



**Lessons Learned in Waiver
Management Systems Deployment
8/30/2016**

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- In 1987, the Commonwealth of Kentucky introduced the Home and Community Based Service (HCBS) waiver program
- Goal of the program is to provide community and home-based care services to individuals as alternatives to nursing care 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

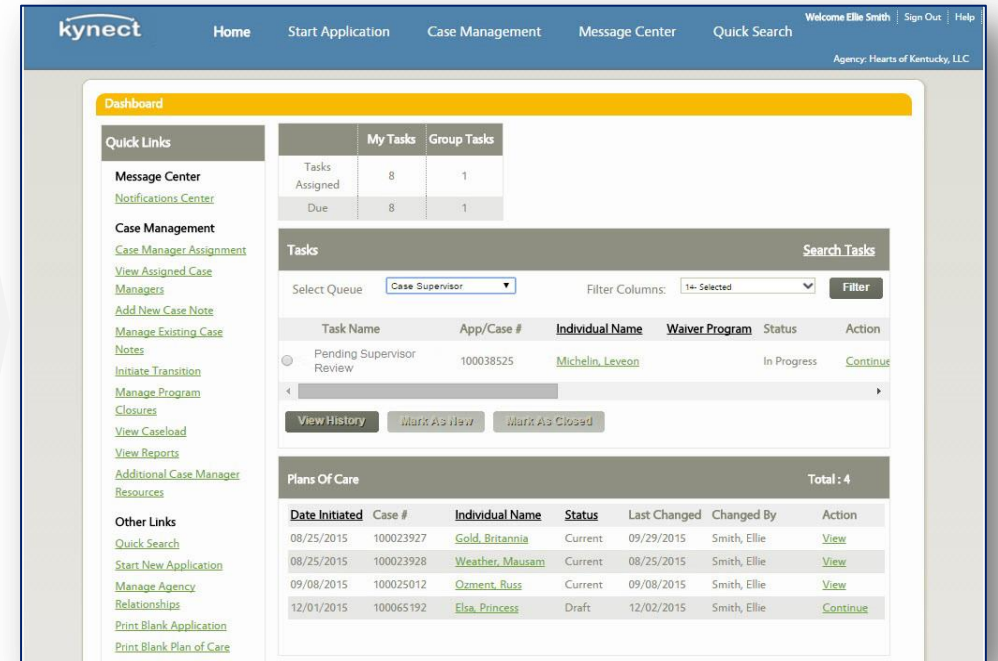
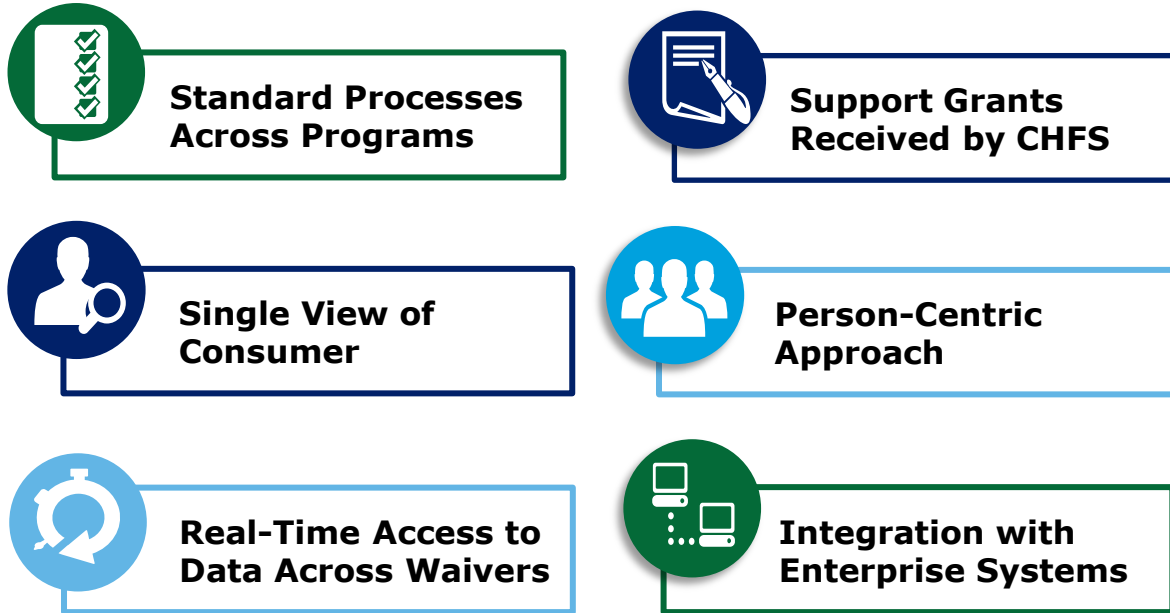
As the scope and size of Kentucky's Medicaid waiver programs expanded over the years, so did the challenges of coordinating care and delivering quality services to individuals.

Among the key challenges facing Medicaid waiver program management included:

- Primarily paper/fax based operation
- Hard for members to gain access to services
- Program silos & inconsistencies
- Need for greater coordination & quality
- Limited visibility into programs

Implementing the Medicaid Waiver Management Application

MWMA Guiding Principles



Understanding Adoption Roadblocks

Success of adoption was dependent upon the a number of stakeholders, including case managers.

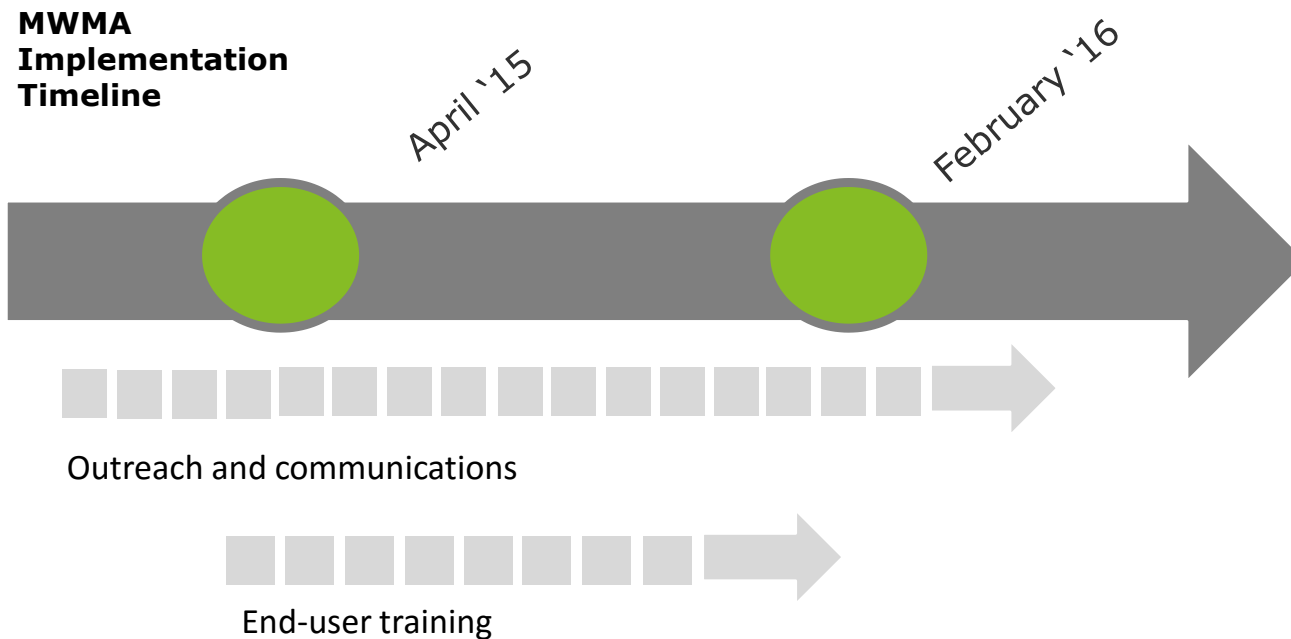
Specific factors driving adoption challenges included:

- Timing of KY Waiver Renewals
- The new HCBS federal final rules
- In-house/privately purchased systems and processes
- Security/Privacy concerns
- Familiarity with paper/fax processes



Driving Adoption

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



This adoption approach was driven through the deployment of a wide range of communications, outreach, and educational tools and resources.

Delivering Outreach and Communications

The Medicaid Waiver Management Application Information Page



Key features and benefits

- Served as a central repository of MWMA information and resources including:
 - Project background and overview
 - Important announcements and updates
 - FAQs, fact sheets and other informative materials
- Open to the general public, promoting transparency and access to information

MWMA Information Page

The screenshot shows the 'KY Medicaid Waiver Management Application Page'. At the top, there is a navigation bar with links for 'About CHFS', 'Contact Us', 'Forms and Documents', and 'Información en Español'. Below this is a breadcrumb trail: 'Home > Department for Medicaid Services > Kentucky Medicaid Waiver Management Application (MWMA)'. The main heading is 'KY Medicaid Waiver Management Application Page'. A welcome message states: 'Welcome to the Kentucky Medicaid Waiver Management Application (MWMA) Information page. This page will serve as a one-stop resource for the latest information related to the MWMA project and its implementation.' Under 'More information:', there are links for 'Access the MWMA', 'What's New', 'Medicaid Waiver Management Application Overview', and 'Learn More about MWMA'. A 'What's New' section highlights an update: 'Update: Please view the **August 8 and 9 Wavier Documentation Training Webinar announcement** and the **MWMA Provider Training, Registration letter for June and July 2016**. Please read the provider communications listed below regarding the updates to the MWMA effective Feb. 29, 2016. There are tip sheets, job aids and web-based training available to help you understand how to use the system. Please review those to familiarize yourself with the system. If those do not answer your questions or you are experiencing difficulty, please contact the call center at the number listed below. Read the: Case Management Agency Communication'. The right sidebar includes 'Access to MWMA' with a 'Sign Into MWMA' link and a note: 'Note: You must already have a MWMA username and password to access the system using this link. If you do not have access, please contact your Organization Administrator.' Below this is a disclaimer: 'Disclaimer: Submitting information through the MWMA starts a prescreening to review if an individual may be eligible for a Waiver program. Only those individuals who meet the prescreening criteria will go on to a formal application.' The 'MWMA Resources' section lists 'User Reference Materials' such as 'MWMA Go-Live FAQs' and 'MWMA Onboarding Tip Sheet', and 'Information Bulletins' including 'MWMA Bulletin Issue 9 Feb. 2016'.

Delivering Outreach and Communications (cont'd)

The Medicaid Waiver Management Information Bulletin

MWMA Information Bulletin

Medicaid Waiver Management Project Information Bulletin
December 1, 2014 (1st Edition)
The Medicaid Waiver Case Management Application (MWMA) stakeholders and users with important information.

In this issue...
Important Announcements | Project Updates

Submit Information Electronically Online
A number of the Commonwealth's Medicaid Management Agencies will be required to submit information to electronic documentation and the system's [Spotlight section](#).

MWMA Roadmap
The MWMA implementation will occur across two releases. The initial release is scheduled for December 2015. The Roadmap below highlights key milestones and goals for a successful implementation of the initial MWMA release.

Identify Application Requirements	Develop and Test Application	Train MWMA Users	Go-Live (1st Release)
Nov 2013-Jan 2014	Jan 2014-February 2015	Oct 2014-April 2015	Spring 2015
<ul style="list-style-type: none"> Perform analysis of existing business processes Define future business processes 	<ul style="list-style-type: none"> Conduct design sessions with CHFS staff Build application Plan testing activities Perform testing Launch user acceptance testing 	<ul style="list-style-type: none"> Schedule classroom training Register participants in classroom training Distribute training materials to MWMA users Conduct classroom training 	<ul style="list-style-type: none"> Establish user IDs for accessing MWMA Communicate go-live preparedness activities & requirements Distribute toll-free help desk number Launch MWMA solution

Spotlight on... the Transition to Electronic Documentation
One of the overarching objectives of the Medicaid Waiver Management and streamline how Kentucky's Medicaid Waiver Programs are supported by implementing a number of new business processes and initiatives all waiver providers perform their daily activities. One particular initiative is the Medicaid Waiver Management Application and to allow information to be submitted electronically.

Today, a number Medical Assistance Program (MAP) and other forms are used for determination, plan of care, case management, incident management, and other services. MWMA goes live, the vast majority of these forms will no longer be used. This means that waiver service providers will discontinue collecting the information on these forms. Instead, they will enter this information directly into the Medicaid Waiver Management Application.

Transitioning to electronic documentation is a huge step for waiver providers. It requires a significant effort and time devoted to the storage and transmission of paper documents. However, the expected benefits for waiver providers are significant.

Paper forms will be incorporated into MWMA over the course of multiple releases. This document outlines specific paper forms that will transition to an electronic form during the implementation. Case managers, CHFS staff, and other waiver service providers will continue to use some of the paper forms that are used today. Some of these forms are completed, and others will continue to be submitted through telephone. Additional details around the transition of paper forms to electronic documentation and readiness and classroom training.

Spotlight on... How to Apply For Waivers
The current processes to apply for Kentucky's Medicaid Waiver programs vary by waiver. One of the key objectives of the Medicaid Waiver Management Application (MWMA) implementation is to standardize and streamline the process to apply for waivers by creating a single intake application that will be used for applying to any of the waiver programs. Through this standardization, MWMA automates the application process through a web-enabled portal and provides consistent experiences across all Medicaid waiver programs.

The future application process begins with the completion of a Waiver Intake Application. Application intake will serve as the process in which an Individual's demographic, contact, needs and other details are collected from the Individual, Authorized Representative or Legal Guardian and input into MWMA. In the first release of MWMA, this information will be entered by an *Application Initiator** who may be a Case Manager, Case Manager Supervisor, or other authorized individuals at various case management agencies across Kentucky. The second release of MWMA will allow the Individuals to complete the application intake process themselves through kynect. In addition to entering application intake details, the Application Initiator will also have the ability to upload supporting application documentation, such as diagnosis reports and physician statements, directly into MWMA.

Once an Application Initiator has completed and submitted the Intake application, MWMA will automatically trigger a task for an *Application Reviewer***. An Application Reviewer is responsible for reviewing the submitted waiver application and sending it to a specific waiver program for further processing. During the review process, the Application Reviewer reviews the intake application and validates the supporting documentation. The Application Reviewer will have the ability to return the application to the Application Initiator should further clarification or documentation be required. Once the application review process is completed, MWMA will then trigger waiver capacity review, thus initiating the Medicaid waiver eligibility and enrollment processes.

*An Application Initiator is an individual who initiates and completes an application for Medicaid Waiver services on behalf of an individual.
**An Application Reviewer is an individual responsible for reviewing a submitted application and determining whether an individual meets qualifying criteria for any particular waiver.



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

Delivering Outreach and Communications (cont'd)

In-person Outreach



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.

MWMA Outreach Materials

Medicaid Waiver Case Management
Innovating the Delivery of Kentucky's Home and Community-Based Waiver Programs

How will individuals and families benefit from the WCM application?

WCM implementation includes deployment of consistent service delivery and quality across the Commonwealth

Standardized Processes

Person-Centered Service Delivery

Streamlined Information Sharing

Single View of the Individual

A comprehensive view of an individual will enable individuals and families to make more informed choices around their services

Improved coordination across waiver providers and other entities will help shorten the duration individuals are without services

WCM will facilitate person-centered planning focused on outcome-based goals

When will the WCM application be available?

- Go live with WCM functionality for intake, eligibility, enrollment, plan of care, and case management
- WCM will support over 25,000 HCBS recipients
- Approximately 1,500 users including case managers, case supervisors, QID staff, and CHFS staff
- Go live with additional functionality including incident management, and timesheets for Participant Directed Services (PDS)
- Self-service access will be available to HCBS recipients through the kynect portal

Spring 2015 Winter 2015

WCM Implementation Timeline

Participant Directed Services (PDS) employees, and individuals and families.

Kentucky's Healthcare Connection

Deloitte Consulting LLP

Educating Stakeholders

Training and Support Resources

To support the diverse and wide-spread end-user population, the Commonwealth employed a blended learning 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.



Online resources

- Offered end users self-paced, self-service access to training materials.
- Included detailed system documentation, job aids, and computer based courses providing learners with simulated practice exercises.



Webinar Sessions

- Deployed pre MWMA-launch as part of end user readiness activities.
- Provided guidance on onboarding and key processes necessary for getting started in MWMA.

A survey was conducted on user attendance and comfort with the system based on attending training. This led to a false sense of security in advance of the release.

Leading Practices

Key leading practices emerging from the MWMA implementation include:

- Create messaging that focuses on expected impacts and benefits
- Identify change champions
- Provide opportunities for end users to “see and feel”
- Consider delivering targeted training
- Provide confirmed explanation of benefits to user populations

Today, 1,766 case managers are using MWMA to perform case management activities and 23,528 (~96%) waiver participants have been transitioned in to MWMA.