS Office for People With Developmental Disabilities

# Transformation

## *Agenda*



Self-Direction

Employment

Housing and Supports

Money Follows the Person

Front Door





# Transformation *Agenda*



## **OPWDDs Transition to Managed Care**

Overview of the Joint Application  
Design/Development (JAD) Process



## Topics for Discussion

- Purpose and Intent of the Joint Application Design/Development (JAD) Process
- Impetus of the JAD Sessions
- OPWDD's JAD Activities
- JAD Next Steps



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## Purpose and Intent of the JAD Process

- Pioneered in the 1970s by IBM, JADs prove beneficial in: (1) reducing system development time and costs; (2) improving system quality and productivity; (3) enhancing communication.
- JADs are used by organizations to develop processes in a rapid manner (typically within unrealistic timeframes and without adequate resources). Sessions allow for interactive decision-making while involving everyone in the conversation.

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## Purpose and Intent of the JAD Process

- JADs are most beneficial for projects that: (a) are an initial project for the organization where requirements have not been completely finalized; (b) involve many groups of users whose responsibilities cross department or division boundaries; (c) are considered critical to the future success of the organization's mission and therefore must be implemented on-time and effectively; and (d) involve willing users.



## Impetus of OPWDD's JAD Process

OPWDD develops a pilot program specifically designed to test the managed care service model based on Developmental Disabilities Individual Support and Care Coordination Organizations (DISCOs).

Optamus consultants conduct assessment of OPWDD's organizational infrastructure to determine the readiness for transition to the oversight of managed care organizations.

A GAP analysis is completed for OPWDD in February 2013. Ten areas were identified.

In April/May 2013, as a follow up, Optamus conducted day long pre-JAD sessions to specifically examine four of the ten areas outlined in the GAP analysis: (1) medical management; (2) network management; (3) operations; and (4) information technology (IT).



## OPWDD's JAD Process

### Step 1:

- **Identification of Non-Negotiable Requirements that must be in Place by Day 1 by Program**
- Log key requirements; Identify entities setting requirements (e.g., State, CMS, RFA); Identify non-negotiable requirements (e.g., State, CMS, RFA - enrollment, payments, monitoring)

### Step 2:

- **Prioritization of Non-Negotiable Requirements and Decisions for Day 1 Capabilities by Program**
- Requires decision loop to confirm/adjust/adapt decisions made

### Step 3:

- **Build Processes and Develop Data Reporting Requirements by Program**
- Using flow charts, build processes, and using a data and reporting log, document data/reporting requirements; Identify internal and external requirements



## OPWDD JAD Topic Areas

### Priority JAD Areas

- Eligibility/Enrollment Process and Specifications
- Roster Production/Reconciliation Process and Specs
- Electronic Individualized Service Plan
- Quality Monitoring - Specifications
- DISCO COA Process and Criteria
- Front Door: Process, Specifications and Scripts
- Assessment
- Communications
- Information Technology

### Remaining JAD Areas

- HCBS Waiver Process and Specifications
- Rate Setting and Reimbursement
- Encounter Data-Billable vs. Outcomes (Utilization)
- Financial Monitoring
- Grievance and Appeals
- Readiness Reviews
- Quality Monitoring- Structure/Process/ Outcomes
- OPWDD/DOH Member Services
- Data Process and Specifications



Transformation

# OPWDD JAD Structure

## JAD Team Membership:

- **EXECUTIVE SPONSOR:** Charters the project, makes decisions and provides the necessary resources and support for the project
- **PROJECT MANAGER/LEADERS:** Responsible for the project's scope, time, coordination issues and resources
- **FACILITATOR/SESSION LEADER:** Chairs the meeting and directs traffic by keeping the group on schedule with the meeting agenda
- **SCRIBE:** Records and publishes the proceedings of the meeting but does not contribute information to the meeting
- **PARTICIPANTS:** Represents staff from the business area directly or indirectly being affected by this project, who are experts in their field and can make decisions about their work. They are sources of input to the session
- **OBSERVERS:** Generally members of the application development team assigned to the project. They sit behind the participants and silently observe the proceedings



## **OPWDD's JAD Deliverables**

- Organizational, service delivery and oversight structure required under managed care;
- Day 1 capabilities required;
- Pertinent decision points and process flows;
- Requirements for the DISCO RFA



## OPWDD's JAD Activities

- OPWDD conducted internal JAD sessions during a 3-4 month period
- This process involved 72 staff members
  - Executive Sponsors and Project Manager
  - Core Planning Group (Daily Meetings/Report-Ins)
  - JAD Groups (Project Leads/JAD Teams)
  - ITS Staff (2-3 Staff Assigned to Each JAD Area)
  - Administrative and Support Staff (Scheduling/Distribution of Materials)
- JAD Sessions were approximately 3 hrs in length



## JAD Accomplishments

### Certificate of Authority

- Initial Proposal of Workflow; Checklist of Proposed Responsibilities between DOH and OPWDD (Pending DOH Review and Approval); Criteria for Credentialing and Network Adequacy

### Eligibility and Enrollment

- Detailed Process Flows (IT Ready)

### Rosters

- Submission of eMedNY/WMS System Modification Request (EP-1807/SCR-580); Development of Rate Logic and Appropriate Coding for DISCO Enrollees

### EISP

- Detailed Specifications on Data Fields for which Information will be Collected on Individuals to Support Service Planning

### Assessment

- Development of Work Plan and Implementation of Contracts for (1) Validation of the CAS; (2) IT Infrastructure (Partnering with DOH and NYSTEC); (3) Staffing.

### Quality

- Identified Individual, Organizational and System Level Quality Oversight Monitoring Mechanisms and Measures; Submitted Documents to DOH/CMS Outlining Quality Structure Including Medicaid Managed Care Quality Strategy, Evaluation Plan, Accountability Plan, DOH RFP for External Quality Review Organization

### Other JAD Areas

- **Communications** – Draft Stakeholder Engagement Plan; **Front Door** – Clarification of Deliverables and Identification of Critical Decision Points; **IT** – Developed IT Framework for People First Waiver Initiative Including the Following Elements: Data Warehouse, Electronic Health Record System and a Web-Based Consumer Portal



## JAD Accomplishments (cont'd)

- A two-day session was scheduled with Optumas on September 11-12, 2013 to discuss OPWDD's progress to-date.
- The culmination of OPWDD's work is contained in the *Optumas Briefing Book*, which has also become known as the "Blue Book."



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## OPWDD JAD Next Steps

- A more in-depth discussion on Quality and IT is scheduled with Optumas for October 7, 2013.
- In the upcoming weeks, OPWDD expects to:
  - Reconvene Phase I JADs:
    - Communications
    - Front Door
  - Convene Phase II JADs:
    - Roster
    - EISP
    - Assessment
    - Quality Monitoring-Specifications
    - COA
  - Convene New Phase I JADs:
    - Billing and Receivables
    - Quality Monitoring-Structure
    - Grievance and Appeals
    - Utilization Review