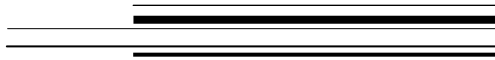




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CCCW Provider Forums

Summary of Forum Priorities & Next Steps



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Introduction

The Family Care program was introduced in Wisconsin over a decade ago as an innovative approach to providing long-term care services statewide. The Family Care program has expanded from its original five county-based pilot programs to currently encompass 57 of Wisconsin's 72 counties. Throughout this expansion period, increasing attention has been focused on program costs and outcomes by a variety of the program's stakeholders. In response to upward cost pressures across its service region, related primarily to the care costs of incoming members who have relocated from nursing homes through the state's Community Relocation Initiative, Community Care of Central Wisconsin (CCCW) hosted fifteen (15) Provider Forums across its service region in May 2011. The forums were attended by over 200 service provider representatives from a variety of service categories (a listing of all fifteen sessions is attached as an appendix to this document).

Purpose of the Forums

The Provider Forum series was designed to address a number of key purposes:

- Engage providers in an ongoing process that demonstrates the organization's commitment to providing opportunities for input that influences decisions and outcomes in areas of mutual interest.
- Collaboration on the development of ideas that result in cost efficiencies for CCCW, providers, and the Family Care program.
- Prioritization of key cost effectiveness strategies that hold particular promise for implementation by CCCW and/or providers.

Anticipated Outcomes

- Development of a comprehensive list of ideas focused on cost efficiencies for CCCW, regional service providers, and the Family Care program.
- Provider prioritization of those cost effectiveness ideas they believe would be most successful in impacting overall program cost structures across CCCW's service region.
- CCCW prioritization of cost effectiveness ideas and consolidation of those ideas into a detailed implementation plan that outlines organizational action.

- Ongoing collaboration between CCCW and service providers to address areas of mutual priority and to support the overall implementation of cost effectiveness strategies.
- Measureable cost savings related to the implementation of planned actions.

Process Steps

The Provider Forum series followed a set of structured process steps to ensure consistency across sessions. In each session, providers were asked to provide answers to three specific questions:

- What can CCCW do to be more cost effective in delivering the Family Care program to eligible community members?
- How can your organization be more cost effective in delivering services to Family Care members (Additionally, what strategies have you already implemented)?
- How can CCCW support your organization in successfully achieving the priority ideas developed in the previous question?

CCCW staff members led the facilitation of small group work aimed at developing answers to the three questions outlined above. Each member of the small group was allowed time to individually develop their own answers to a question. That information was then shared with the small group and recorded by the facilitator. After all members of the group shared their ideas, the group worked collectively to develop a list of priority ideas for each question. Once each small group worked through developing ideas and priorities for all three questions, the large group reconvened and shared the summary information compiled in each small group. The large group then established a list of overall priorities for each of the three questions.

Results

Every cost savings idea presented during the Provider Forums was recorded by CCCW staff facilitators. Likewise, small group and large group priorities were recorded as well. CCCW administrative staff have analyzed and assessed all the information collected in the forums, and have framed a set of key priorities based on common cost savings theme areas identified within the context of each of the three questions posed to providers. The following sections of this report highlight these key areas of priority.

Priority Theme Areas by Question**❖ Question 1: What can CCCW do to be more cost effective in delivering the Family Care program to eligible community members?**

Theme 1: Improve the efficiency of Care Management practices and processes.

- **Context:** Providers identified a number of Care Management practices and processes that result in program and cost inefficiencies. Among those items identified for review include: role of the Social Work and Registered Nurse Service Coordinators; the need for separate Functional Screen Staff; opportunities to increase caseload sizes; eliminating duplicate processes (e.g. assessments) and practices (e.g. multiple meetings with different staff); review of CCCW staff roles when a member is in an assisted living facility; purchasing practices, delivery of, and recycling opportunities for durable medical equipment and disposable medical supplies; reduction and/or elimination of duplicative/unneeded reporting requirements; opportunities to improve communication between CCCW staff and provider staff regarding member- and contract-related matters.

Theme 2: Enhance the efficiency of Billing/Claims Practices and Processes.

- **Context:** Providers identified a number of billing/claims practices that result in inefficiencies. Among those items identified for review include: review need for audit requirements; reduce the number of authorization changes, including the recommendation of authorizations expanded to cover a 1 year timeframe and end at the end of the month; simplify the authorization process; and provide authorizations in an electronic, automated method to providers.

Theme 3: Increase the utilization of technology.

- **Context:** Providers identified a need for an increase in use of technology, including online opportunities, electronic processes and forms, and use of technology for virtual meetings.

Theme 4: Increase awareness and understanding of the Family Care Program.

- **Context:** Providers identified a need to educate medical facilities and doctors on options for individuals to receive supports within the community. Physicians tend to utilize and suggest more costly, restrictive settings for individuals. Providers also identified a need to educate members and families on utilizing the most cost effective option that matches the needs of the individual and emphasizes the transition to home.

Footnote: Providers suggested that CCCW should advocate to DHS for the review of eligibility requirements for the Family Care Program.

❖ **Question 2: How can your organization be more cost effective in delivering services to Family Care members (Additionally, what strategies have you already implemented)?**

Theme 1: Review and assess provider compensation and staffing within their organizations.

- Context: Providers suggested that many have implemented retention incentives for staff to result in reduce turnover, reviewed staffing patterns and eliminated positions, or cut hours for staff. Providers have also managed staffing costs through staff performing multiple tasks and decreasing overtime for staff to decrease internal costs.

Theme 2: Enhance provider efficiencies in training.

- Context: Providers can become more cost effective by sharing training resources with other providers, and by having access to centralized, local, effective, timely, and cost effective trainings.

Theme 3: Improve provider communication and interaction with CCCW.

- Context: Providers suggested that they could be more cost effective by having access to streamlined paperwork processes, including more electronic modes of communication (email instead of phone). They also suggested that setting a meeting with a provider to cover multiple members and one IDT staff working with an individual facility would assist in optimizing staff time in communication with CCCW. Providers also suggested a consistent/standard form of communication with teams would allow them to be more cost effective. Currently, different teams prefer different modes of communication (written, phone message, email, etc.), which causes providers to have an increased workload.

Theme 4: Continue work toward coordination of cost effective services.

- Context: Providers suggested that they can provide more coordinated care by scheduling member medical appointments on the same day (or multiple members scheduled on the same day) to utilize transportation and staff resources more effectively. Providers also suggested a coordinated effort related to transportation resources, pharmacy resources (e.g. bubble packaging), and DME/DMS recycle/sharing. Providers asked that CCCW assist in allowing providers to purchase DME/DMS supplies at a reduced rate from CCCW, return unused products, ship only amount of supplies needed for member, and share resources within a facility.

Theme 5: Bolster utilization of community resources/natural supports for members.

- Context: Providers suggested that they would be more cost effective by gaining more knowledge about community events and resources for members. They also suggested utilizing more natural supports for members. They suggested utilizing volunteers and other non-paid resources for one-to-one needs of members, and

researching and utilizing other funding sources such as grants, coupons, discounts, and donations.

Theme 6: Assess CCCW's ability to provide additional support to providers

- Context: CCCW provides support to proposed DQA regulation changes for providers. CCCW considers matching provider contract requirements with DQA regulations. CCCW provides opportunities for providers to buy in to consolidated insurance options.

Theme 7: Support provider creativity and maximize provider resources.

- Context: Seek provider input on whether services authorized to members are effective. Maximize the resources providers have for members instead of duplication of services (example: residential provider also provides day services). Bring services into residential setting vs. sending the member out for services. Increase the size of facility to reduce costs or double occupancy of rooms for members.

Theme 8: Enhance provider access to and use of technology.

- Context: Providers increase use of technology, including electronic record keeping, claims billing, communication to IDT teams, virtual meetings, etc.

❖ **Question 3: How can CCCW support your organization in successfully achieving the priority ideas developed in the previous question?**

Theme 1: Encourage enhanced provider/CCCW collaboration/communication.

- Context: CCCW continues to facilitate provider forums to enhance partnership in development of best practices. Development of standardized communication practices with providers, utilization of website and provider network link on website to share more information, streamline communication processes so providers have a main contact with information, and listening and building trusting relationships.

Theme 2: Support ongoing collaboration with training.

- Context: CCCW provides or coordinates free or low cost training opportunities for providers, offer a training calendar on website for providers to know about and share training resources.

Theme 3: Enhancements in CCCW billing/claims processes.

- Context: CCCW improves billing processes by having online authorization process (view and print), end of the month authorizations, and timely authorizations. CCCW waives the need for a provider to complete an expensive financial audit.

Theme 4: Enhance access to and utilization of technology.

- Context: CCCW assists in developing partnership on the utilization of technology for ongoing communication, training, authorization of services, etc. Utilize webinars for training opportunities.

Theme 5: Improve coordination of services and reduce duplication.

- Context: Providers suggested that CCCW decrease the amount of paperwork required including: multiple logs and multiple reporting requirements. Providers also suggested reduced notification requirements during after hours and weekends. CCCW RNs should be utilized in a more hands on role with the member. IDT should complete the functional screen for the member which would decrease the number of staff involved in a member's care as well as the number of meetings both CCCW staff and provider staff are a part of.

Theme 6: Development and coordination of cost effective resources for providers.

- Context: Providers suggested that CCCW expand transportation services to offer more cost effective options for providers. Providers also suggested that CCCW maintain storage for donated items that providers could utilize when needed. Providers would also like to have an opportunity to receive discounts in the community with vendors due to their contract status with CCCW. CCCW assists in the development of knowledge related to community resources available for provider use to assist members (example: list of community events, list of volunteers).

Theme 7: CCCW maximizes provider resources.

- Context: CCCW evaluates provider adequacy and capacity to maximize providers' census and minimize vacancies.

Theme 8: Enhance CCCW support provider through reimbursement matching member needs.

- Context: CCCW explores options and develops resources to assist in medication bubble packaging for members. CCCW fine tunes the acuity rating scale to more closely reflect all of a member's care needs. CCCW provides a reimbursement method for damages caused by a member.

Next Steps

CCCW will share the summary information collected in the Provider Forum series with all stakeholders. Cost savings ideas and priorities forwarded through the sessions will be reviewed and assessed by CCCW staff, and a set of priority work efforts will be developed. Detailed work plans will be developed for each priority work effort, and CCCW staff will work internally, and in collaboration with provider representatives, to implement these work plans in order to effect changes that result in enhance cost effectiveness region-wide.