

Rate Re-basing: Turning a Sometimes Painful Process into a Data Treasure Trove

2019 HCBS Conference

August 28, 2019

Rate Re-basing: Turning a Sometimes Painful Process into a Data Treasure Trove

Welcome

- Introductions
- Interactive Poll
- Rate Re-basing Background
- Panelist Perspectives
- Table Brainstorm
- Brainstorm Discussion
- Question and Answers



Interactive Poll Information:

We will have interactive polls throughout this panel, and we encourage you to participate.

To join by computer

Pollev.com/jaymicoHEN341

To join by mobile phone

Text **JAYMICOHEN341** to **22333**



Panelists



Sarah Salisbury

Associate Manager
Public Consulting Group, Inc.



Lora McCurdy

Deputy Director
Illinois Department on Aging



Roberta Duran

Deputy Director
New Mexico Developmental
Disabilities Supports Division



Barbara Ramsey

HCBS Consultant
Past Director, Colorado Intellectual
and Developmental Disabilities
Division



Jennifer Rodriguez

Bureau Chief
New Mexico Developmental
Disabilities Supports Division



Interactive Poll # 1

Respond at [PollEv.com/jaymicoHEN341](https://poll-ev.com/jaymicoHEN341)

Text **JAYMICOHEN341** to **22333** once to join, then **A, B, C, D, or E**

Have you participated in a rate re-basing effort in the past?

In the last 6 months **A**

Less than 2 years ago **B**

2-5 years ago **C**

5+ years ago **D**

Never **E**



Interactive Poll # 2

Respond at Pollev.com/jaymicoHEN341

Text **JAYMICOHEN341** to **22333** once to join, then **A, B, C, D, E...**

What was your role in the process?

State leadership **A**

State staff **B**

Provider **C**

Rate vendor **D**

Individual/family member **E**

Legislature **F**



Interactive Poll # 3

Respond at PollEv.com/jaymicoHEN341

Text **JAYMICOHEN341** to **22333** once to join, then **A, B, C, D, or E**

How would you rate the process?

- 1 - Painful **A**
- 2 - Not so bad **B**
- 3 - Neutral **C**
- 4 - Good but with bumps **D**
- 5 - It was a breeze **E**



Think Outside the Box

1. Make **VISIONING** and **STRATEGIC PLANNING** part of the process

2. Emphasize the importance of **PARTICIPATION** and why it matters

3. Be **CREATIVE** with data analysis to achieve policy goals

4. Rates aren't just boring math, data should inform **INNOVATION**

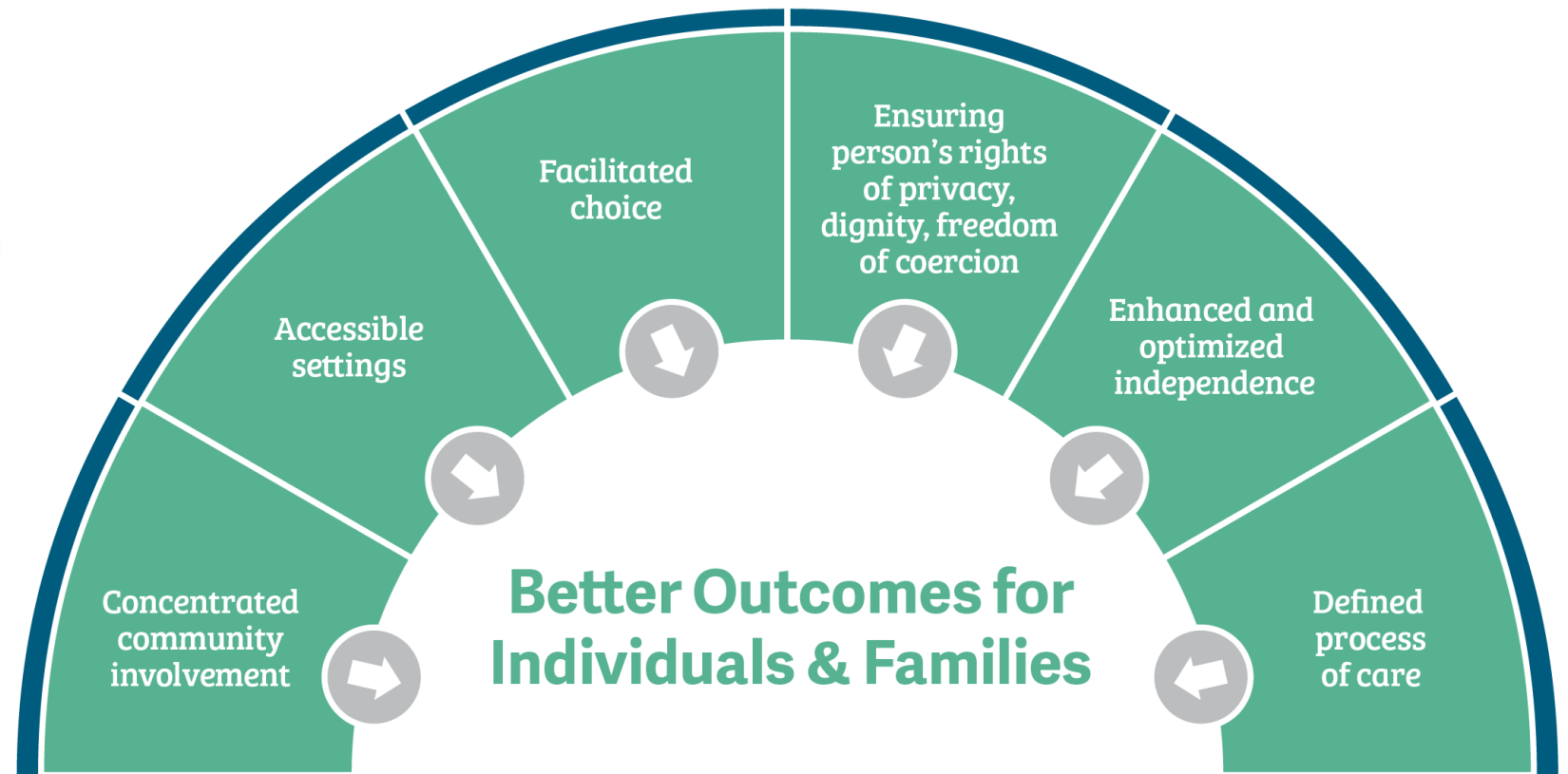
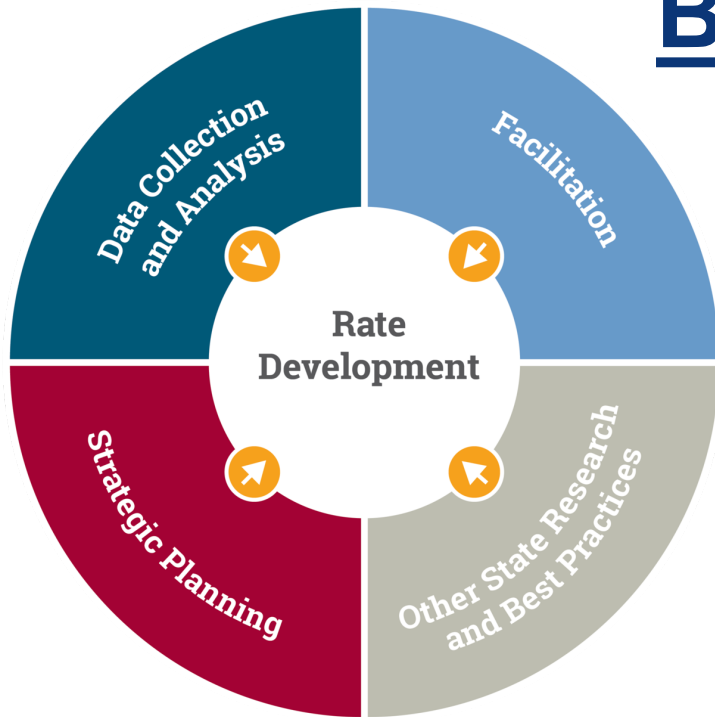
5. Take the fear out of data... You can **UNDERSTAND** it and use it

Creative
Participation **Visioning**
Understand Strategic
Innovation Planning



Rates DO Matter but ...

Better Outcomes Are the Ultimate Goal



Panelist Perspectives – New Mexico



➤ Data routinely collected

- CMS Assurances
- Division-wide key performance indicators such as Individual Service Plan implementation and percentage of people accessing Customized Community Supports (CCS) in a non-disability specific setting
- Incident reports and events that pose a risk (ER visits, choking, falls, injuries, law enforcement, etc.)
- Aspiration risk list and reports
- Provider status and capacity
- Significant medical or behavioral waiver recipients
- Emergency services
- Appointment tracking
- Changes in residential services

Panelist Perspectives – New Mexico



➤ **Most Painful Aspects of the Rate Re-basing Process**

- Getting providers to be open to the process
- Establishing trust
- Resistance to participate
- Providers requesting to be paid to participate
- Getting providers to share their financial information
- Contending with the negative perspective tied to rate setting and past experiences with previous rate studies and results
- Adding additional time to accommodate meetings to hear from stakeholders and change the process and tools, cutting timelines very short for contractor and State staff
- Had to seek technical assistance from CMS
- Had to change the process to address concern and resistance from providers

Panelist Perspectives – New Mexico



➤ **Most Positive Aspects of the Rate Re-basing Process**

- Overall good participation for most service types
- Positive feedback on process and additional meetings-providers felt heard
- Overall satisfaction with process and results
- Flexibility with contractor and state staff to make changes

➤ **Overall Lessons Learned**

- Need to revise provider agreement to require participation
- Allow more time for stakeholders to be heard and give input
- Allow more face-to-face meetings with contractors and providers

Panelist Perspectives – New Mexico



- **Examples of Data You Used to Inform System Innovation and Change**
 - Breakdown of Consultant and Case Management functions-how are people really spending their time?
 - Recommendations around technology (AT and PST), specialized medical equipment and environmental modifications
 - Transportation information, data and best practices
 - How people may be billing incorrectly for services rendered (billable versus non-billable)
 - Use of standardized assessment tool
 - Waiting list management
 - Require providers to direct support professionals \$15.00/hour through legislation
 - Use data and rate assumptions to increase productivity
 - Review and reduce administrative requirements in waiver standards that do not have direct impact on outcomes for people receiving support
 - Revise criteria to utilize incentive rates for therapy and behavior support consultation

Panelist Perspectives – New Mexico



➤ **Biggest Surprise (AH-HAH) Moment from the Data Collection Process**

- Thinking of how to use rates to improve practices and outcomes for people
- How rates can be used to incentivize work activities (innovative services and reduce dependence on 24 hour paid supports and increase independence)
- Amount of time being spent on administrative requirements versus direct support to individuals

Panelist Perspectives - Illinois



➤ Data Routinely Collected

- Direct service worker cost certification worksheets
- Annual audits

➤ Most Painful Aspects of the Rate Re-basing Process

- Obtaining adequate responses to the three data collection surveys
- Building trust with the provider community that sharing of data was necessary to evaluate existing rates to satisfy federal CMS requirements for re-basing rate

➤ Most Positive Aspects of the Rate Re-basing Process

- Incorporating federal waiver regulations specific to the provision of integrated settings into the rate re-basing data collection process
- Independence of rate study vendor in rate analysis
- Stakeholder participation in focus groups

Panelist Perspectives - Illinois



➤ Overall Lessons Learned

- Need to conduct additional outreach to the provider community to ensure understanding of data collection survey tool
- Federal CMS requirement for re-basing rates every five years will ensure all waiver rates are reviewed – uniform review process across all waiver direct services

➤ Examples of Data You Used to Inform System Innovation and Change

- Rate re-basing process allowed the Department to consider the federal 2014 waiver regulations specific to integrated settings for Adult Day Services via the data collection survey tool

➤ Biggest Surprise (AH-HAH) Moment from the Data Collection Process

- Need to continuously review data collection process

Panelist Perspectives - Colorado



- **Data routinely collected**
 - Service utilization and expenditure trends

- **Most Painful/Positive Aspects of the Rate Re-basing Process**
 - Obtaining reliable cost data / stakeholder engagement & education

- **Overall Lessons Learned**
 - Rely on industry standards where possible
 - Engage stakeholders early and often
 - Evaluate geographic factors and other variables

Panelist Perspectives - Colorado

- **Examples of Data You Used to Inform System Innovation and Change**
 - Tracked use of the exception process (Level 7 rates) to use as indicator for rate level changes
 - Opportunity to drive program goals and objectives through rate incentives

- **Biggest Surprise (AH-HAH) Moment from the Data Collection Process**
 - Employing utilization data to expand the provider base

Interactive Activity

Table Brainstorm

Underutilized Data

List 3 types of data currently collected that are being underutilized

Current Data Gap

Identify a data gap and how it could be captured through a rate study process

Common Policy Challenges

What rate setting data could be leveraged to inform policy decisions and innovation



Questions & Answers

Contact Us

Contact Us

Sarah Salisbury	ssalisbury@pcgus.com
Jennifer Rodriguez	Jennifer.Rodriguez@state.nm.us
Roberta Duran	Roberta.Duran@state.nm.us
Lora McCurdy	Lora.McCurdy@Illinois.gov
Barbara Ramsey	baramsey@pcgus.com





PUBLIC
CONSULTING GROUP

Solutions that Matter