



Kentucky  
Medicaid Waiver  
Management  
Application

**From siloed paper processes to Medicaid-integrated and MMIS-interfacing person-centered solution supporting all Kentucky HCBS Waiver Programs**

August 29, 2018

# Your Speakers Today



**Lori Gresham, RN**

Clinical Program Manager Senior for Kentucky's Department for Medicaid Services. She works on Kentucky's implementation of federal initiatives and is the project lead for the state's current redesign of the 1915(c) waivers

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**Jessica Lehfelddt**

Manager at Deloitte with 6 years of experience with Integrated Eligibility Systems and Long Term Services and Supports

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**Cassie Sanford**

Manager at Deloitte with over 8 years of experience supporting states through major system implementations focusing on Change Management through engaging training, communications and outreach activities

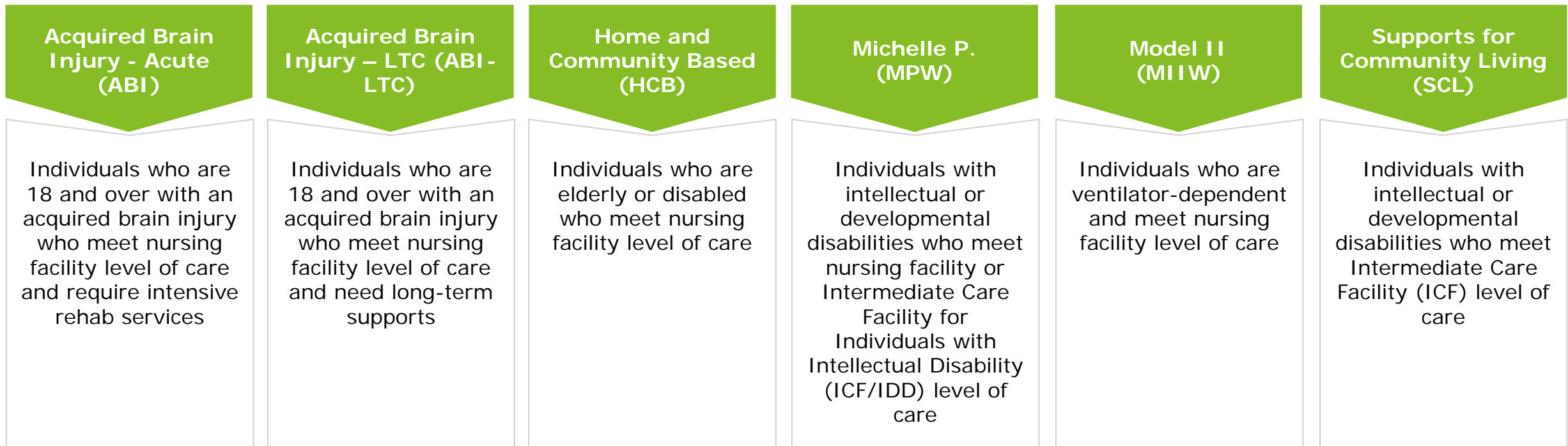
# Agenda

Topic	Content	Presenter
Medicaid Waiver Background	<ul style="list-style-type: none"><li>• HCBS Waiver Programs in Kentucky</li><li>• Program Transformation</li></ul>	Lori Gresham
Kentucky's MWMA Implementation	<ul style="list-style-type: none"><li>• Approach to Design</li><li>• System Modules</li><li>• Implementation Timeline</li><li>• Alignment with Regulations</li><li>• Funding Streams</li><li>• User Adoption</li></ul>	Jessica Lehfeldt Lori Gresham Cassie Sanford
Lessons Learned	<ul style="list-style-type: none"><li>• Lessons Learned</li></ul>	Jessica Lehfeldt
Question & Answer	<ul style="list-style-type: none"><li>• Q&amp;A</li></ul>	All

# Medicaid Waiver Background

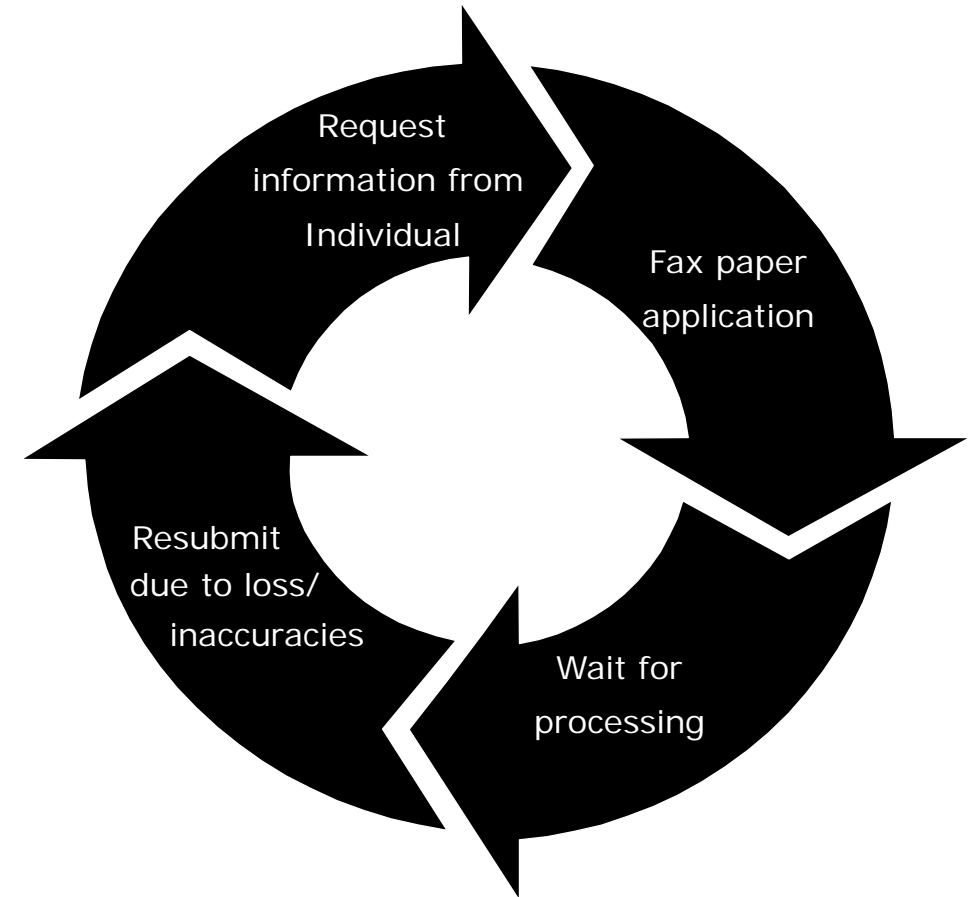
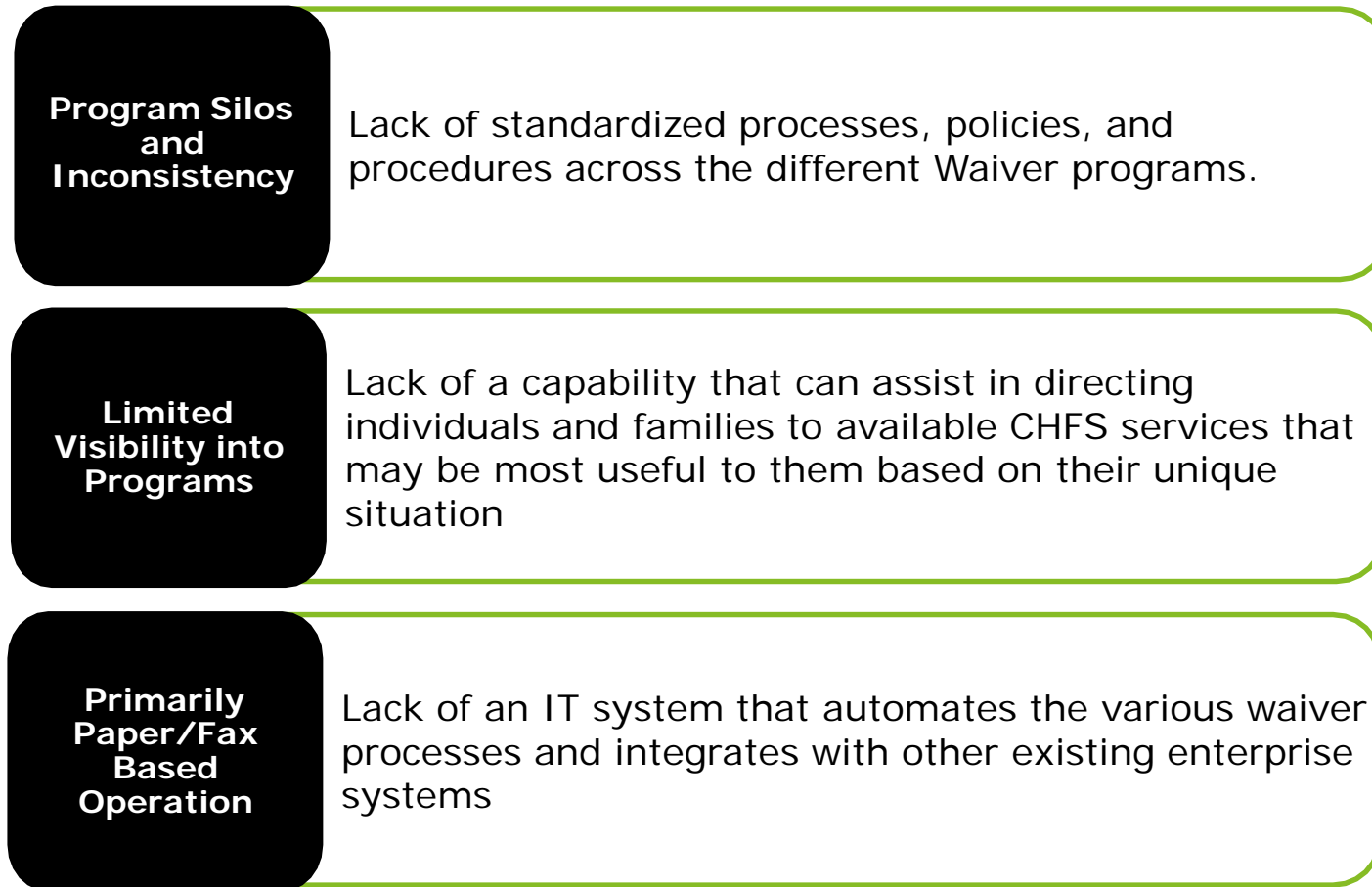
# Home and Community Based Services Origins in the Commonwealth

- In 1987, the Commonwealth of Kentucky introduced the Home and Community Based Service Waiver Programs (1915c). The goal of the program is to provide community and home-based care services to individuals as alternatives to nursing facility care.
- Today, Kentucky's Cabinet for Health and Family Services (CHFS) offers six Medicaid waiver programs to over 24,000 Kentucky residents.



# The Call for Transformation

As the scope and size of Kentucky's Medicaid Waiver program expanded, so did the challenges of coordinating care and delivering quality services.



Example: Inefficient Application Processing

# Kentucky's MWMA Implementation

# Kentucky Medicaid Waiver Management Implementation Planning

Multiple As-Is and To-Be sessions held to determine the best approach for the system implementation, aiming to resolve as many existing challenges with the processes as possible.



## Guiding Principles

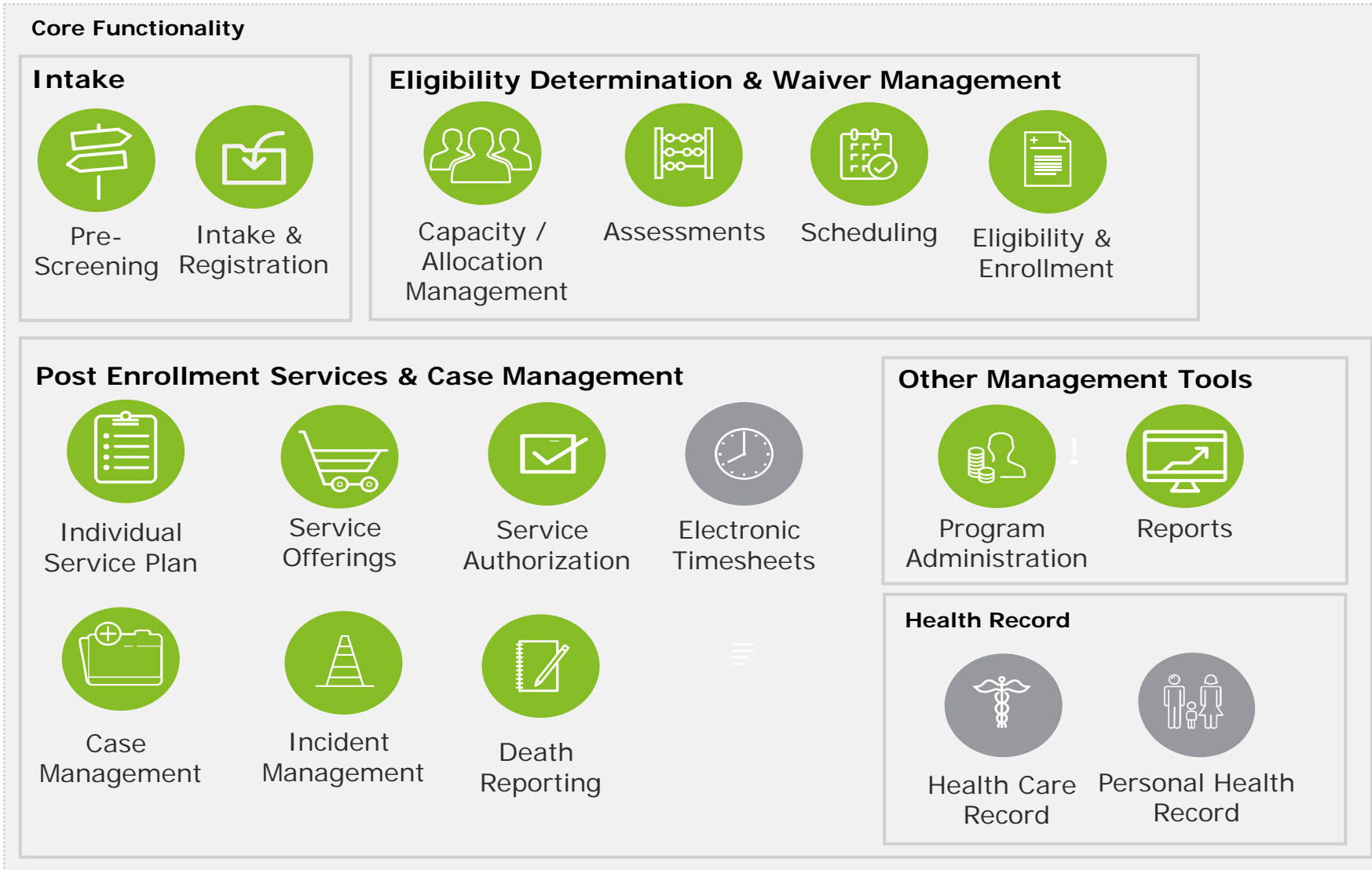
- Standardize processes across all Waiver programs
- Streamline application intake processes (e.g., No Wrong Door)
- Enable real-time access to data across Waivers
- Promote a single view of the Waiver Individual
- Promote equitable distribution of services based on Individual needs
- Streamline processes to enable faster access to services
- Improve access to information for Individuals and their families/representatives
- Optimize information sharing amongst providers (securely)





# Kentucky Medicaid Waiver Management Application

## Included Modules





## Key Integration Points

- Medicaid / MMIS
- Provider Management
- Integrated Eligibility
- Health Information Exchange
- eLTSS Message Exchange

## Application Infrastructure

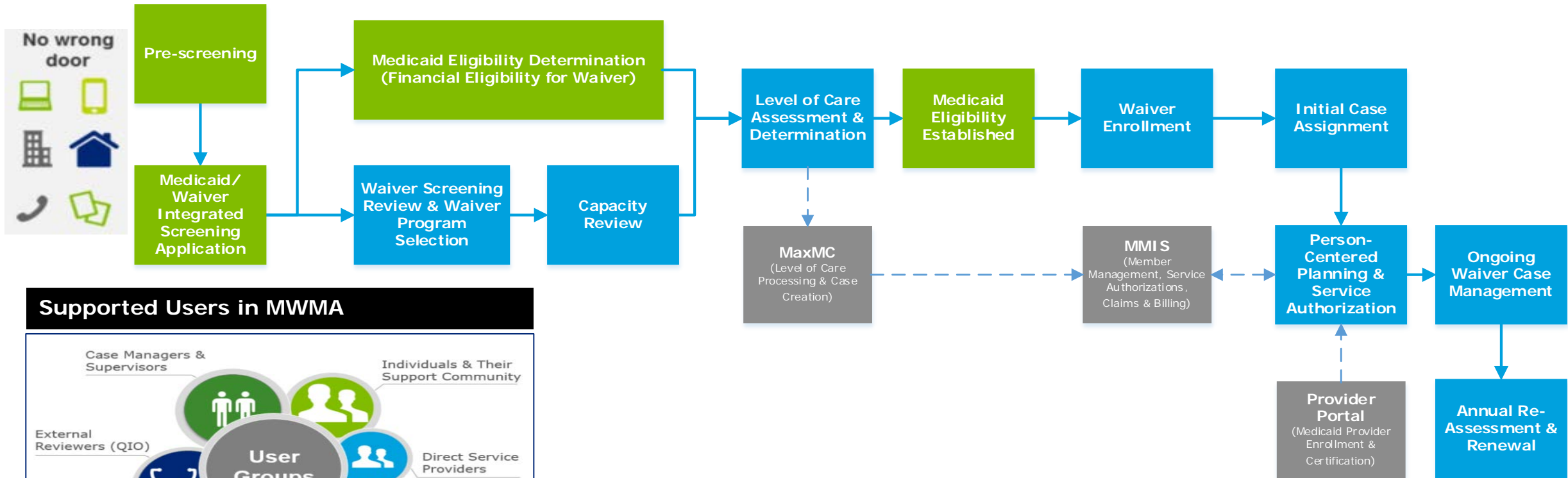
- Workflow, Tasks, Correspondences, and Notifications
- Master Data Management – Master Client Index (MCI)
- Integration Services via State Data Hub
- Security & Access Controls (Kentucky Online Gateway)
- Document Management System

-  In Production
-  In Production, but not deployed

# Medicaid Waiver Management Application

MWMA supports end-to-end system processes for Home and Community Based Waiver Programs (1915c) in Kentucky, streamlining business processes by replacing the use of disparate and paper processes, email, spreadsheets, and a variety of databases.

## MWMA Integrated Intake & Eligibility Process



## Supported Users in MWMA



# Medicaid Waiver Management Application (MWMA)

MWMA functionality and enhancements implemented in 4 major iterations.

## MWMA Implementation Timeline

### Release 4a

Phase I: Intake, Eligibility, Plans, & Case Management  
April, 2015

- Application Intake & Review
- Manual Capacity Review
- LOC Assessment, Determination, & Reassessment
- Manual Waiver Enrollment
- Plan of Care Creation & Review/Prior Authorization
- Case Management
- Program Closure & Disenrollment
- Operational Reports
- Integration with Kentucky Online Gateway (KOG), Master Client Index (MCI), and Document Management System (DMS)

### Release 5

Phase II: benefit Integration, Capacity Mgmt, & Incident Mgmt  
February, 2016

- Consumer Self-Service
- Medicaid & Waiver Application Integration
- Capacity Management (Capacity Allocation & Capacity Administration)
- Medicaid Eligibility Integration & Enrollment
- Conflict-Free Case Management
- Incident Management

### MWMA Enhancements

Changes for HCBS Final Rule & Improved Usability  
Q1 – Q3, 2017

- MWMA-MMIS LOC Interfaces
- Enhancements for alignment with HCBS Final Rule
- Enhancements for alignment with other Commonwealth regulations changes
- Enhancements for usability improvement

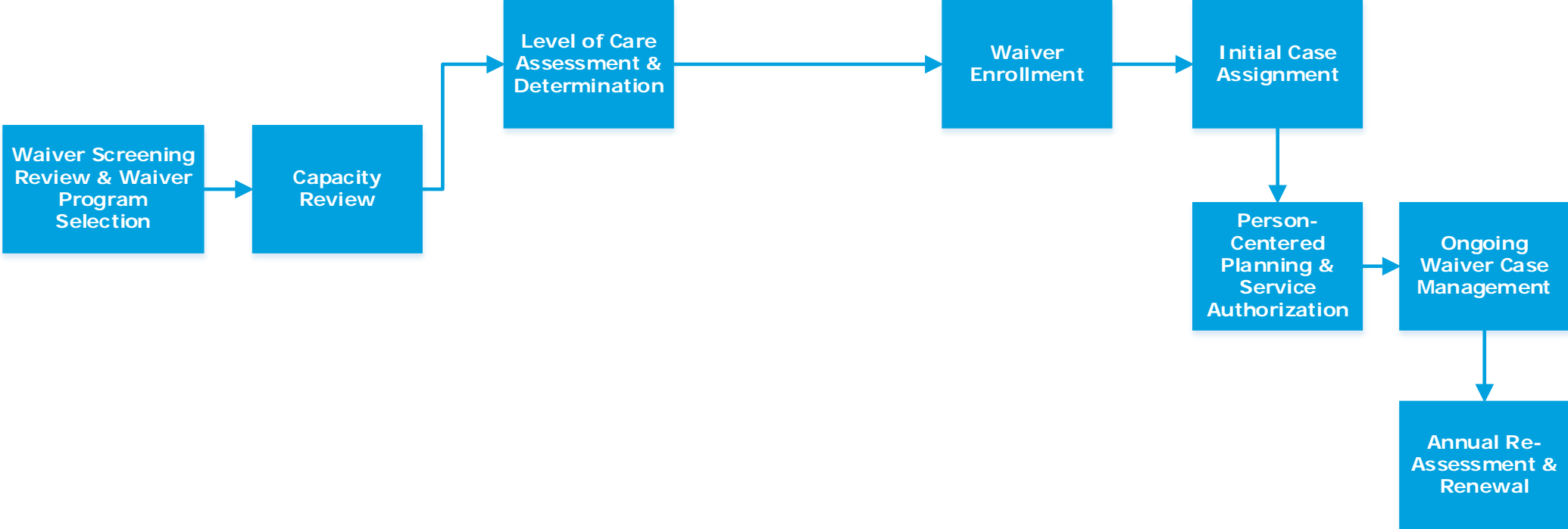
### TEFT Enhancements

Additional Design Enhancements  
Q4 2017 – Q4 2018

- MWMA-MMIS POC Interfaces
- Primary Provider Determination
- Automatic Program Closure for Loss of Medicaid
- Enhancements for process improvement
- Enhancements for Program Closure process

# Medicaid Waiver Management Application

## MWMA Implementation Timeline



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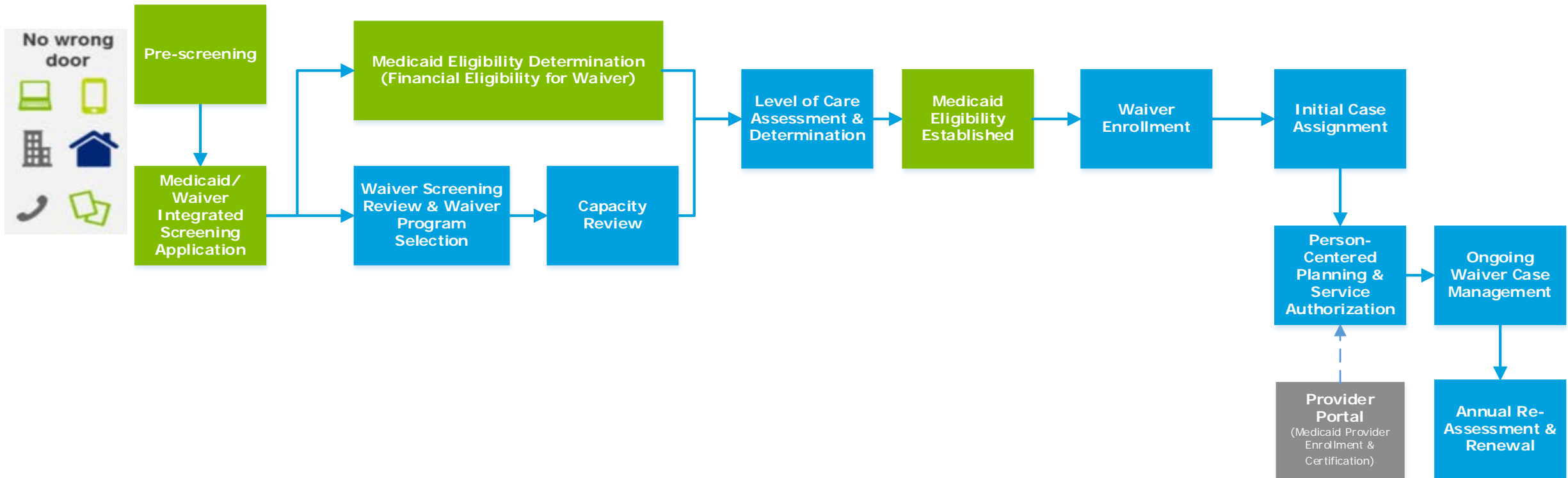
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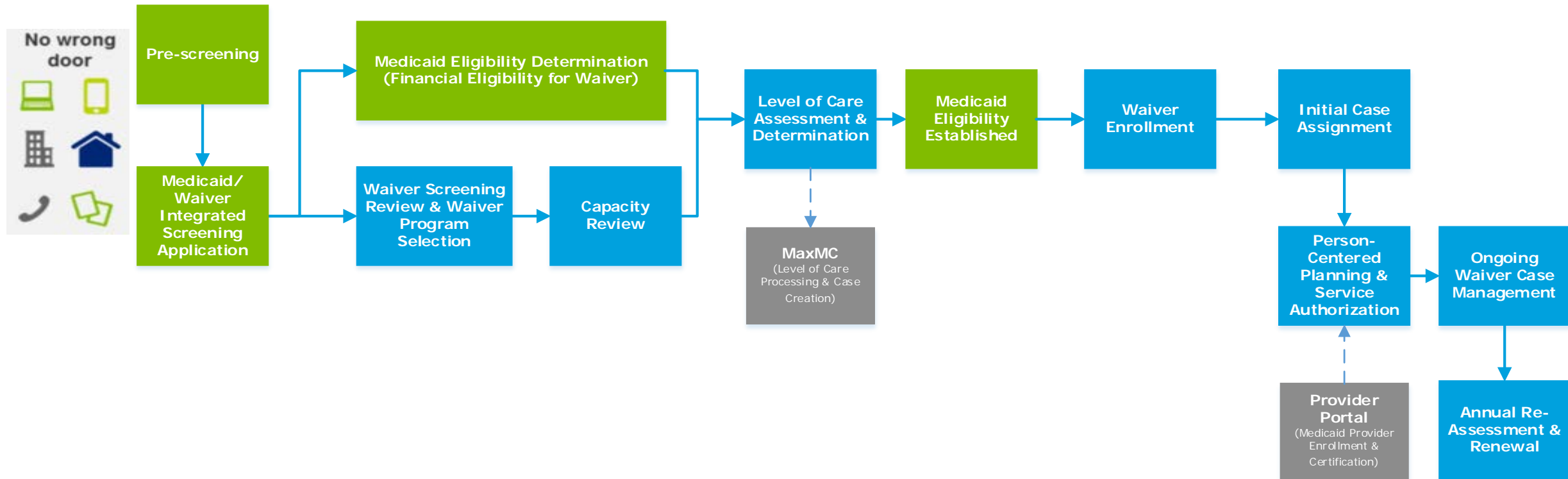
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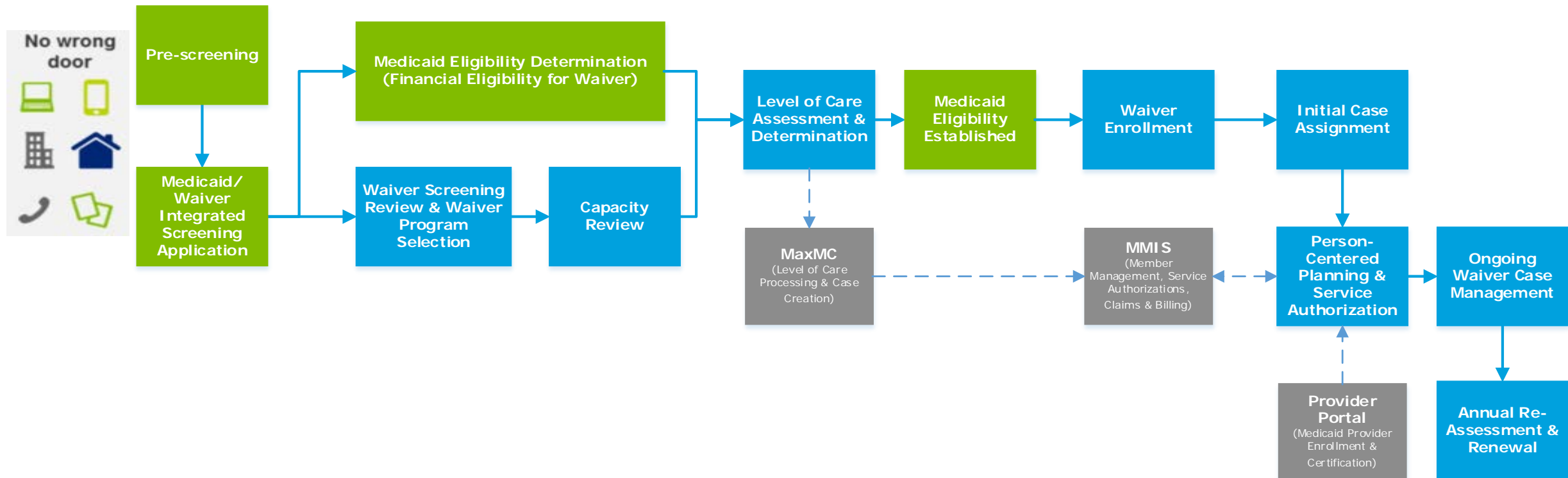
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Q4 2017 – Q4 2018



# Managing Regulations

The Medicaid Waiver Management Application (MWMA) allows the Commonwealth to meet all the requirements of the HCBS Final Rule.

## Conflict-Free Case Management

Requires that any case management provider not provide another HCBS direct service, unless that provider is the only one in the participant's geographical area.

## Person-Centered Planning

All planning, including updates to plan, have a process establish so individuals may make changes to service providers and/or services.

## Non-Institutional Settings

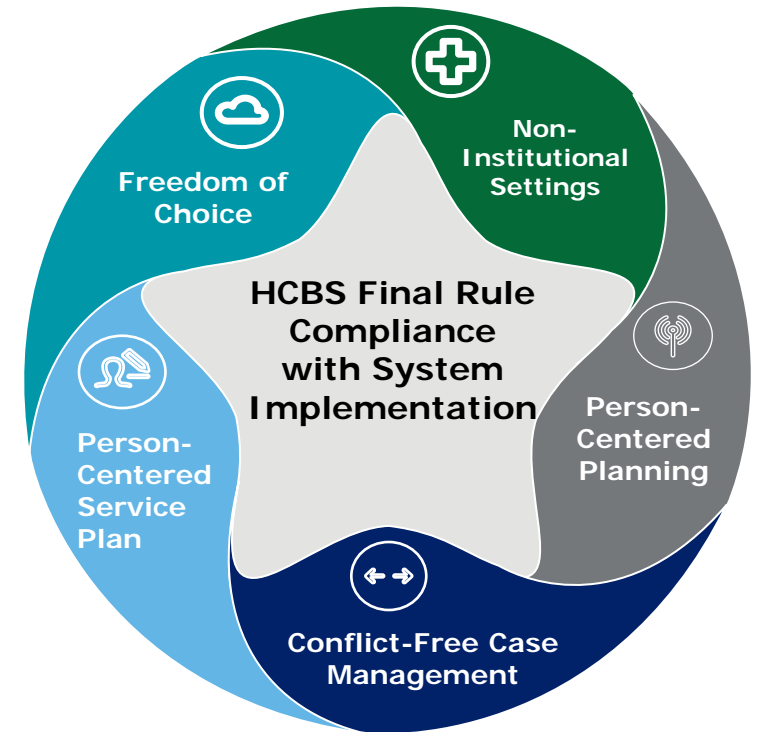
HCBS services cannot be provided in an institutional setting, and the system disallows this by have only approved providers available for selection.

## Freedom of Choice

All individuals have the freedom to choose which service providers they want to use for their direct care services..

## Person-Centered Service Plan

The individual's strengths, preferences, goals and wanted outcomes are definitively listed under each service. This must be updates at least yearly.





# An Approach for Using Federal Grants and Other Funding

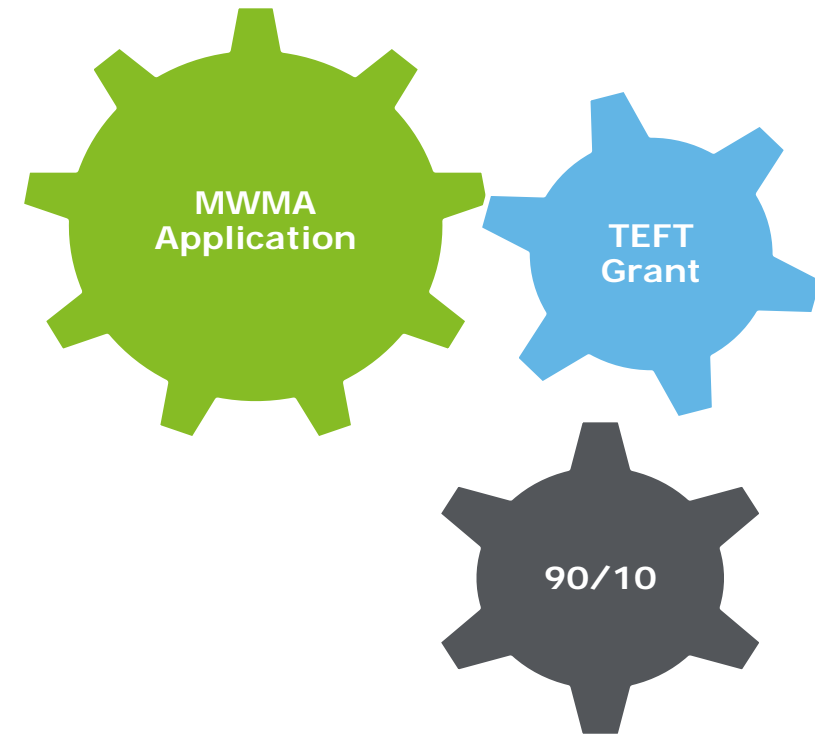
For implementation of a solution to support all Kentucky HCBS Waivers, a funding source was needed. The Commonwealth used TEFT (Testing Experience & Functional Tools) as well as the 90/10 Match.

## Mechanized Claims Processing & Information Retrieval Systems (90/10) Final Rule

- Provided an enhanced federal matching rate for design, development, installation or enhancement of E&E systems
- Increased level of federal support from 50% to 90%
- Supported retirement of legacy systems

## TEFT Grant

- Grant spans four years through March 2018
- Awarded to 9 states to test quality measurement tools in Medicaid community based, long-term services
- First time CMS is promoting the use of health information technology

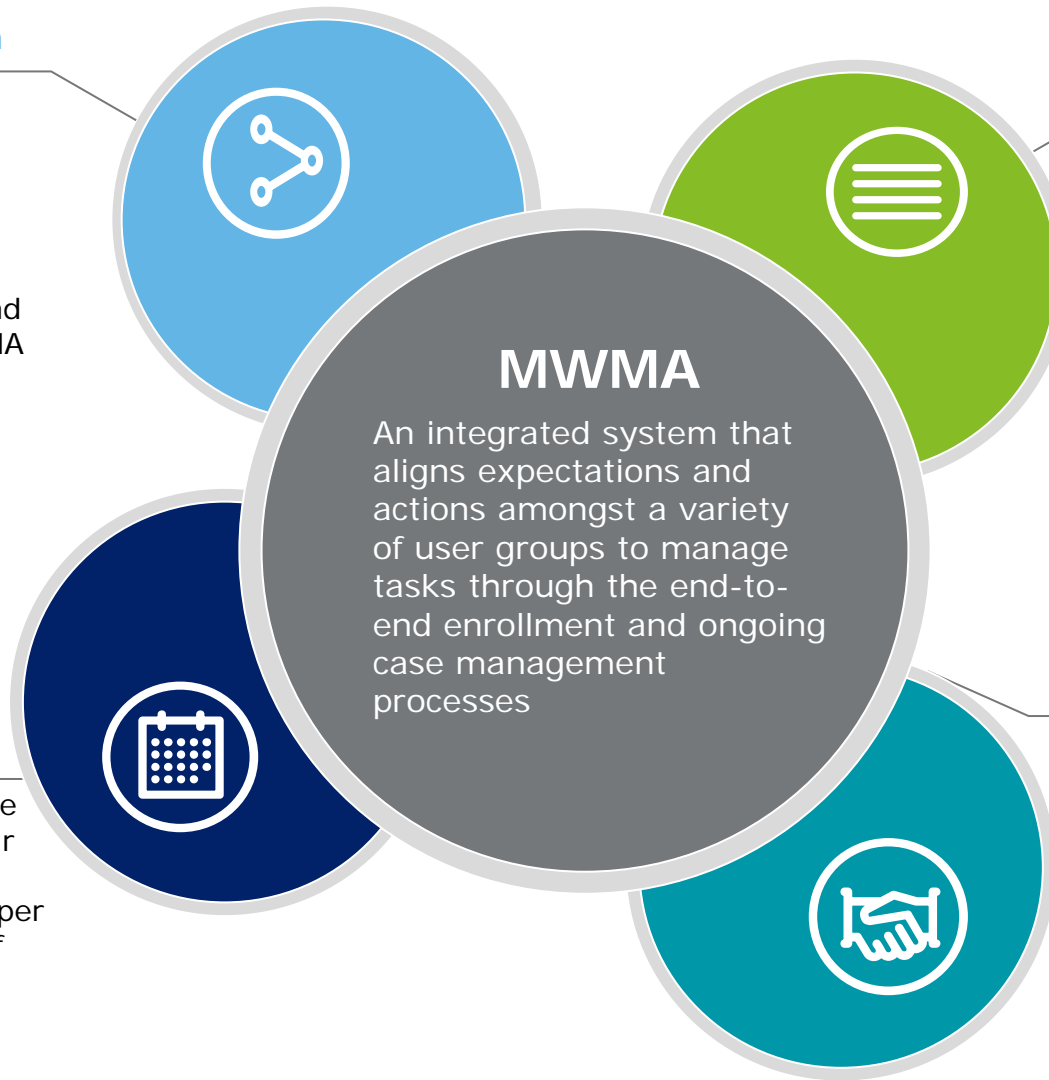


This system has the capability to for future growth and support new regulations as they are implemented, such as the 21<sup>st</sup> Century CURES Act.

# Benefits of MWMA

## Integrated System

- Users complete an integrated application that includes both Medicaid and HCBS Waiver screening, as applicable
- Information in benefind flows through to MWMA



## Time Management

- Inclusion of automatically-generated tasks, correspondences, and notifications that assist the timely completion of necessary case actions

## Consistency

- All users follow the same processes based on their role in the system
- Minimizes the use of paper by promoting the use of and access to electronic documentation

## Collaborative Process

- Users are assigned specific roles and functions in MWMA and are responsible for a subset of actions within the system to move the case or application to the next step
- Past and present information about an Individual's case or application is stored in one place
- Facilitates case transfers

One of the major benefits of MWMA is the ability to use one application to review for all HCBS waiver programs.

# Understanding Adoption Roadblocks

Successful adoption of MWMA lay in a strategy centered on **informing**, **engaging** and **educating** waiver stakeholders, including case managers, from early implementation phases and post go-live operations.

## Specific factors driving adoption challenges included:

- Timing of KY Waiver Renewals, initial training and system go-live
- The new HCBS federal final rules confusion
- Local In-house/privately purchased systems and processes that were established
- Security/Privacy concerns
- Familiarity with paper/fax processes



A new adoption approach was taken to combat these challenges through the deployment of a wide range of communications, outreach, and educational tools and resources.

# Identifying and Educating Stakeholders

## Training and Support Resources

To support the diverse and wide-spread end-user population, the Commonwealth employed a blended learning and engagement approach comprised of the following components:



### Classroom Training

- Focused on building understanding of MWMA functionality and new business processes
- Provided hands on practices via simulated classroom activities



### Communications

- Engaged end users with easy to read and fun communications via email with analytics performed on open rates
- Included detailed system documentation, job aids, and computer based courses providing learners with simulated practice exercises



### Outreach Events and Webinar Sessions

- Participated in statewide community events to publicize the advantage of using MWMA
- Provided virtual webinars with guidance on onboarding and key processes necessary for getting started in MWMA

# Classroom Training

## Training and Support Resources



### Key features and benefits

- Occurred across a variety of forums
- Incorporated live system demonstrations, Q&A sessions, and take-away materials
- Demonstrated leadership presence and commitment to the transformation
- Allowed users to walk through the entire process, start to finish for a holistic view of the system and role of each user

## MWMA Onboarding Tip Sheet

If you are connected to a State Network at your agency and are trying to complete the onboarding process, please refer to 'What should I do if my agency uses a state network?' guide **BEFORE** you start the onboarding process mentioned below

### Step 1 An Organization Administrator from your agency needs to be setup

If you do not have an email invitation with subject "Invitation to become an Organization Admin", please send an email to [MedicaidPartnerPortal.info@ky.gov](mailto:MedicaidPartnerPortal.info@ky.gov) with subject "Did not receive Organization Administrator Onboarding Invite Email" and provide your org admin's First Name, Last Name, Email, Agency Name, Agency Medicaid Provider Number(s), and Contact Telephone Number.



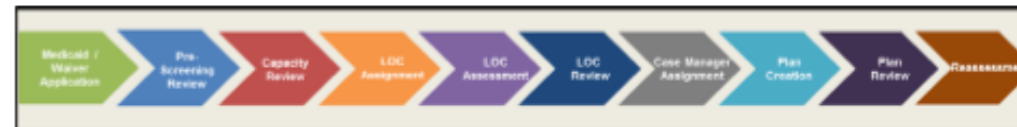
### MWMA Case Management Agency Participant Manual



Place a star next to the HCBS Waivers you are certified to support.

#### Introduction to MWMA

MWMA is a system that supports all phases of an Individual's Medicaid HCBS Waiver enrollment, modifications to an Individual's HCBS Waiver case, reassessments, and ongoing case management activities. MWMA, which is integrated with benefind, allows authorized users to access and track actions related to an Individual's HCBS Waiver program. The ten basic steps of the MWMA process are shown below:



Please Note: benefind is a system that allows Individuals to apply for and maintain applications for Medicaid, SNAP (Supplemental Nutritional Assistance Program), and KTAP (Kentucky Transitional Assistance Program). You should think of the Medicaid and HCBS Waiver application as one integrated process and MWMA and benefind as one, integrated system.

# Delivering Engaging Communications

## The Medicaid Waiver Management Information Bulletin



### Key features and benefits

- Provided ongoing project updates and announcements
- Included monthly “spotlights” featuring system functionality and related impacts and benefits for providers and waiver participants
- Used to communicate major release updates, tips and tricks, and best practices, post system launch
- Incorporated opportunity for users to explore MWMA with system accessibility on-site during conferences

## You're Invited: LIVE WEBINAR!

### Medicaid Waiver Management Application (MWMA)

#### EVENT DETAILS

**What:** Live Webinar on MWMA system functionality  
**When:** Wednesday, June 14, 2017 (10:00am – 12:00pm)  
**Where:** <http://chfs.adobeconnect.com/r114peqc4b5/> (See log-in information below)

#### What to Expect



MWMA 101



Helpful Tips

MWMA Bulletin

MWMA 101 | SYSTEM UPDATES | HELPFUL TIPS

Forward

**Announcements**

You can still sign up for MWMA training that covers the entire MWMA process, ongoing case management, and reassessments! Visit the TRIS website to register: <https://tris.eku.edu/dcbcs/calendar.asp>

MWMA 101 System Updates Helpful Tips

MA 101

Care (LOC) Assignment

...red what happens after capacity is reserved in an HCBS waiver program? After the through capacity review and space has been reserved in a Waiver program, to the LOC Assignment phase. The communications (tasks and generated when capacity is reserved depend on the waiver.

...vices through a Medicaid waiver, an Individual must meet the criteria to qualify

# Participating in Outreach Events

## Outreach Events



### Key Conference Attendance

- ARC of KY Annual Conference
  - Largest volunteer organization in the state, focused on advocating for those with intellectual and developmental disabilities
- 11<sup>th</sup> Annual NKY TBI (Traumatic Brain Injury) Conference
  - Conference held for brain injury survivors, their family and caregivers, as well as healthcare providers, educators and the general public to provide education, resources and networking opportunities
- KHCA (Kentucky Home Care Association) Conference
  - Conference to address topics impacting the home health industry as well as opportunities for education and networking

**System Dashboard Views**

**Case Manager**

**Individual**

**Access the Message Center**

**Key Features of MWMA**

- Tools for Effective Case Management
- Automated Workflows, Tasks & Notifications
- Electronic Documentation

**Waiver Program Overview**

The 1915(c) Home and Community Based Services (HCBS) waivers are one of many options available to states to allow the provision of long-term care services in home and community-based settings under the Medicaid program.

ABI	MIW	HCB
ABI-LT	MPW	SCL

**Helpful System Tips**

MWMA allows you to track waiver and Medicaid application statuses to better understand the progress of each application.

- To track the waiver application status, go to the **Individual Summary** screen and click **View Applications**. Click the hyperlink of the application number and view the waiver application status under the **Application History** status column.
- Navigate to the **Individual Summary** screen and click **Go to the beneficiary Dashboard** button to review the Individual's Medicaid application status.

If there is an issue uploading required documents or the Application Reviewer marks the application as incomplete, an API (Request for Information) generates and is sent to the Individual. To upload documentation:

1. Navigate to the **Individual Summary** screen and click the **View RFI Documents** button.
2. A list generates for the Application Reviewer to review the application Phase View. If the required documents are not provided and uploaded within 60 days, the case is deactivated.
3. Complete waiver questions.
4. The application Confirmation screen appears, select **Next** to upload all RFI documents.
5. At the **Upload RFI Documents** screen, upload all documentation required in the "Attach a Waiver" screen.
6. The "Upload Waiver" updates to a green check mark and enables the **Submit** button.

To view documents already uploaded or to upload important but not mandatory documents:

1. Navigate to **View Documents** on the **Individual Summary** screen.
2. Click **View Documents**.
3. Upload important document(s) by clicking the **Add Another Document** hyperlink.

**Do not wait to start LOC and POC tasks**

- LOC task is created 90 days prior to LOC end date for LOC Assessor
- POC task is created 45 days prior to LOC end date for Case Manager

# MWMA Adoption Impact\*

## Overall Impact



**425**

Newly enrolled end-users in MWMA since **January 2017**



**87%**

Found site-support “Helpful” and “Agreed” they learned something new or had their questions answered



**13.2%**

Decrease in the tickets reported from the Contact Center



**39.1%** increase in Assessments

**29.3%** increase in Plans

**34.5%** increase in Applications

**33%** decrease in Faxes sent

## Adoption Enablement

### Communications



**8** Communications distributed

**5** Monthly bulletins

**3** Ad-Hoc Communications

**1,797** Communication recipients

### Site Support



**27** Case Management

**714** Users received On-Site Support

### Training Feedback

**94%** Somewhat Agreed or Strongly Agreed

“I will be able to apply what I learned during this session on the job”

### Training Development



**42** QRGs/Job Aids

**6** Web-Based Trainings (WBTs)

**3** Participant Manuals

(over **350** pages each)

**2** FAQs

### Training Delivery



**33** Instructor-led classes

**334** Case Managers trained

**1** Live MWMA Webinar

**227** Case Managers attended

**93%** Somewhat Agreed or Strongly Agreed

“I clearly understood the content presented”




# Lessons Learned

# Lessons Learned


## Implementation Lessons



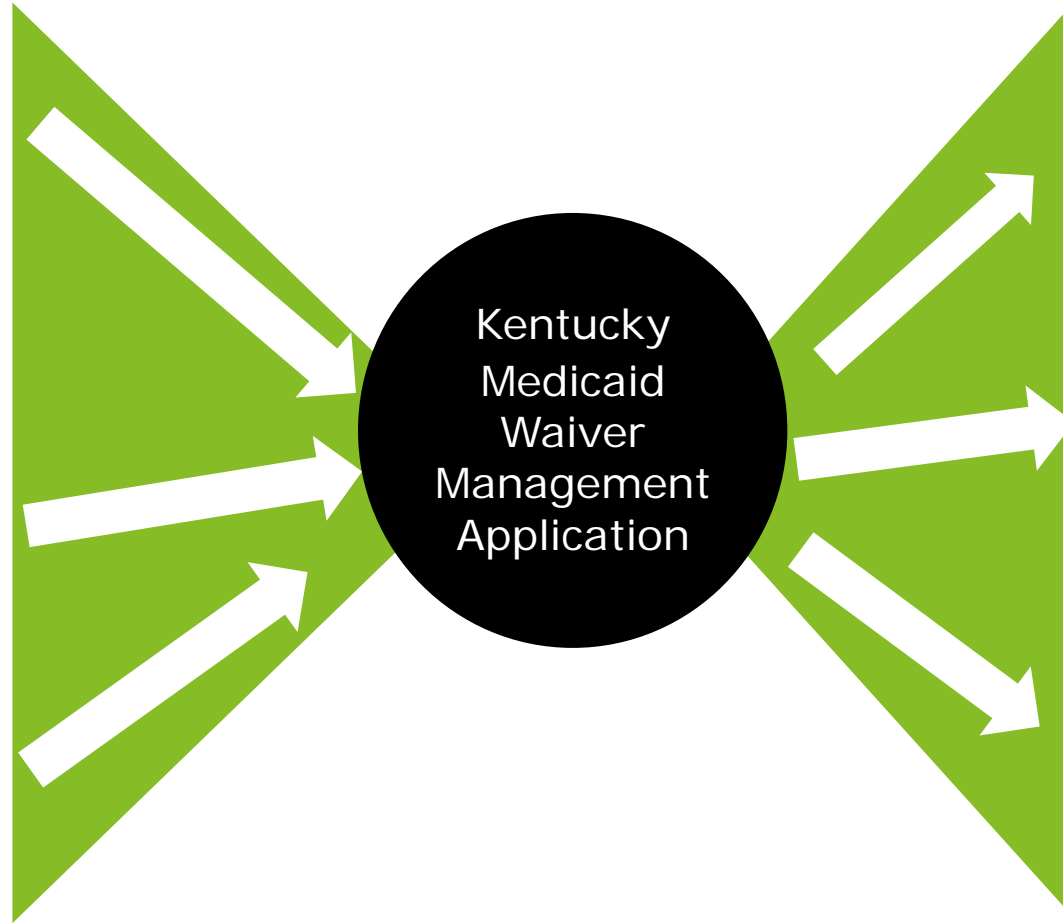
Concurrent Implementation of Regulations and Policies




Mandate usage to avoid conflicts

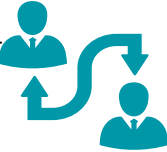



Use leading practices



## Engagement Lessons

Early engagement of Provider organizations 

High-touch support to Minimize user error 

Maintain executive sponsorship across all departments 

# Questions?

**Lori Gresham, RN**

Clinical Program Manager Sr  
Kentucky Department for Medicaid Services  
Lori.Gresham@KY.gov

**Jessica Lehfeldt**

Manager  
Deloitte Consulting LLP  
jlehfeldt@Deloitte.com

**Cassie Sanford**

Manager  
Deloitte Consulting LLP  
ksanford@Deloitte.com



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