Lessons Learned in Waiver Management Systems Deployment
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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

- **Standard Processes Across Programs**
- **Support Grants Received by CHFS**
- **Single View of Consumer**
- **Person-Centric Approach**
- **Real-Time Access to Data Across Waivers**
- **Integration with Enterprise Systems**
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
Delivering Outreach and Communications (cont’d)
The Medicaid Waiver Management Information Bulletin

MWMA 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
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.
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 lead 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.