

## Implementation Council 2015-2016 Work Plan

**Overview:** The goal of the 2015-2016 Implementation Council Work Plan (Work Plan) is to guide the work of the Implementation Council (Council) through 2016. The four Goals used to develop the Council Work Plan were drawn and adjusted from the Council roles and responsibilities outlined in the Council procurement documents and agreed upon in the Council Charter.

Goal 1: Identify and, when possible, address challenges experienced by One Care stakeholders and promote successes that can be implemented by MassHealth, the One Care Plans, and One Care Ombudsman.				
Objectives	Activities planned to achieve this objective	IC Point Person & Workgroup members, if applicable	Partners the Council wants to work with to achieve objective	Completed by (month & year)
<p><b>1.1.</b> Work with One Care plan representatives to collectively identify at least one policy or implementation topic for deeper discussion per quarter to provide feedback, and to identify topics for presentation to the larger Council.</p>	<ul style="list-style-type: none"> <li>• Convene a workgroup of MassHealth, One Care plan and Implementation Council representatives to determine topics of shared interest for One Care plan updates.</li> <li>• Request quarterly updates from the One Care plans and/or other subject matter experts on topics identified by the workgroup.</li> <li>• Dedicate Council meeting time to provide community feedback on successes and challenges (as gathered by Council members) related to the topics at least quarterly.</li> <li>• Provide recommendations for improvement as needed to the One Care plans and MassHealth and document subsequent actions or responses.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Jeff Keilson</li> <li>• Implementation Council workgroup members: TBD</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth</li> <li>• One Care plan representatives</li> </ul>	<p>Convene workgroup by November 2016</p> <p>Completed by December 2016</p>

<b>Goal 1: Address challenges experienced by One Care stakeholders and promote successes that can be implemented by MassHealth, the One Care Plans, and One Care Ombudsman.</b>				
<b>Objectives</b>	<b>Activities planned to achieve this objective</b>	<b>IC Point Person &amp; Workgroup members, if applicable</b>	<b>Partners the Council wants to work with to achieve objective</b>	<b>Completed by (month &amp; year)</b>
<p><b>1.2.</b> Hear from the One Care Ombudsman regularly and take action steps to address any systematic issues that become apparent through OCO data and their work with enrollees.</p>	<ul style="list-style-type: none"> <li>• Work with OCO staff to determine what data is gathered and reported by the OCO.</li> <li>• Develop workgroup to work with OCO staff to schedule Council updates every two months to present and discuss data available to share with Council.</li> <li>• Make recommendations to MassHealth, the OCO, and One Care plans regarding how to address issues and trends identified by OCO staff and through the OCO data.</li> <li>• Work with OCO staff to identify ways in which the Council can support their efforts to provide assistance to One Care enrollees.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Olivia Richard</li> </ul>	<ul style="list-style-type: none"> <li>• One Care Ombudsman Staff</li> <li>• MassHealth OCO liaison</li> </ul>	<p>Determine data availability by December 2015</p> <p>Completed by December 2016</p>
<p><b>1.3.</b> Identify One Care challenges and successes from various consumer and provider perspectives for discussion with MassHealth and One Care plan representatives.</p>	<ul style="list-style-type: none"> <li>• Develop tool or process for documenting information Council members hear from their networks regarding One Care's challenges and successes.</li> <li>• Create a standing agenda item for Implementation Council members to report on information gathered from their networks on challenges, successes and anecdotes regarding One Care.</li> <li>• Develop responsive recommendations and take action steps, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: David Matteodo</li> </ul>	<ul style="list-style-type: none"> <li>• One Care Stakeholders</li> </ul>	<p>Create tool/process by November 2015</p> <p>Completed by December 2016</p>

<b>Goal 2: One Care enrollees have access to covered services as needed, including medical, behavioral health, and LTSS services, and essential social services such as housing and employment.</b>				
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<p><b>2.1.</b> Identify what's working well and what still needs improvement with LTS-C role, informed by stakeholder feedback, EIP data, Enrollee Assessment and LTS-C Referral quarterly reports.</p>	<ul style="list-style-type: none"> <li>• Recommend that MassHealth convene LTS Coordinator workgroup</li> <li>• Participate in LTS Coordinator Workgroup.</li> <li>• Draft a recommendation document that identifies successes, challenges, and action steps for MassHealth, the Plans and Council members with suggestions for improvement based on results of workgroup meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Dale Mitchell</li> <li>• Implementation Council LTS Stakeholder Workgroup representatives: Florette Willis, Bruce Bird</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth</li> <li>• Implementation Council representatives</li> <li>• LTS Coordinators</li> <li>• Stakeholder community</li> <li>• One Care Ombudsman</li> </ul>	February 2016
<p><b>2.2.</b> Promote and support the transition of FTC enrollees to help ensure the transition is smooth, adequately resourced, and equitable.</p>	<ul style="list-style-type: none"> <li>• Continue working with MassHealth to develop more hybrid approach to passive enrollment.</li> <li>• Provide assistance to MassHealth by reviewing member letters and materials, discussing continuity of care plans, and helping to develop member outreach strategies.</li> <li>• Suggest potential methods to protect enhanced One Care benefits for FTC enrollees who return to the fee-for-service (FFS) system.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Dennis Heaphy</li> <li>• Implementation Council representatives</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth through weekly meetings between July and September 30<sup>th</sup></li> <li>• One Care plan representatives</li> <li>• One Care Ombudsman Office</li> <li>• SHINE staff</li> </ul>	October 2016

One Care Implementation Council 2015-2016 Work Plan

	<ul style="list-style-type: none"> <li>• Make recommendations for the enlistment of additional resources to assist enrollees in understanding their options for transitioning to another One Care plan, FFS, or other options. . Potential resources include: OCO, SHINE, LTS-Cs working with members and other state agencies engaged with FTC enrollees.</li> <li>• Assist in outreach to FTC enrollee and provider community.</li> <li>• Monitor feedback and responses from FTC enrollees and providers in the community by soliciting input and anecdotal evidence from the OCO, SHINE, Council members, providers and advocates to help evaluate efficacy of current messaging and make recommendations for improving outreach strategies as needed.</li> </ul>			
<p><b>2.3.</b> Promote the sustainability of One Care by advocating for appropriate funding and objective process for program growth.</p>	<ul style="list-style-type: none"> <li>• Invite Fallon Total Care representatives to a Council meeting to discuss metrics used to make decision to withdrawal from One Care, recommendations to ensuring the sustainability of the program and steps being taken to reduce harm to enrollees resulting from the FTC exit.</li> <li>• Invite FTC leaders to submit to the Council best practices and accomplishments that can be used by remaining One Care plans during the duration of the Demonstration.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Bruce Bird</li> <li>• Implementation Council representatives</li> <li>• MassHealth Staff</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth through weekly meetings between July and September 30<sup>th</sup></li> <li>• One Care plan representatives</li> <li>• Encounter Data Workgroup</li> <li>• CMS staff</li> </ul>	<p>December 2016</p>

	<ul style="list-style-type: none"><li>• Invite One Care plan representatives to a Council meeting to discuss the current state of their program, recommendations to ensure the sustainability of the program, and steps being taken to ensure the smooth transition of FTC enrollees enrolling in their plans, if applicable.</li><li>• Request and review quarterly One Care plan financial reports.</li><li>• Explore opportunities and ways to promote value-based purchasing of LTSS, including the LTS-C role in contracting with LTSS providers. Request conference call with CMS to discuss One Care plan rate and finances and to advocate for appropriate funding for One Care.</li><li>• Develop objective measures for determining capacity of remaining plans to accept new enrollees.</li><li>• Expand the scope of the Encounter Data workgroup to focus on the development of objective metrics to assess ongoing performance and financial stability of One Care.</li></ul>			
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<b>Goal 2: One Care enrollees have access to covered services as needed, including medical, behavioral health, and LTSS services, and essential social services such as housing and employment.</b>				
<b>Objectives</b>	<b>Activities planned to achieve this objective</b>	<b>IC Point Person and Workgroup members, if applicable</b>	<b>Partners the Council wants to work with on objective</b>	<b>Completed by (month &amp; year)</b>
<p><b>2.4.</b> Use Council networks to gather information from individuals and organizations with expertise in providing care to homeless populations including how to reach, engage and provide quality care to this One Care population.</p>	<ul style="list-style-type: none"> <li>• Convene a work group, or leverage the Council/One Care plan/MassHealth workgroup, to address the issue of housing and homelessness in One Care.</li> <li>• Work with One Care plans to identify current strategies for reaching and serving enrollees experiencing homelessness.</li> <li>• Work with MassHealth and One Care plans to identify data sources for the number of One Care enrollees experiencing homelessness.</li> <li>• Harness expertise of Implementation Council members around developing recommendations on how to reach enrollees experiencing homelessness with peer supports.</li> <li>• Outreach to homeless provider community to identify strategies for and locating and working with homeless enrollees to make recommendations to the One Care plans.</li> <li>• Make recommendations to One Care plans on strategies to increase enrollee ability to obtain and maintain stable housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Joe Finn</li> <li>• Implementation Council workgroup representatives TBD</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth</li> <li>• One Care plans</li> <li>• CBOs such as housing support providers, or health providers</li> </ul>	<p>March 2016</p>

<b>Goal 2: One Care enrollees have access to covered services as needed, including medical, behavioral health, and LTSS services, and essential social services such as housing and employment.</b>				
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<p><b>2.5.</b> Educate One Care plans and providers on how to use recovery principles in the delivery of care to One Care enrollees with behavioral health needs by increasing utilization of an array of diversionary services and community-based recovery services.</p>	<ul style="list-style-type: none"> <li>• Convene a work group to address mechanisms for increasing the capacity of One Care plans and providers to deliver services in a manner that incorporates the principles of recovery model.</li> <li>• Solicit input from Recovery Learning Communities and One Care plans on how Certified Peer Specialists (CPSs) are being used in One Care.</li> <li>• Determine ways to assess and track the use of CPSs in One Care.</li> <li>• Make recommendations to MassHealth, One Care plans and members to increase the awareness and utilization of CPSs, their role and how they can add value to integrated care teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Bob Rousseau or Howard Trachtman</li> </ul>	<ul style="list-style-type: none"> <li>• One Care plans and providers</li> </ul>	<p>May 2016</p>

<b>Goal 2: One Care enrollees have access to covered services as needed, including medical, behavioral health, and LTSS services, and essential social services such as housing and employment.</b>				
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<p><b>2.6.</b> The Encounter Data workgroup will offer MassHealth advice on data and policy questions that should be considered in One Care Encounter Data analysis.</p>	<ul style="list-style-type: none"> <li>• Solicit input from Implementation Council members on suggested services for exploration by the encounter data work group.</li> <li>• Make recommendations for action by MassHealth and One Care plans based on the results of encounter data analysis.</li> <li>• Make recommendations to MassHealth on how to share the information with stakeholders in a meaningful and user-friendly way.</li> <li>• Make recommendations to MassHealth on how to use and organize existing One Care data in new ways to improve enrollee experience and assist in informing One Care plan performance improvement.</li> <li>• Integrate findings from One Care Quality Workgroup.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Olivia Richard</li> <li>• Encounter Data Workgroup</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth staff participating on Encounter Data Workgroup</li> </ul>	<p>June 2016</p>

One Care Implementation Council 2015-2016 Work Plan

<b>Goal 3: One Care enrollees will receive high quality care</b>				
<b>Objectives</b>	<b>Activities planned to achieve this objective</b>	<b>IC Point Person and Workgroup members, if applicable</b>	<b>Partners the Council wants to work with on objective</b>	<b>Completed by (month &amp; year)</b>
<p><b>3.1.</b> The Council will provide 1-2 recommendations to One Care plans and MassHealth on how to improve integration/coordination of primary and behavioral health services.</p>	<ul style="list-style-type: none"> <li>• Receive an update from One Care plans on the topic of care integration and the composition of their integrated care teams.</li> <li>• Request feedback from Council member networks regarding integration of care and timeliness of completing individualized care plans in One Care. Request presentations on successful models of care integration from Council members, selected providers &amp; community-based orgs.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Persons: Bruce Bird, Bob Rousseau, Howard Trachtman)</li> </ul>	<ul style="list-style-type: none"> <li>• One Care plan representatives</li> </ul>	<p>April 2016</p>
<p><b>3.2.</b> Individuals will have at least one tool to compare the One Care plans and One Care with the fee-for-service system in order to make informed decisions using objective information.</p>	<ul style="list-style-type: none"> <li>• Continue Council representation on One Care Quality Workgroup.</li> <li>• Inform Council of Quality Workgroup activities &amp; solicit additional feedback for the workgroup.</li> <li>• Recommend format and content for a reporting tool or dashboard that provides enrollees and potential enrollees objective information about each plan and how access to services compares between One Care and the FFS system.</li> <li>• Convene a workgroup with MassHealth and One Care plan representatives to determine dashboard/product elements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Dennis Heaphy</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth</li> </ul>	<p>December 2016</p>

<b>Goal 4: Public education and outreach activities will reach all potential One Care enrollees and providers</b>				
<b>Objectives</b>	<b>Activities planned to achieve this objective</b>	<b>IC Point Person and Workgroup members, if applicable</b>	<b>Partners the Council wants to work with on objective</b>	<b>Completed by (month &amp; year)</b>
<p><b>4.1.</b> The Council will work with MassHealth to develop new strategies for effectively reaching diverse communities in order to improve public education and outreach.</p>	<ul style="list-style-type: none"> <li>• Request update from MassHealth on outreach strategies. Provide feedback on MassHealth outreach efforts to ensure public education and outreach is effective.</li> <li>• Take part in One Care outreach events.</li> <li>• Increase awareness of One Care through outreach to Council member networks.</li> <li>• Identify communities where One Care outreach is needed.</li> <li>• Develop relationships with Community Health Worker (CHW) entities across the state.</li> <li>• Recommend ways to gear outreach to identified target populations.</li> <li>• Gather stakeholder feedback on outreach efforts through Council member networks and audience participation at Council meetings.</li> <li>• Consult/ask for recommendations from OCO.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Florette Willis and Jeff Keilson</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth and UMMS staff involved in One Care outreach</li> </ul>	<p>February 2016</p>

One Care Implementation Council 2015-2016 Work Plan

<p><b>4.2.</b> By January 2016, reach 50 stakeholders through a tele-town hall to provide One Care information and answer questions.</p>	<ul style="list-style-type: none"> <li>• Work with MassHealth to host and facilitate listening session by January 2016.</li> <li>• Advertise listening session to Council member networks and broader stakeholder community.</li> <li>• Consider second listening session for providers.</li> <li>• Make recommendations to MassHealth based on feedback gathered during listening session.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Dennis Heaphy</li> </ul>	<ul style="list-style-type: none"> <li>• MassHealth</li> </ul>	<p>January 2016</p>
<p><b>4.3.</b> The Implementation Council will provide recommendations to One Care plans and MassHealth for new strategies for recruiting additional providers.</p>	<ul style="list-style-type: none"> <li>• Offer forum to One Care plans to hear about the types of providers that need additional outreach.</li> <li>• Gather recommendations from Council members and their networks on how to reach and engage provider networks, especially primary care providers.</li> <li>• Report provider outreach suggestions to One Care plans and MassHealth.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: TBD</li> </ul>	<ul style="list-style-type: none"> <li>• One Care plan representatives</li> <li>• MassHealth</li> </ul>	<p>April 2016</p>
<p><b>4.4.</b> Make recommendations to MassHealth on what additional material and resources should be translated to other language including American Sign Language for One Care enrollees and how the materials should be distributed.</p>	<ul style="list-style-type: none"> <li>• Identify One Care materials or information that should be made available in additional languages.</li> <li>• Determine which languages are needed by soliciting input from Council members and their networks and the OCO.</li> <li>• Develop a strategy to ensure community-based and other providers are offering communication access in alternative formats including American Sign Language Video Logs.</li> <li>• Make recommendations to MassHealth.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Council Point Person: Suzann Bedrosian</li> </ul>		<p>January 2016</p>

