



# MassHealth DSRIP Statewide Investments

**Statewide Investment #4 | Workforce Development**

**Statewide Investment #5 | Technical Assistance**

**Statewide Investment #6 | APM Preparation Fund**

*January 16, 2018 and January 25, 2018*



# Meeting Agenda

Agenda Item	Description	Time
1 Welcome & Introductions	<ul style="list-style-type: none"><li>Welcome Remarks</li><li>Presenter Introductions</li></ul>	5 mins
2 DSRIP Statewide Investments Overview	<ul style="list-style-type: none"><li>DSRIP Context</li><li>Statewide Investments Overview</li></ul>	10 mins
3 SWI #4: Workforce Development Grant Program	<ul style="list-style-type: none"><li>Community Health Worker Training Capacity Expansion Grants</li><li>Peer Specialist Training Capacity Expansion Grants</li><li>Community Health Worker Supervisor Training Program Grants</li><li>Recovery Coach Supervisor Training Incentive Fund</li><li>Competency-Based Training Program for ACOs and CPs</li></ul>	40 mins
4 SWI #5: Technical Assistance Program	<ul style="list-style-type: none"><li>Overview</li></ul>	20 mins
5 SWI #6: Alternative Payment Methods Preparation Fund	<ul style="list-style-type: none"><li>Overview</li></ul>	15 mins
6 Updates to Other Investments	<ul style="list-style-type: none"><li>Overview</li></ul>	15 mins
7 Summary and Next Steps	<ul style="list-style-type: none"><li>Ongoing Engagement</li><li>Discussion</li><li>Closing Remarks</li></ul>	15 mins



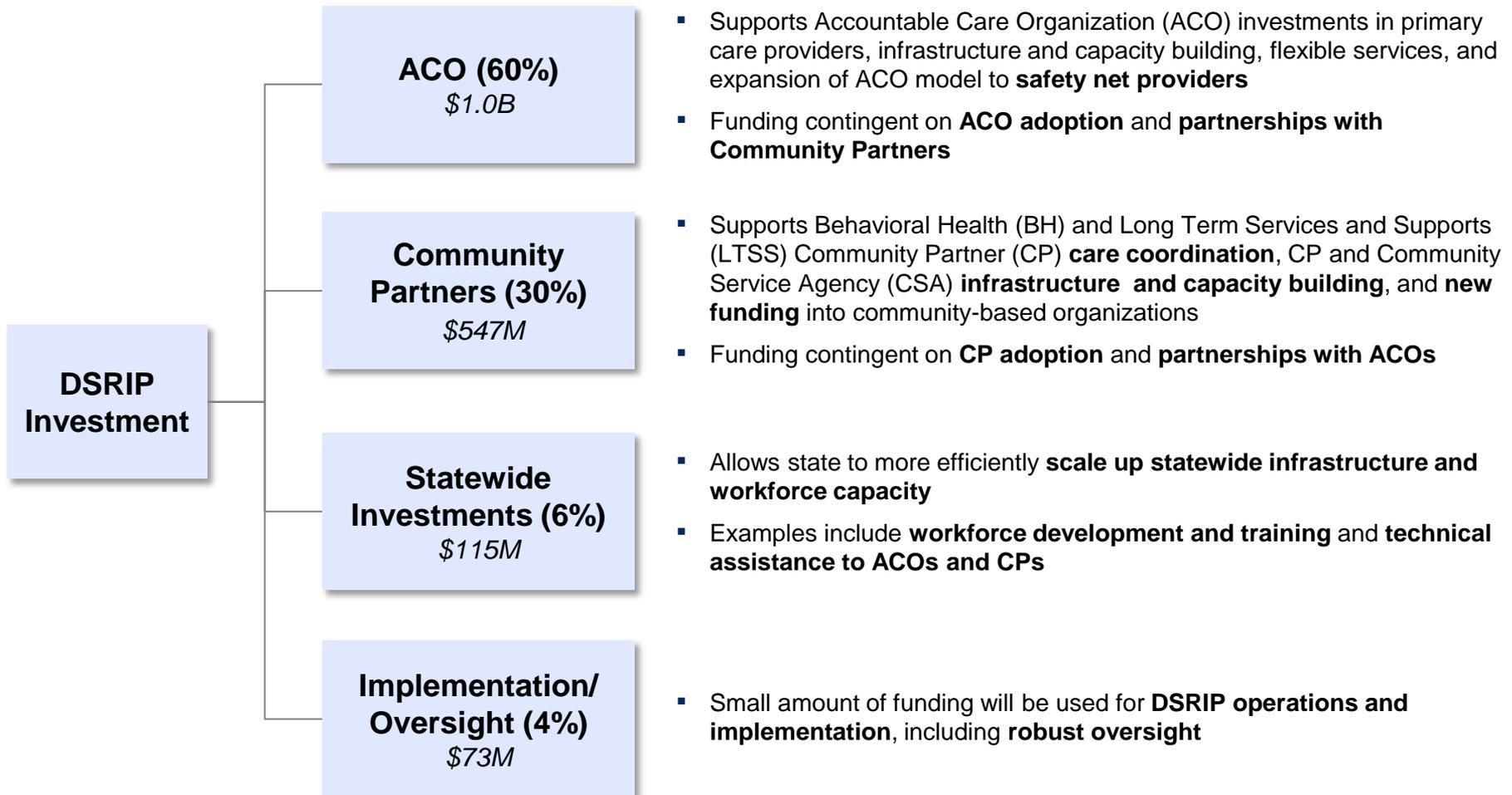
## 2 DSRIP Statewide Investments Overview





# DSRIP Funding Overview

- Delivery System Reform Incentive Payment (DSRIP) Program totals \$1.8B over five years and supports four main funding streams
- **Eligibility for receiving DSRIP funding** will be linked explicitly to **participation in MassHealth payment reform efforts**





# Statewide Investments Overview

Statewide Investments (SWIs) will help to **efficiently scale up statewide infrastructure and workforce capacity**, and **provide assistance to ACOs and CPs** in succeeding under alternative payment models. Currently **\$115M** is preliminarily allocated across five years for the SWIs.

- 1 Student Loan Repayment Program:** program aims to address shortage of providers at community-based settings by repaying a portion of providers' student loans in exchange for 4yr commitments at CHCs, CMHCs, ESPs, and organizations participating in a Community Partner (CP) or Community Service Agency (CSA)
- 2 Primary Care/Behavioral Health Special Projects Program:** program that provides support for CHCs, CMHCs, ESPs, and organizations participating in a CP or CSA to allow providers to engage in one-year projects related to accountable care implementation
- 3 Investment in Community-based Training and Recruitment:** program aimed at increasing the number of family medicine and nurse practitioner residents trained in CHCs, and BH providers recruited to CMHCs
- 4 Workforce Development Grant Program:** program to support development and training to enable members of the frontline/extended healthcare workforce to more effectively operate in a new health care system
- 5 Technical Assistance (TA):** program to provide TA to ACOs, CPs, and CSAs as they participate in payment and care delivery reform
- 6 Alternative Payment Methods (APM) Preparation Fund:** program to support providers that are not yet ready to participate in an ACO, but want to take steps towards APM adoption
- 7 Enhanced Diversionary Behavioral Health Activities:** program to support investment in new or enhanced diversionary levels of care that meets the needs of members with behavioral health needs at risk for ED boarding within the least restrictive, most clinically appropriate settings
- 8 Improved Accessibility for People with Disabilities or for whom English is not a Primary Language:** programs to assist providers in delivering necessary equipment and expertise to meet needs of people with disabilities or for whom English is not a primary language



# SWI Timeline and Approach

Program	Task	2018 (Anticipated)			
		Jan	Feb	Mar	Apr
<b>SWI #4: Workforce Development Grant Program</b>	Procure external partner to administer programs				
	Develop program, timelines, and management structures with external partner				
	Launch program				
<b>SWI #5: Technical Assistance Program</b>	Procure external partner to administer programs				
	Develop program, timelines, and management structures with external partner				
	Launch program				
<b>SWI #6: APM Preparation Fund</b>	Develop program, timelines, and management structures				
	Release grant application				
	Select grantees and release funds				

## Other statewide investments launching March and April 2018:

SWI #1 Student Loan Repayment

SWI #2 Primary Care and Behavioral Health Special Projects Program

SWI #3 Investments in Community-based Training and Recruitment

SWI #3a Family Medicine and Nurse Practitioner Training

SWI #3b Community Mental Health Center Behavioral Health Recruitment

**Applications for SWIs #1-3 will be due in March 2018**

## Additional Timelines:

SWI #7 Enhanced Diversionary Behavioral Health Activities: Timeline under development

SWI #8 Improved Accessibility for People with Disabilities or for whom English is not a Primary Language: Provider grant RFR to be released in July 2018



# 3 SWI #4: Workforce Development Grant Program





## 4 Workforce Development Grant Program Overview

### Guiding Principles for Program Design

- Focus on areas with high anticipated need by ACOs & CPs
- Increase the availability of well-prepared frontline/extended healthcare workers (beyond PCPs, NPs, etc.)
- Support ongoing efforts to reinforce quality and standardization for frontline/extended healthcare workforce
- Advance career prospects of frontline workforce, with a focus on incumbent workforce

Budget: ~\$2 million in DSRIP Year 1

Program Components:

- 4a Community Health Worker Training Capacity Expansion Grants
- 4b Peer Specialist Training Capacity Expansion Grants
- 4c Community Health Worker Supervisor Training Program Grants
- 4d Recovery Coach Supervisor Training Incentive Fund
- 4e Competency-Based Training Program for ACOs and CPs

Program Model: Engage external partner to manage programs

*CHWs, Peer Specialists, and CHW Supervisors employed at ACOs, CPs, and CSAs with approved workforce development DSRIP plans will be prioritized for expanded slots.*



## 4 ACO and CP Integration Strategy

- To ensure that the frontline/extended healthcare workforce is integrated into the ACO and CP workforce strategy, MassHealth is asking the ACOs and CPs to submit a workforce development DSRIP plan for their frontline/extended healthcare workforce.
- Expanded training capacity will be prioritized for CHWs, Peer Specialists, Recovery Coaches, and supervisors employed by entities engaged with MassHealth ACOs and CPs. A MassHealth-approved workforce development plan will be a pre-requisite for CHWs, Peer Specialists, Recovery Coaches, and supervisors employed by entities engaged with MassHealth ACOs and CPs who seek to register in expanded slots within SWI-funded trainings.
- MassHealth will work closely with its external partner and funded training programs to ensure that this requirement does not compromise the ease of registration for individual CHWs, Peer Specialists, Recovery Coaches, and supervisors.
- MassHealth anticipates CSAs being able to access these expanded training slots beginning in Year 2



## 4a Community Health Workers | Current Scenario

*A **Community Health Worker (CHW)** is a frontline public health worker who is a trusted member of and/or has an unusually close understanding of the community served. This trusting relationship enables the CHW to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery. A CHW also builds individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy.*

### **Current Scenario**

- Expected influx of CHW hiring from ACOs and CPs
- Reported waitlists at existing CHW core competency training programs
- New CHWs not working at the top of their roles prior to core competency training
- Low pay and retention among CHWs are challenges
- In 2018, Massachusetts will begin certifying CHWs based on Chapter 322 Acts of 2010, at which point CHWs can obtain voluntary certification and CHW core competency training programs can be approved to offer core competency certification training

## 4a Community Health Worker Training Capacity Expansion Grants



<b>Purpose</b>	Increase the number of well-prepared community health workers (CHWs) in ACOs, CPs, and CSAs
<b>Approach</b>	MassHealth will award one-year grants to CHW core competency training programs to increase the number of training slots available for CHWs employed by provider entities engaged in ACOs, CPs, and CSAs with approved workforce development plans
<b>Eligibility</b>	CHW core competency training programs that meet quality standards aligned with criteria developed by the Massachusetts Board of Certification of Community Health Workers

<b>CHW Training Program Expansion Grants</b>	
CHW training award amount	$\$1,600 \text{ per CHW} \times 25 \text{ CHWs per training cycle} =$ <b>\$40,000 per additional training cycle</b>

**Expected Slots in Year One:** Approximately 8 training cycles of 25 CHW participants, supporting a total of ~200 CHWs

**Expected Year One Funding:** \$320,000 to training programs to expand slots



## 4b Peer Specialist Training Capacity Expansion Grants

A **peer specialist** has been trained to effectively share his or her experiences in the mental health system and in recovery with individuals involved in the mental health system.

### Current Scenario

- Expected influx of peer specialist hiring from ACOs and CPs
- Given current Department of Mental Health (DMH) funding of training programs, training slots are prioritized for DMH-supported peer specialists

<b>Purpose</b>	Increase the number of well-trained peer specialists in ACOs, CPs, and CSAs
<b>Approach</b>	MassHealth will award one-year grants to approved peer specialist training programs to increase the number of training slots available for peer specialists employed by provider entities engaged in ACOs, CPs, and CSAs with approved workforce development plans
<b>Eligibility</b>	Peer specialist training programs offering training aligned with the Substance Abuse and Mental Health Services Administration (SAMHSA) standards

### Peer Specialist Training Program Expansion Grants

Peer specialists award amount	$\$1,600 \text{ per Peer Specialist} \times 35 \text{ Peer Specialists per training} =$ <b>\$56,000 per additional training cycle</b>
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**Expected Slots in Year One:** Approximately 4 training cycles of 35 peer specialist participants, supporting a total of ~140 peer specialists

**Expected Year One Funding:** ~\$224,000 to expand slots

*Investments in peer specialist supervisor training programs are under consideration for future years*

## 4c Community Health Worker Supervisors Training Program Grants



### Current Scenario

- CHW supervisors repeatedly identified as a key factor for CHW effectiveness and retention
- Limited number of CHW supervisor training programs; limited standardization across programs
- Limited awareness of importance of supervisor training among healthcare providers

<b>Purpose</b>	Increase CHW effectiveness and retention by increasing the availability of quality trainings for CHW supervisors
<b>Approach</b>	MassHealth will award a one-year grant to create/expand and implement a CHW supervisor training programs for CHW supervisors employed by entities engaged in ACOs, CPs, and CSAs with approved workforce development DSRIP plans
<b>Eligibility</b>	CHW core competency training programs that meet quality standards aligned with criteria developed by the Massachusetts Board of Certification of Community Health Workers

<b>CHW Supervisor Training Grant</b>	
Award amount	<b>Up to \$85,000 per training program for curriculum development and implementation</b>

**Expected Slots in Year One:** Approximately 60 CHW supervisors

**Expected Year One Funding:** ~\$85,000 to develop and implement new training programs



## 4d Recovery Coach Supervisors | Current Scenario

A **recovery coach** provides support for individuals with addictions or in recovery from alcohol, drugs, codependency, or other addictive behaviors.

### Key Considerations

- Recovery coach inclusion in MassHealth benefit in March 2018
- Alignment with forthcoming CARE Act recommendations
  - The CARE Act, proposed in November 2017 by Governor Baker, will establish a nine-person commission chaired by the Secretary of Health and Human Services to review and make recommendations regarding the standards that should govern the credentialing of recovery coaches. If approved, the commission's recommendations may result in changes to the current certification requirements.

### Current Scenario

- Recovery coach supervisors repeatedly identified as a key factor for recovery coach effectiveness and retention
- 500 hours of supervision by a trained recovery coach supervisor is currently a requirement for recovery coach certification
- Lack of trained supervisors of recovery coaches (currently ~165 trained supervisors for ~1,600 trained recovery coaches)
- Attending supervisor training results in days of lost salary; as a result, available supervisor training slots are not filled to capacity
- Supervisors contribute to the retention of recovery coaches



## 4d Recovery Coach Supervisor Training Incentive Fund

<b>Purpose</b>	Increase the number of trained recovery coaches supervisors in ACOs and CPs
<b>Approach</b>	MassHealth will fund salary replacement and training fees to enable recovery coach supervisors to complete the Recovery Coach Supervisor Training approved by the Massachusetts Bureau of Substance Abuse Services. Launch will follow release of CARE Act standards to ensure alignment and reinforcement of statewide quality measures
<b>Eligibility</b>	Entities engaged in MassHealth payment reform would be eligible to apply for reimbursement of training fees and salary replacement funds on behalf of their supervisors of recovery coaches

### Recovery Coach Supervisor Training Incentive Fund

Recovery coach supervisor training salary and fee reimbursement amount

*\$1,000 in salary replacement per supervisor of recovery coaches + \$250 training fee*

**Recovery Coach Supervisor Training Incentive Fund will launch in CY2019**



## 4e Competency-Based Training | Current Scenario

### Need:

- High need across a variety of MassHealth provider settings for all members of the team to function at the top of their roles in team-based care models
- Opportunity to strengthen skills among entry- and mid-level frontline workers in the following areas:
  - Team-based care
  - Understanding the health care environment
  - Non-clinical staff in consumer-facing roles
  - Office and professional writing skills
  - Advanced problem-solving
- For the purpose of this program, frontline healthcare workers include medical assistants (MAs), licensed practical nurses (LPNs), receptionists, patient navigators, care coordinators, community health workers (CHWs), peer specialists, and recovery coaches, among other roles.



## 4e Competency-Based Training for ACOs and CPs

<b>Purpose</b>	Build the <b>competence and confidence of the frontline workforce</b> in order to improve their capacity to function at the top of their roles in team-based care models; equip individual program participants with portable and stackable credentials that advance them towards attaining associates and bachelors degrees
<b>Approach</b>	MassHealth will partner with an experienced nonprofit higher education entity to develop and implement a <b>competency-based training program</b> targeted to adult learners in the emerging health care environment. Competitive application for program participation at ACO and CP level. ACO/CP manages coaching component of program and runs the application process for frontline workers within ACO/CP.

Training Program Components		
Health Care Content	Team-based care Positive patient experience	Understanding ethical and regulatory considerations Health care fluency
Fundamental Skills	Writing skills Effective communication	Applying math and understanding data Advanced problem-solving
Coaching	One-on-one coaching and ongoing personal support	

Eligible Entity Applicants	Eligible Frontline Workers	Funding Amount	ACO and CP Grants (Year 1)	Student-Worker Slots (Year 1)
ACOs and CPs <i>participating in payment reform</i>	Medical Assistants, CHWs, Receptionists, Care Coordinators, and other frontline workers <i>within selected ACOs and CPs</i>	<b>\$185,000</b> (over 18 months) per ACO/CP for program management, one-to-one coaching, and related investments  Additional funding for student-workers for tuition	~5	~150

**Expected Funding Over Eighteen Months (estimated time for one cohort): ~\$1,600,000**



## 4 Summary of Programs, Applicants, and Eligibility

Program	Approximate Year One Funding	Eligible Applicants	Number of Individuals Served Year One
Community Health Worker Training Capacity Expansion Grants	\$320,000	CHW core competency training programs that meet quality standards aligned with criteria developed by the Massachusetts Board of Certification of Community Health Workers	~200
Peer Specialist Training Capacity Expansion Grants	\$224,000	Peer specialist training programs offering training aligned with the Substance Abuse and Mental Health Services Administration (SAMHSA) standards	~140
Community Health Worker Supervisor Training Program Grants	\$85,000	CHW core competency training programs that meet quality standards aligned with criteria developed by the Massachusetts Board of Certification of Community Health Workers	~60
Recovery Coach Supervisor Training Incentive Fund	TBD for Program Year 2	Entities engaged in MassHealth payment reform on behalf of their recovery coach supervisors	TBD for Program Year 2
Competency-Based Training for ACOs and CPs	~\$1,600,000 (per cohort, over 18mo)	Higher education organization with expertise in development and management of competency-based adult learning programs to deliver and manage training; ACOs, CPs, and CSAs eligible to apply for program; Frontline and non-clinical staff within selected ACOs, CPs, and CSAs eligible to apply for slots	~150



# 4 SWI #5: Technical Assistance Program





## 5 Technical Assistance (TA)

The MassHealth Technical Assistance (TA) program will consist of a variety of activities designed to strengthen ACO and CP capacity to improve health outcomes, member experience and reduce total cost of care for MassHealth members.

### TA Program components:

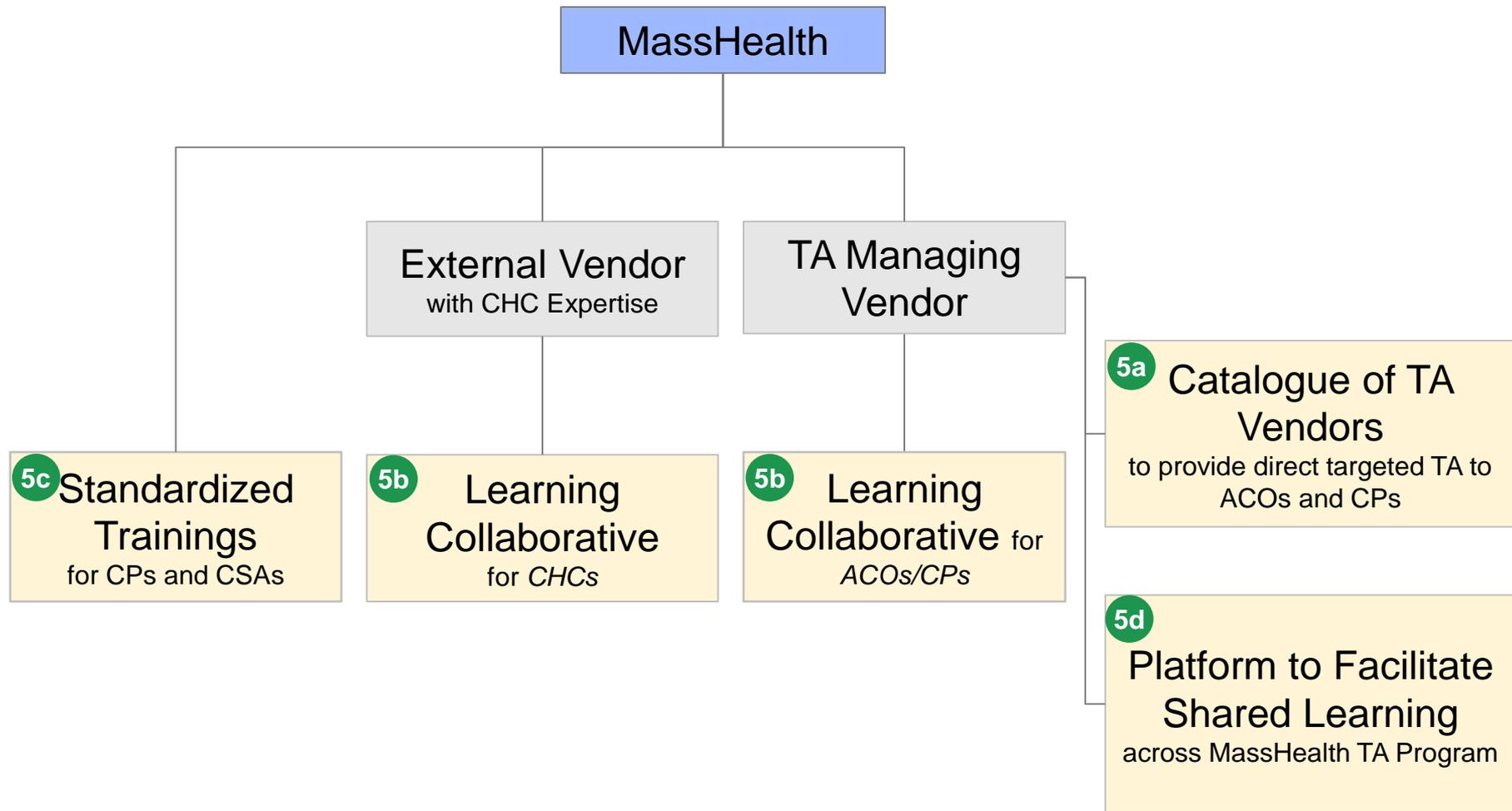
- 5a Targeted TA for specific projects
- 5b Learning collaboratives, including one focused on CHCs
- 5c Standardized trainings for CPs and CSAs
- 5d Platform to facilitate shared learning

MassHealth is procuring multiple vendors to help administer the TA program.

- Abt Associates will serve as the “Managing Vendor” for the overall program
- The Managing Vendor will then procure a collection of TA vendors and manage the roll out of individual TA projects across ACOs and CPs, under supervision of MassHealth
- MassHealth is also procuring a specialized vendor for learning collaboratives for CHCs



## 5 Technical Assistance (TA)



Year One Funding: \$10.7 million

Total Funding Over 5 Years: \$45.1 million

## 5a Targeted TA for ACOs and CPs



### **Targeted TA:**

ACOs and CPs will work with procured TA vendors on a variety of projects.

### Project examples include:

- Building performance improvement plans based on data analytics
- Support using risk stratification to target member needs
- Developing targeted member engagement strategies

In addition to externally procured TA vendors, MassHealth will also work closely with the HIway Adoption and Utilization Services (HAUS) program. HAUS will provide hands-on consulting services to ACOs and CPs for HIE- and HIT-related services focused on direct messaging protocols, including options for interfaces with EHR and webmail, and technical implementation and training support.



Shared Learning Forums*	
<b>ACO and CP Integration</b>	<i>Purpose:</i> Support ACO and CP integration and coordination, including bridging distinct human services and health care cultures and philosophies, developing shared workflows and strategies for information sharing, brainstorming strategies for conflict resolution, etc.
<b>Extended Healthcare Workforce</b>	<i>Purpose:</i> Provide access to peer support, mentorship, and ongoing learning for extended healthcare workers in ACOs and CPs.
<b>CHC Readiness Program</b>	<i>Purpose:</i> Support Community Health Centers transition to value-based payment. Dedicated TA from TA vendors is associated with this effort.
<b>SWI Pop Ups</b>	<i>Purpose:</i> Time-limited deep dives into targeted topics relevant to ACOs and CPs. Topics might include rural health strategies for care delivery; total cost of care management; and best practices for hiring and utilizing CHWs, peer specialists, and recovery coaches.

\*Specific goals and strategies will be developed for each shared learning forum as part of pre-launch planning

Standardized Trainings for CPs and CSAs	
<u>Priority for first half CY18</u> <ul style="list-style-type: none"> <li>• MassHealth ACO, MCO, and CP 101</li> <li>• Intro to LTSS and MassHealth State Plan LTSS and Eligibility Criteria</li> <li>• Independent Living and Recovery Principles</li> <li>• Person-Centered Planning</li> <li>• Motivational Interviewing</li> <li>• Enrollee Engagement Strategies</li> <li>• Working with Individuals with Disabilities</li> <li>• CSA: Fundamentals of High-fidelity Wraparound (HFW)</li> </ul>	<u>Expected for second half CY18 and first half CY19</u> <ul style="list-style-type: none"> <li>• Trauma Informed Care</li> <li>• Cultural Competency</li> <li>• Enrollee Rights and Protections</li> <li>• Population Health</li> <li>• Healthcare Integration</li> <li>• Health Disparities/Social Determinants of Health</li> <li>• Additional Trainings TBD</li> <li>• CSA: Fundamentals of Integrated Behavioral Health</li> </ul>



# SWI #6: Alternative Payment Methods

5

## Preparation Fund





# Alternative Payment Methods (APM) Preparation Fund

The APM Preparation Fund purpose and approach will be reviewed and revised on an annual basis to ensure that this investment is leveraged in a way that best supports advancement of MassHealth payment and care delivery reform overtime. All details below refer to year one.

<b>Purpose</b> (Year 1)	Assist provider entities that are not yet participating in an ACO to contract with an ACO in the next calendar year
<b>Approach</b> (Year 1)	Award project grants to provider entities not in an ACO that will <b>support those providers contracting with an ACO in the next year</b>
<b>Eligibility</b>	Provider entities that can join ACOs, with priority given to those that have a demonstrated commitment from a contracted ACO

Criteria	Project Categories	Funding Amount (Year One)
<ul style="list-style-type: none"> <li>Project's impact on ability to join an ACO</li> <li>Number of MassHealth members represented at entity</li> <li>Need for funding in order to implement project</li> <li>Priority given to entities with demonstrated commitment from a contracted ACO</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced data integration, clinical informatics, and population-based analytics</li> <li>Shared governance and enhanced organizational integration</li> <li>Enhanced clinical integration</li> </ul>	<p>Large Project: <b>\$500,000</b></p> <p>Medium Project: <b>\$250,000</b></p> <p>Small Project: <b>\$50,000</b></p>

**Application Released:** March 2018

**Funds Released:** April 2018

**Expected Year One Funding:** ~\$2.2 million

**Expected Total Funding:** ~ \$12.4 million



## 6 Updates to Other Investments





# Programmatic Updates

<b>Student Loan Repayment Program</b>			
Eligible Applicants	Max. Loan Repayment	<i>Previous → Updated Year 1 Slots*</i>	<i>Previous → Updated Slots Over 5 Years*</i>
Family physicians, general internists, pediatricians, psychiatrists, psychologists	\$50,000	~30 → ~30	~120 → ~120
Advanced Practice Registered Nurses (APRNs), Nurse Practitioners (NPs), Physician Assistants (PAs)	\$30,000	~15 → <b>~20</b>	~60 → <b>~80</b>
Licensed Independent Clinical Social Workers (LICSWs), <b>Licensed Certified Social Workers (LCSWs)</b> , Licensed Mental Health Counselors (LMHCs), Licensed Marriage and Family Therapists (LMFTs), Licensed Alcohol and Drug Counselors I (LADC1s)	\$30,000	~15 → <b>~20</b>	~60 → <b>~80</b>
<b>Total Number of Slots</b>		<b>60 → 70</b>	<b>~240 → ~280</b>
<b>Primary Care/Behavioral Health Special Projects Program</b>			
Eligible Applicants	Project Funding	<i>Previous Number of Projects Year 1</i>	<i>Updated Number of Projects Over 5 Years</i>
CHCs, CMHCs, and ESPs participating in MassHealth payment reform, and organizations participating in a CP or CSA	\$40,000	~20 → <b>~25</b>	~70 → <b>~120</b>
<b>Family Medicine and Nurse Practitioner Residency Training</b>			
Family Medicine expanded slots to launch in 2019			

*\*Funding for additional student loan repayment slots and project grants derived from ongoing budget refinement across the overall SWI program portfolio*



## 7 Summary and Next Steps





## Next Steps

Notices of program applications, procurements, and public meetings will be posted to: [www.mass.gov/hhs/masshealth-innovations](http://www.mass.gov/hhs/masshealth-innovations) and sent out over the MassHealth Innovations listserv. To sign up, please email the MassHealth Innovations listserv at [MassHealth.innovations@massmail.ma.us](mailto:MassHealth.innovations@massmail.ma.us)

### Items to Watch For:

<b>January 2018</b>	SWI information session for CPs
	SWI information session for ACOs
<b>February 2018</b>	Technical assistance vendor RFR released
<b>March 2018</b>	Student Loan Repayment application open
	Primary Care/Behavioral Health Special Projects Program application open
	CHW, Peer Specialist, CHW Supervisor Training Program Capacity Expansion Grant applications open
	APM preparation fund application released
<b>April 2018</b>	Technical Assistance kickoff meeting for ACOs and CPs
	Technical Assistance application for ACOs and CPs released
	APM preparation fund awards anticipated to be released
<b>May 2018</b>	Competency-based training application released to ACOs and CPs



# Questions