

Attachment B

Statement of Interest Statewide Long-term Care Reform

The CareWorks (TCW)

ORGANIZATION NAME(S): The CareWorks (TCW)

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BRIEF DESCRIPTION OF ORGANIZATION

The CareWorks is incorporated as a non-profit Wisconsin corporation with a mission to advance the development, implementation, and operation of local long-term care systems by supporting their ability to offer people with long-term care and health care needs expanded access to choice-driven, integrated, cost efficient, will run managed care programs.

INTEREST IN PLANNING AND IMPLEMENTATION OF LONG-TERM CARE REFORM IN WISCONSIN

As described in the 'concept paper' included in section titled 'Proposed Scope and Nature of the Program,' The CareWorks is interested in becoming a 'community long-term care development corporation' capable of integrating public and private sector expertise, focusing public and private sector financial resources, including donor dollars, fostering the development of innovative programs and services, and offering education/learning, and staff development resources in support of the organizations interested in achieving the "Goals of Long-Term Care Reform" as articulated in 'Attachment A' of the RFI/RFP.

GEOGRAPHIC AREA OF INTEREST

The CareWorks is organized to provide services and support on a statewide basis.

PROPOSED SCOPE AND NATURE OF THE PROGRAM

What follows is the text of "*The CareWorks - A Think Piece and Request for Comment*" which The CareWorks is planning to distribute statewide to interested parties early in 2006 as a first step in launching its efforts.

The Situation - The Department of Health and Family Services (DHFS) has outlined a comprehensive vision to reform long-term care and related health care services in Wisconsin. The primary objective of this initiative is to create managed care programs that better serve the elderly, persons with physical or developmental disabilities, and possibly adults with mental health/substance abuse needs. Although not included as a DHFS long-term care reform initiative, DHFS has comparable interest, but less developed initiatives, in programs serving children with disabilities, autism, or mental health/substance abuse needs.

Other features of reform include:

- Regionalization with services organized by up to 15 managed care organizations (MCO's) that contract directly with DHFS on a risk-based, capitated, managed care basis;
- Single entry points and a uniform approach to eligibility using the Long-term Care Functional Screen;
- Core features of the plan include, at a minimum, integration of community-based long-term care and residential long-term care services provided in coordination with primary and acute health care services, and full integration of primary and acute care via the Partnership Program and/or other licensed managed care organizations capable of serving those eligible for Medicaid and/or Medicare;
- Integration of health and long-term care;
- Dramatic downsizing of nursing homes and ICF/MR's;
- Expanded consumer choice of programs and services, including the options of self-direction and self determination;
- Active consumer participation in all aspects of the program—from care planning to policy making and governance;
- Cost effective management of risk and cost through managed care;
- Initial implementation on cost neutral basis, but long-term achievement of entitlement;
- Data-driven quality designed to continually improve consumer outcomes and system performance.

Goals of Reform - The goals of long-term care reform are to improve consumer *access* to programs and services, promote consumer-centered *quality*, increase consumer *choice*, maximize *integration* of health and long term care, and improve *cost effectiveness*. DHFS will accomplish these goals by building on and enhancing the current county-based delivery system; by developing public-private regional collaboratives involving existing programs and providers, or directly contracting with qualified private MCO's. A wide range of organizational structures and governance options are possible.

DHFS has also made it a priority to capture the knowledge gained and 'lessons learned' from the development and operation of the Family Care Program, Resource Centers, the Wisconsin Partnership Program, and the Mental Health Pilots, and to transfer this experience and expertise to local programs interested in developing regional long-term care programs. It is anticipated that the Aging and Disability Resource Centers (available in 22 counties, Family Care Program and CMOs (five sites), the Wisconsin Partnership Program (four sites) and the SSI Managed Care Initiative (alternative program and benefit models currently planned in thirteen counties) will be the program platforms for development of these new systems.

Regional programs will be challenged to develop the capacity to rapidly develop and implement new models almost simultaneously. This poses a number of challenges. To prepare for the shift between traditional long-term care programs to managed care models, local programs will need a significant amount of technical assistance and ongoing support for planning, analytical support, MCO development, program management, clinical practice model development, staff training, and quality improvement activities. Consumer self-determination and direction, direct care workforce recruitment and retention, performance contracting and value-based purchasing exemplify areas where program development support will be needed. State government will not be able to fully provide these services and local entities and counties may not have the in-house capacity and financial resources to make these essential investments. Development of a statewide service organization capable of cost-effectively and cost-efficiently developing and providing the assistance and support needed is one approach to filling this gap.

The CareWorks Core Concepts and Approaches - The CareWorks, Inc. (TCW), was conceived to be a statewide technical assistance and service organization. It was incorporated in 2003 as a non-profit Wisconsin corporation with the mission of advancing the development, implementation, and operation of integrated, choice-driven, managed care programs for people with long-term care and chronic health care needs.

The CareWorks concept was developed by a committed group of people and organizations¹ invested in the success of Wisconsin's long-term care programs. The CareWorks is designed to draw from the staff and expertise of model programs such as the Wisconsin Partnership Program and Family Care for the programmatic, consultative, and technical expertise gained by having direct experience in 'managed' community-based long-term care. It also seeks to utilize the research and training capacities of educators affiliated with the state's universities, and draw on the expertise of private sector long-term care service providers and consultants. Finally, the life and service experience of consumers will be the touchstone of reality on which to ground The Care Works efforts. The CareWorks is a multi-service organization that can flexibly meet the initial and evolving needs of reformed long-term care programs.

Operational plans were delayed as the pace of long-term care reform slowed. With reform efforts back in full swing, The CareWorks is now actively defining and developing its role statewide. To be more specific, The CareWorks is currently conceived as:

- **A Membership Organization** – The CareWorks was created as a membership organization with a modest fee structure and a governing board. Membership guarantees individuals and participating organizations a full range of support and services at a reduced rate. By the same token, members are expected to be active participants in the continuing development and expansion of the organization, providing input on organizational policy, governance and innovation.
- **A Virtual Organization** – The CareWorks will be a Virtual Organization. It does not now, nor will it in the future, have a full-time staff. It exists as a constantly changing idea-in-action—by design it is able to quickly adapt to changing needs or to take on new projects. Administrative services will be contracted for and project-specific staffing will be drawn from various experts and invested professionals with related expertise and experience. TCW is committed to working and contracting with the best and most appropriate people suited for particular initiatives or projects. Consequently, the staff and or consultants 'employed' by TCW will evolve as projects evolve and new challenges develop.
- **Place of Partnership** – By bringing various agencies and experts together, The CareWorks will promote cross-program cooperation and collaboration among local agencies, state staff, counties and private agencies, encouraging the exchange of information and knowledge. The founding organizations see cross-fertilization of ideas as the source of American innovation. Success will be driven by an expanding, fluid and involved membership that can bring in new ideas, new talents, new approaches and new solutions. It is an idea incubator. It can develop initiatives and ideas through collaboration—collaborations that would not normally occur through conventional channels. It will also be a place for working together, sharing learning, and creating innovation through collective action.
- **A Platform for Collaboration and Innovation** – The CareWorks will provide a vehicle where organizations interested and involved in common problems can coordinate efforts and share resources in order to maximize impact. Self-determination options are but one example. Working in collaboration with the Council on Developmental Disabilities, various local collaboratives, The Management Group, Inc. (TMG), and DHFS, The CareWorks can facilitate focused efforts. National and local self-determination leaders and consultants such

¹ Barbara Bowers, PhD (University of Wisconsin-Madison); Owen McCusker (CLA); Virginia Graves and Peter Tropman (The Management Group, Inc.), Gerry Born, Don Knapp, and Steve Merciat (Lori Knapp, Inc); Attorney Burton Wagner.

as Dan Rossiter, Dennis Harkins, Tom Nerney and the Center for Self Determination can be accessed, as well as the learning and involvement of organizations like Oregon Technical Assistance Corporation and Independent Care Systems, which have implemented self-direction models on a statewide basis and inside managed care systems. The direct care and nursing workforce recruitment and retention challenge is another area crying out for this type of focused support.

- **Focus on pragmatic problem solving and real world learning** – Real-world problem solving and experiential knowledge transfer are guiding principles of The CareWorks. The organization will recruit and work closely with the best and brightest professionals, citizens and interested stakeholders from Wisconsin and nationally. The goal—to determine or invent the best solution to address identified problems or needs. To that end, TCW actively chooses to pursue pragmatic solutions; it is dedicated to ‘doing’ rather than ‘talking about doing.’ It takes ideas and builds them into real, viable programs.
- **Pooling Resources** – The CareWorks is also seeking to be a vehicle for helping members capture new funding sources, tap into grant money, pool state resources, and develop focused approaches to foundations and federal funding sources. For example, The CareWorks anticipates approaching the Wisconsin Donors Forum, which is an organization through which over 250 Wisconsin Foundations set priorities for coordinated grant making. TCW can assist members to identify and secure federal and foundation funded research and development grants designed to turn ideas into innovations, and innovations into programs.
- **Subsidized Support** – The goal is to use acquired resources from external sources to subsidize the cost of the services organized through TCW - and providing them at one-third to one-half the actual cost.

Challenges and Emerging Needs: A review of the developing RFI and RFP responses suggest that a common set of issues and needs are beginning to emerge as collaboratives of counties and various private entities begin to identify issues that need to be successfully addressed.

- MCO Organizational Development and/or Selection
- Risk Assessment, Risk Sharing, Capitation and Rate Setting Methodology
- Shared Governance and Consumer Involvement
- Risk Analysis and Needs Profiling
- Health and Long-term Care Integration
- Mental Health/Substance Abuse Programming and Integration
- Provider Network Development and Contracting
- The future role and financing of nursing homes and ICF/MR's
- Consumer Education and Involvement
- Care Management and Service Delivery Model Development
- Self-Direction and Self-Determination Options
- Nursing and Direct Care Workforce Recruitment and Retention
- Administrative, Financial Management, and IT System Development and Operation
- Education, Learning and Staff Development and Training
- Quality Outcome and Performance Improvement Systems Development

These are complex issues that require thoughtful and effective responses. The stewardship of these programs and the lives of the citizens entrusted to and supported by them is best served by developing the capacity to pursue these reforms with deliberate speed and prudence of execution - ensuring we marry the best of the past with the promise of the future.

Core Functions and Proposed Activities: By providing vehicles for members to collectively inquire, problem solve, learn from experience and share, The CareWorks can provide vehicles to balance the creativity and dynamism of local initiatives with the steadying hand of common learning. The CareWorks is contemplating a number of approaches:

- **An Incubator** – Working in collaboration with local long-term care programs, The CareWorks will serve as an incubator of ideas where questions about long-term care in Wisconsin can be asked, strategies hatched and supported, and innovative projects nurtured. Imagine a long-term care ‘think-tank’ – a place where organizations and professionals who might not normally be in contact come together to exchange ideas, visions and information.
- **Learning Center** –TCW wants to create a learning center devoted to developing and delivering educational materials—hands-on, real life materials for workers on the frontlines of care—that directly address the challenges that professionals face in the integrated managed care field. The Learning Center can serve as both a resource repository and training center for caregivers and care managers, drawing on the expertise and advice of its board, membership and professionals in the field as ‘faculty.’
- **Conferences** – Drawing on the hosting and facilitation experience of some of its member organizations, TCW can organize professional state, national and international conferences and symposiums that bring the leading voices and opinion makers on integrated managed care here to explore the long-term care issues professionals are dealing with every day.
- **Website** – TCW will create and host a website for member organizations that provides pertinent information, products and forums for discussion.
- **Manual and Video Development** – TCW can develop and produce training manuals, write and produce videos and develop web-based trainings and distance learning curricula from inception to completion.
- **Data Warehouse** – Bringing experts in managed care data collection, systems design and analysis, TCW will develop information systems that can help social service managers and organizational directors make informed decisions regarding rate-setting, resource allocation, contracting and budgetary imperatives. TCW plans to house a data warehouse across participants that all members can use and access.
- **Quality Improvement Network** – TCW can bring member expertise in quality management to oversee the development and maintenance of QI systems and QI networks.
- **Research** – As a non-profit organization, TCW can seek research grants and funding to explore new approaches and implement them in pilot programs that ultimately can be expanded statewide.

Attachment 1 provides a graphic depiction of how these services would be organized.

OTHER COMMENTS OR INFORMATION

Currently The CareWorks is ‘under development.’ Its founding organizations have formed a small five-person ‘interim’ board to oversee and guide initial operations and development. TMG is donating administrative support and founding organizations are donating their time on an in-kind basis. The text of the draft ThinkPiece will be modified as more is learned from and about the RFI/RFP responses, and it will be circulated to ‘interested’ parties for comment and input. A nine-to thirteen-member Board of Directors will be selected and an implementation timeline and work plan will be developed during the spring of 2006.

An initial investment of \$60,000 to \$100,000 seed money is needed to develop the organization, solicit and enroll members, and begin to launch an initial set of projects. The CareWorks has not submitted an RFP (Attachment C response), believing the focus of the RFI/P was on local public- private MCO type collaborative. TCW is, however, very ‘interested’ in having DHFS become a partner in the development of The CareWorks—including the provision of financial support as a part of the Comprehensive System Change Project.

The CareWorks Potential Services and Products						
Exploration/ Feasibility	Program Readiness	Planning & Service/ Operations Development	Education Training	Quality Management Improvement	Business Management and Operations	Research
<ul style="list-style-type: none"> • Demographics and market analysis • Financial performance • Service capacity analysis 	<ul style="list-style-type: none"> • Rate setting methodologies • State program and regulatory requirements • Program accreditation • Grant application 	<ul style="list-style-type: none"> • Identify key partners • Network development and contracting • Clinical program design and team development • Physician recruitment and education • Building referrals and referral process • Program pre-certification • Information and management services 	<ul style="list-style-type: none"> • Annual conference on integrated managed care <p><i>Courses</i></p> <ul style="list-style-type: none"> • Case management • Ethics & boundaries • Outcomes • Care worker training • Program and fiscal management • QI <p><i>Materials</i></p> <ul style="list-style-type: none"> • Videos • Manuals • Seminars • Continuing education • Consultation 	<ul style="list-style-type: none"> • QI Systems • Contracting • Data warehouse • B-CAP type projects • QI networks • TA /consultation 	<ul style="list-style-type: none"> • User networks • TPA/IT procurement • Demos • TA center • Risk pooling • Regulatory compliance 	<ul style="list-style-type: none"> • Note: Research activities will be determined by the other-TCW activities