

## Value-Based Payment for Fee-for-Service Home and Community-Based Services Technical Assistance for Medicaid Agencies

### Program Overview

11/07/19

#### Medicaid Innovation Accelerator Program (IAP)

Medicaid IAP is a collaboration between the Center for Medicaid and CHIP Services and the Center for Medicare & Medicaid Innovation designed to build state capacity and support ongoing innovation in Medicaid. The program provides technical assistance for states' ongoing delivery system reform efforts across four priority program areas: (1) Reducing Substance Use Disorders, (2) Improving Care for Medicaid Beneficiaries with Complex Care Needs and High Costs, (3) Promoting Community Integration Through Long-Term Services and Supports (CI-LTSS), and (4) Supporting Physical and Mental Health Integration. IAP also provides support in four functional areas, which IAP sees as the building blocks to delivery system reform: (1) Data Analytics, (2) Quality Measurement, (3) VBP and Financial Simulations, and (4) Performance Improvement.

#### Value-Based Payment (VBP) for Fee-for-Service (FFS) Home and Community-Based Services (HCBS) Technical Assistance

Medicaid IAP is offering a new technical assistance opportunity to state Medicaid agencies seeking to improve HCBS options for individuals receiving LTSS. This track will have a special focus on shared savings and non-financial incentives in addition to pay-for-performance and quality incentive payment models. States selected for this track will build their knowledge base and will begin increasing their adoption of strategies that tie together quality, cost, and outcomes in support of community-based LTSS. IAP will select up to 10 states to participate.

This one-on-one technical assistance opportunity includes peer-to-peer learning opportunities and tailored coaching focused on two key objectives:

- Building state knowledge and capacity to design a VBP strategy for FFS HCBS
- Moving states toward implementation of a VBP strategy for FFS HCBS

The focus of the VBP for FFS HCBS track is to provide comprehensive design and planning support to states that are specifically interested in developing a VBP strategy for FFS HCBS [state plan and/or section 1915(c) waiver program]. States interested in this Medicaid IAP opportunity should note that IAP also offers states technical assistance in VBP-related areas through another track called the VBP and Financial Simulations. States selected to participate in the VBP and Financial Simulations area can focus on any population or service type for their VBP activities and receive a full range of technical assistance from design through implementation, including assistance with conducting financial simulations. The next VBP and financial simulations opportunity will be announced in winter 2019. States are eligible to apply for both opportunities.

#### Overview of Technical Assistance

States participating in this track will receive technical assistance over a seven-month period through—

- Access to a diverse technical support team of HCBS experts who will support the state in meeting its specific goals for designing a VBP strategy for FFS HCBS.
- Development of a driver diagram and a technical support plan to identify goals and objectives that will guide the state in its design of a VBP strategy for FFS HCBS.
- Participation in peer-to-peer calls and other learning webinars on topics of common interest, such as selecting HCBS measures and appropriate payment models to meet VBP program goals.
- Assistance in using performance improvement tools that will help states translate high-level improvement goals into a logical set of steps and processes.

The VBP for FFS HCBS track will include states at varying stages of early design and development of their VBP strategy for FFS HCBS. States may be beginning to explore this area and request support in building their knowledge and embarking on the initial stages of developing a VBP strategy for FFS HCBS. Alternatively, states may already have begun planning a VBP strategy for FFS HCBS and require targeted technical assistance in specific areas to support their current progress. This new IAP opportunity is available to states that participated in the 2016–2017 Incentivizing Quality and Outcomes and 2018–2019 VBP for HCBS cohorts.

### What Is the Benefit to Selected States?

Many states are working toward Medicaid payment reforms that incentivize quality and program outcomes. However, few states have experience with incentivizing quality outcomes for HCBS. States will participate in peer-to-peer learning opportunities and receive individual technical assistance around designing and implementing a VBP strategy for FFS HCBS in the following areas:

- Align incentives in a VBP strategy for FFS HCBS with overall state policy objectives for HCBS.
- Engage with stakeholders to ensure that a VBP strategy for FFS HCBS is widely understood and supported.
- Develop a measurement strategy, including selecting HCBS outcome and quality measures, determining accountable entities, and identifying beneficiary population and attribution models.
- Design an approach to collect and analyze baseline data and measure performance within the VBP strategy for FFS HCBS.
- Design VBP strategies for FFS HCBS that offer both financial and nonfinancial incentives.
- Distribute incentive payments in accordance with performance on selected metrics.
- Monitor the impacts of the VBP strategy for FFS HCBS on providers.
- Implement strategies to expand successful VBP for FFS HCBS to new populations, programs, or providers.

### Components of Technical Assistance for State Medicaid Agencies

Program support begins in March 2020 and runs through September 2020. Participating states will receive the following state-specific tailored support:

- **Access to a technical support coach and subject matter experts.** Assignment of an IAP technical support coach team will be based on the state’s unique goals for designing a VBP strategy for FFS HCBS as indicated in its expression of interest (EOI) form and as discussed during office hours (a component of the application process after submission of an EOI).
  - A lead coach will be assigned to each state to serve as the state’s primary point of contact, along with additional support as needed.

- The VBP for FFS HCBS coach-led technical support team will include subject matter experts and other HCBS policy and program experts.
- The coaches also will be able to connect the state with other experts and states with experience in VBP for FFS HCBS programs.
- **One-on-one technical assistance.** The coach team will meet regularly with the state and support the state throughout the VBP for FFS HCBS track process, including—
  - Up to two site visits:
    - An initial site visit from the state’s coach team during the first month of the program to facilitate relationship building, review educational resources, and create a VBP technical support plan. The goal of this first site visit is to support states in applying information learned from the track’s webinars to their design of a VBP for FFS HCBS action plan.
    - A second site visit from the state’s coach team during the last two months of the program will support states as they implement action plan activities and move forward in the design of a VBP strategy for FFS HCBS. During the second site visit, the state and its coach team also will discuss activities and next steps that will support the state in maintaining the momentum of its work after the track ends.
  - Conference calls and/or webinars between the state and its coach team on a flexible schedule that works best for the state
  - Assistance for states to identify priorities and goals
  - Specific support activities designed to meet each state’s unique needs and goals
- **Peer-to-peer interaction.** In addition to receiving tailored support from its coach team and other VBP experts, each state will engage with other states participating in the track and receive program support, including—
  - A kickoff call at the beginning of the track to introduce states and learn about their goals.
  - Webinars in the first two months of the program to ensure that all states receive the same baseline information and to build state knowledge about VBP strategies for FFS HCBS.
  - Peer-to-peer calls and webinars on topics of common interest, such as selecting HCBS measures and appropriate payment models to meet VBP for FFS HCBS program goals.
  - A final all-state webinar at the end of the track to share accomplishments and lessons learned.

### Selection Criteria and Timeline

Medicaid IAP seeks to engage Medicaid agencies that demonstrate a commitment to developing a VBP strategy for FFS HCBS. The following criteria will be used to select participating states:

- Commitment from the State Medicaid Director
- A clearly articulated interest in and commitment to designing a VBP strategy for FFS HCBS
  - For states that have begun planning a VBP strategy for FFS HCBS, a description of activities and current progress is provided.

- Designation of a senior leader from the Medicaid agency as the Team Lead and a co-lead from another state agency (as appropriate to the state’s VBP for FFS HCBS goals) who will oversee and be accountable for the day-to-day work.
- A core team of three to five senior staff members well positioned within Medicaid and other state agencies (as appropriate) to design and plan VBP strategies for FFS HCBS.
- Consideration of program support goals in the context of other HCBS and VBP activities in the state (e.g., larger health and human services VBP initiatives or HCBS quality initiatives).
- Capacity to begin work shortly after selection for technical assistance.
- Demonstration of a commitment to collaborating with the IAP coach and technical support team members to develop a VBP for FFS HCBS action plan and participate in activities described in the action plan throughout the course of the track.
- Assurance that team members will have sufficient time and resources for this effort.

For states that identify a target population that is served primarily by an HCBS operating agency or component, a letter of commitment from that agency will be required for participation in the VBP for FFS HCBS track. However, the letter does not need to be submitted until the state has been selected to participate.

Expressions of interest (EOI) forms for the VBP for FFS HCBS technical assistance opportunity will be accepted between late November and early December of 2019. States will be selected for participation in mid-February 2020. The seven-month technical assistance activities will occur between March and September of 2020.

- **December 18, 2019:** Expression of Interest form due
- **January 2020:** One-on-one conference calls with individual states to review their EOI forms and discuss their state goals
- **Mid-February 2020:** States selected
- **March 2020:** VBP for FFS HCBS technical assistance kick-off webinar
- **March 2020-September 2020:** Technical assistance activities, webinars, and coaching
- **September 2020:** Technical assistance ends

### How Do Interested States Apply for Technical Assistance?

Interested states are asked to complete and email the EOI form to [MedicaidIAP@cms.hhs.gov](mailto:MedicaidIAP@cms.hhs.gov) by midnight (ET) on December 18, 2019, with the subject line “Value-Based Payment for FFS HCBS.” The EOI form can be found online on the IAP CI-LTSS [web page](#).

For questions about this Medicaid IAP opportunity, contact Melanie Brown at [melanie.brown@cms.hhs.gov](mailto:melanie.brown@cms.hhs.gov), using the subject line “Value-Based Payment for FFS HCBS.”