

# Statewide Home and Community- Based Services (HCBS) Gap Analysis and Multi-Year Roadmap Stakeholder Meeting

January 20, 2023

California Department of Health Care Services  
California Department of Aging

This webinar is being recorded.

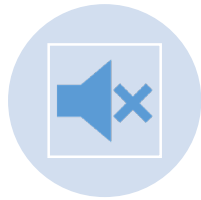


January 2023

# Housekeeping



This meeting is being recorded.



Public attendees will enter the meeting on mute.



There will be time for public questions 2 times during the meeting and once at the end.



To use the “Chat” function, click the speech bubble icon at the bottom of the screen.



Use the “raise hand” function if you wish to speak.



Please limit comments to 1-2 minutes.

# Introductions and Project Overview

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# Introductions

- » **Susan Philip**, Deputy Director, Health Care Delivery Systems, Department of Health Care Services (DHCS)
- » **Joseph Billingsley**, Assistant Deputy Director, Health Care Delivery Systems, DHCS
- » **Cortney Maslyn**, Chief, Integrated Systems of Care Division (ISCD), DHCS
- » **Susan DeMarois**, Director, California Department of Aging (CDA)
- » **Sarah Steenhausen**, Deputy Director, Policy, Research, and Equity, CDA
- » **Patricia Rowan** (Project Director), Senior Researcher, Mathematica
- » **Carrie Graham**, Director of Long-Term Services and Supports, Center for Health Care Strategies (CHCS)

# Purpose of Today's Webinar

- » Introduce the California Department of Health Care Services (DHCS) and California Department of Aging (CDA) HCBS and Managed Long-Term Services and Supports (MLTSS) Gap Analysis projects
- » Describe the analytic approach to this work
- » Describe opportunities for stakeholder input and feedback

# Agenda

- » Introductions and Project Overview
- » DHCS Medi-Cal HCBS/MLTSS Gap Analysis and Multi-Year Roadmap
- » Question & Answer
- » Break
- » CDA Non-Medi-Cal HCBS Gap Analysis and Core Inventory
- » Question & Answer
- » Opportunities for Stakeholder Input and Feedback
- » Public Comment
- » Next Steps/Closing

# Agency/Organization Roles

- » **DHCS:** Oversees the Medi-Cal side of project and provides key data for Gap Analysis and Multi-Year Roadmap project
- » **CDA:** Oversees the non-Medi-Cal side of project and provides key data for Gap Analysis and Multi-Year Roadmap project
- » **Mathematica:** Develops the analytic approach, conducts quantitative and qualitative analyses, and writes the Gap Analysis and Multi-Year Roadmap documents
- » **CHCS:** Leads stakeholder engagement activities, provides updates to the project webpage, and monitors email inbox

# Project Activities

## DHCS

- **Focus: Medi-Cal Managed LTSS**
- **Conduct an HCBS Gap Analysis** using a mixed methods approach to identify critical gaps in California's Medi-Cal Managed LTSS (MLTSS) programs and service delivery system to meet the needs of Medi-Cal older adults and individuals with disabilities
- **Develop a Multi-Year HCBS Roadmap**
- **Engage Stakeholders and Experts**

## CDA

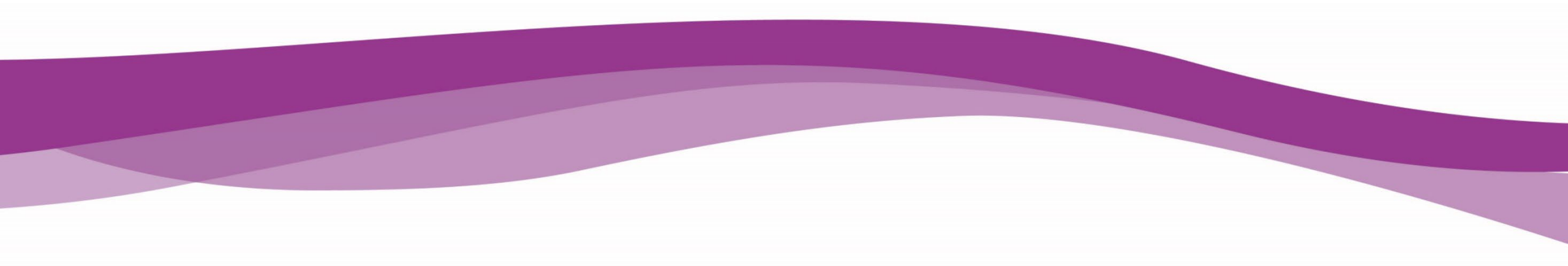
- **Focus: Non-Medi-Cal HCBS**
- **Conduct an HCBS Gap Analysis** that expands on the DHCS HCBS Gap Analysis to examine gaps and trends in non-Medi-Cal HCBS
- **Develop a Statewide non-Medi-Cal HCBS Multi-Year Roadmap** to advance statewide HCBS infrastructure
- **Create an Inventory** of core HCBS programs and availability by county
- **Engage Stakeholders and Experts**



# Intersections Between DHCS and CDA Projects

- » Quantitative analyses for both projects will use data from various HCBS programs to characterize enrollees and providers and identify gaps in services
- » Approach for both projects will use quantitative and qualitative data and stakeholder engagement to bring different perspectives into the gap analyses and roadmaps
- » Findings from both projects will be summarized with concrete plans for filling gaps across HCBS programs

# **DHCS Medi-Cal HCBS/MLTSS Gap Analysis & Multi-Year Roadmap Details**



# DHCS Gap Analysis and Multi-Year Roadmap Goals

- » Identify and analyze opportunities to expand access to HCBS
- » Address and close identified gaps as the state transitions to a fully-integrated MLTSS system by 2027
- » Improve health outcomes, consumer satisfaction, and health equity for Medicaid beneficiaries in California

# Money Follows the Person (MFP) HCBS Capacity Building Award

- » MFP\* Rebalancing Demonstration
  - » Supports states' efforts to rebalance their LTSS systems
- » MFP HCBS Capacity Building Initiative
  - » In 2020, CMS announced a supplemental award opportunity for MFP grantees "...to accelerate LTSS system transformation, design, and implementation to expand HCBS capacity"
  - » CA submitted a proposal to conduct the Gap Analysis and Multi-Year Roadmap and was awarded \$5M in supplemental funding
- » Mathematica selected as prime contractor to conduct data analysis and develop deliverables
  - » Center for Health Care Strategies (CHCS) is subcontractor to Mathematica to lead stakeholder engagement

# DHCS Gap Analysis and Multi-Year Roadmap Previous Stakeholder Engagement

## December 4, 2020

- » DHCS hosted a webinar to promote collaboration between DHCS and its partners
- » Provided an overview of the Capacity Building funding opportunity and DHCS' plan to commission a Gap Analysis study of the State's HCBS and MLTSS programs and networks
- » Provided an opportunity for public input and feedback

## February 17, 2021

- » DHCS hosted a webinar to present a detailed outline of the award proposal and receive additional feedback from stakeholders on the final proposal submitted to CMS

**Materials from both webinars available at:**

<https://www.dhcs.ca.gov/services/ltc/Pages/-MFP-Supplemental-Funding-Opportunity.aspx>

# DHCS Gap Analysis and Multi-Year Roadmap Activities

## » Gap Analysis

- » Use a mixed methods approach to identify **critical gaps** in California's HCBS programs and service delivery system to meet the needs of **Medi-Cal eligible** older adults and individuals with disabilities

## » Multi-Year Roadmap

- » Develop a Multi-Year Roadmap based on the results of the gap analysis and feedback from DHCS and other stakeholders. The Roadmap will provide a step-by-step plan to address LTSS needs in the state by:
  - » Identifying ways to expand HCBS providers' capacity
  - » Strengthening partnerships among the state, counties, health plans, providers, and community-based organizations
  - » Identifying key milestones and benchmarks to help DHCS monitor progress

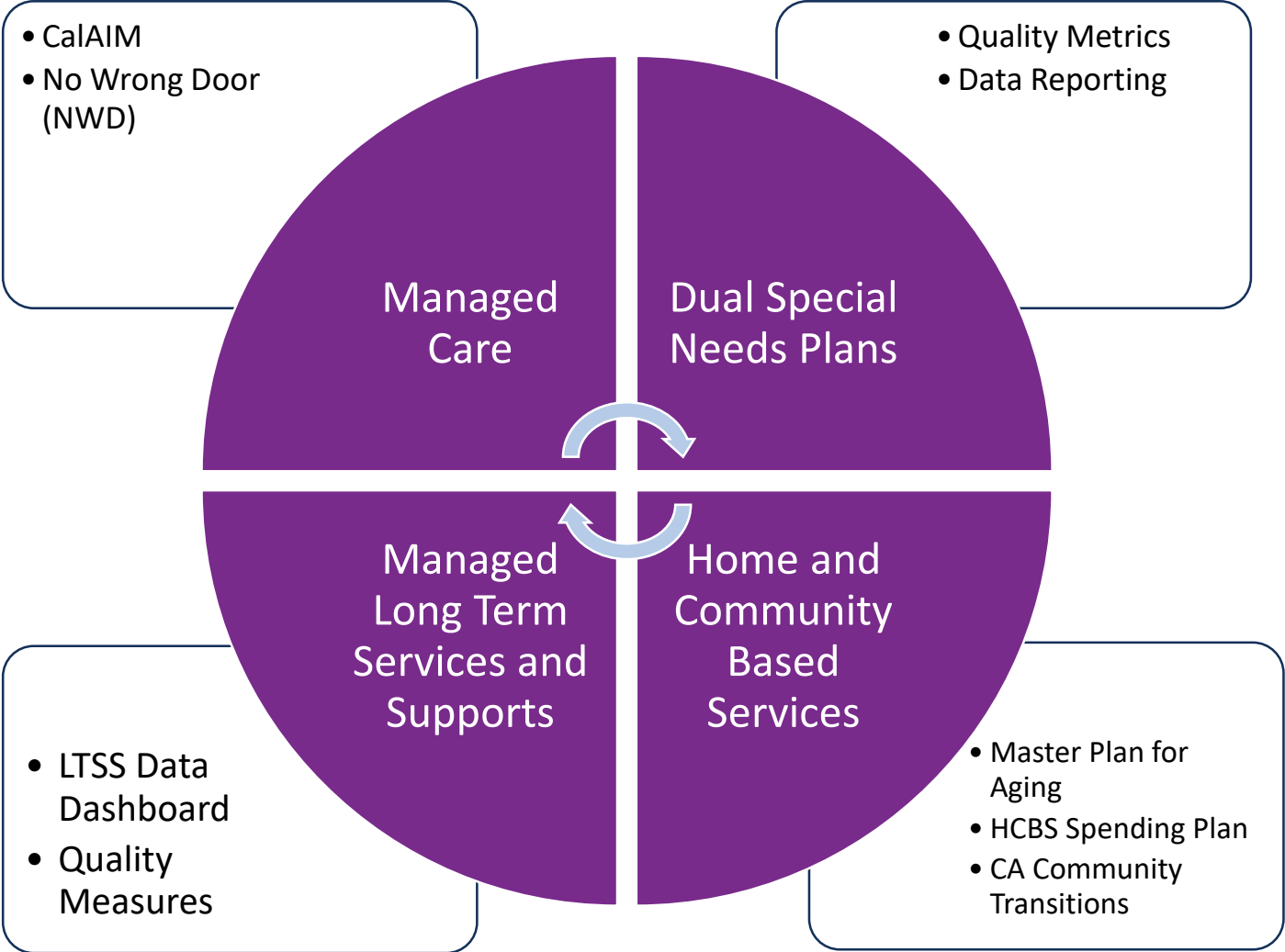
# Gap Analysis and Multi-Year Roadmap

## Populations of Focus

Medi-Cal members who may be:

- » Receiving HCBS waiver program services
- » Receiving Long-Term Care or Skilled Nursing Facility care
- » At risk of requiring LTSS, including beneficiaries receiving LTSS or HCBS, through programs funded under the Older Americans Act (OAA) and administered locally by Area Agencies on Aging, Aging and Disability Resource Connections (ADRCs), Independent Living Center (ILCs), or Caregiver Resource Centers (CRCs)
- » Served by CA's waiver and state plan programs for developmental disabilities and/or HIV/AIDS
- » Certain Medi-Cal Managed Care members

# Connections to Current Work for CA's Long-Term Goals





# DHCS Gap Analysis and Multi-Year Roadmap Objectives

- » **Objective 1:** Reducing inequities in access and services
- » **Objective 2:** Meeting client needs
- » **Objective 3:** Program integration and increased coordination
- » **Objective 4:** Quality improvement
- » **Objective 5:** Streamlined access

# Analytic Questions for Objective 1: Reducing Inequities in Access and Services

- » Who are the current and future users of HCBS in CA? (Where do they live and what services do they need?)
- » Who are the current providers of HCBS in CA? (Where do they practice and what services do they provide?)
- » Which types of HCBS are limited or unavailable in each county?

# Approach for Objective 1: Reducing Inequities in Access and Services

## » Enrollee assessment

- » Identify and describe HCBS users
- » Supplement information included in DHCS' LTSS Data Dashboard
- » Examine how the demographic distribution of HCBS users have changed over time

## » Provider assessment

- » Identify and describe HCBS providers
- » Understand the impact of the pandemic on providers' availability
- » Identify geographic gaps in the number of providers and HCBS availability

# Analytic Questions for Objective 2: Meeting Client Needs

- » What are current HCBS use patterns and how have they changed over time?
- » What policy and program changes are needed to expand HCBS providers' capacity and improve service quality?
- » What standardized metrics can best assess HCBS availability?

# Approach for Objective 2: Meeting Client Needs

- » Assessment of HCBS use by program and delivery model
  - » Analyze patterns of HCBS use across counties and over time
  - » Assess service use relative to the desired core service mix for each county, as defined in the Master Plan for Aging
- » Provide recommendations for mitigating gaps in HCBS availability

# Analytic Questions for Objective 3: Program Integration and Increased Coordination

- » How prepared are HCBS providers to fully integrate services into the managed care system by 2027?
- » What resources would support providers, managed care plans, and CBOs in making this transition?

# Approach for Objective 3: Program Integration and Increased Coordination

- » MLTSS readiness assessment
  - » Assess readiness of organizations to provide Enhanced Care Management (ECM) for specific populations
  - » Conduct interviews with state groups that represent programs that will join managed care networks. The goal of interviews is to understand their readiness to contract with managed care plans and take part in care management
- » Recommendations to promote readiness for fully integrated MLTSS
  - » Find resources within the state that can help providers
  - » Talk with consumers about risks to continuity of care during transition to MLTSS

# Analytic Questions for Objective 4: Quality Improvement

- » What are the current capabilities and gaps in CA's approach to quality measurement and monitoring of HCBS programs?
- » What are strengths and weaknesses of current quality measurement and performance improvement efforts? How can they be improved?
- » What quality improvement resources are available for providers? What additional resources could be useful for providers?



# Approach for Objective 4: Quality Improvement

- » Assess existing HCBS and MLTSS quality data
  - » Create an inventory of HCBS and MLTSS quality measures used in CA's performance measurement and quality improvement initiatives
  - » Identify measure gaps by each of 11 domains of HCBS quality (as identified by the National Quality Forum)
- » Assess quality improvement resources and training needs
  - » Create an inventory of current training programs for HCBS providers
  - » Conduct key informant interviews, focus groups, or surveys of HCBS providers to learn about the strengths and limitations of these programs
- » Recommend measures to prioritize for monitoring a fully integrated system

# Analytic Questions for Objective 5: Streamlined Access

- » What are the barriers to accessing HCBS in CA and how can they be addressed?
- » How can DHCS implement a universal baseline assessment to measure level of need consistently and fairly, and use the results to direct individuals to appropriate programs?
- » What should be the components and which other state agencies would need to partner with DHCS to implement a “No Wrong Door” (NWD) system? How much would a NWD system cost DHCS to implement?

# Approach for Objective 5: Streamlined Access

- » Assessment of CA's current No Wrong Door (NWD) system
  - » Review administrative documentation to develop a thorough understanding of the current pathways to enrollment
  - » Conduct key informant interviews with state staff and other potential NWD lead organizations
  - » Host listening sessions with various stakeholders (community agencies across the aging and disability networks, older consumers, younger people with disabilities, and family members)
- » Assessment of feasibility of using a universal assessment tool (UAT)
  - » Review previous work done by the state's Legislative Analyst's Office and the pilot test of the tool conducted by the DSS
  - » Review more current assessments by HCBS providers or UATs in use in other states
  - » Document CA stakeholder's experiences with UATs and perspectives on UATs during key informant interviews and listening sessions

# DHCS Deliverables: Further Details

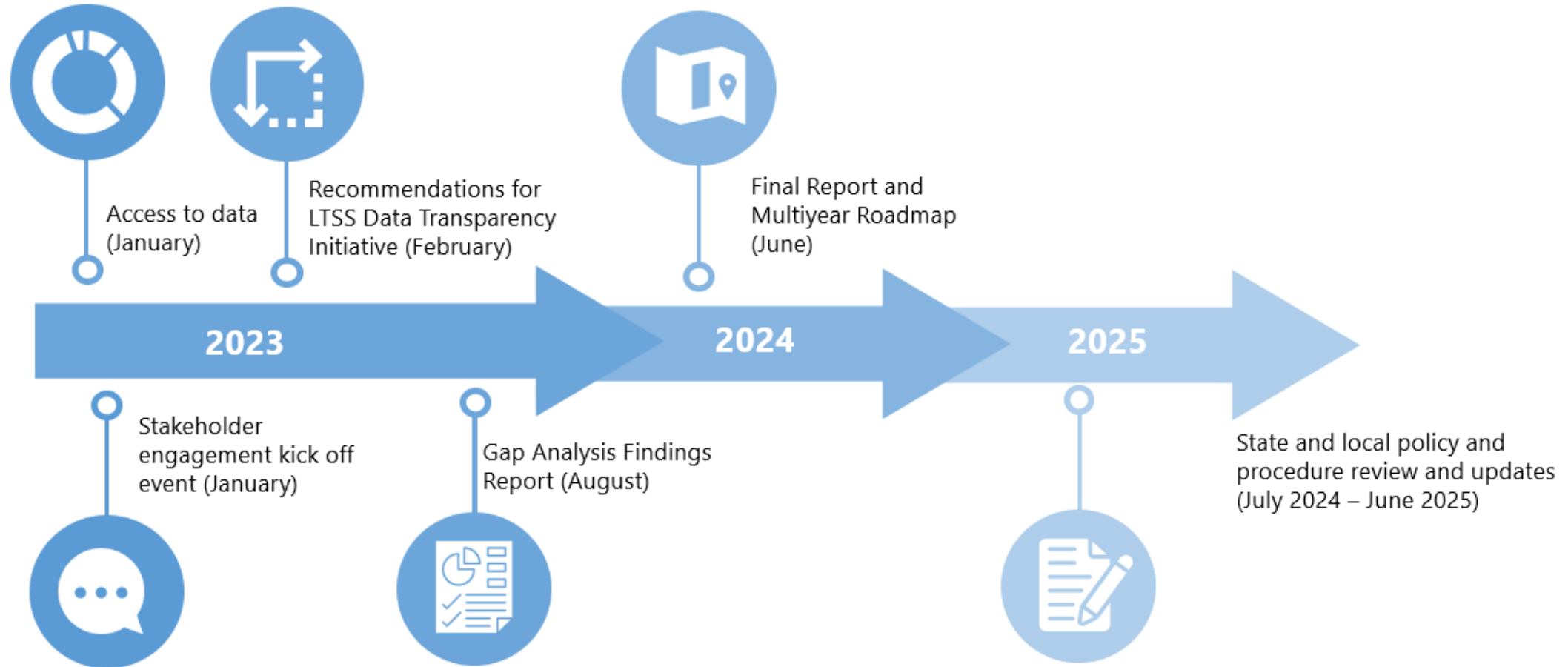
DELIVERABLE	DESCRIPTION	DATA SOURCES	TIMELINE
<b>HCBS/MLTSS Program Inventory</b>	Comprehensive inventory of Medi-Cal HCBS and MLTSS programs to identify scope for project analysis	<ul style="list-style-type: none"> <li>• LTSS Data Dashboard</li> <li>• Program manuals, CMS waiver approval letters, program-specific webpages/reports</li> <li>• CA Welfare &amp; Institutions Code</li> </ul>	December 2022
<b>Medi-Cal HCBS Gap Analysis</b>	Mixed methods approach to identify gaps in CA's HCBS programs and services delivery system to meet the needs of Medi-Cal older adults and individuals with disabilities	<ul style="list-style-type: none"> <li>• Medi-Cal enrollment data, claims, and encounters</li> <li>• IHSS claims and assessment information</li> <li>• Provider directories</li> <li>• Key informant interviews, surveys, and focus groups with stakeholders</li> </ul>	January - August 2023 (Contingent on timing of data delivery)

# DHCS Deliverables: Further Details

## (con't)

DELIVERABLE	DESCRIPTION	DATA SOURCES	TIMELINE
<b>Final Gap Analysis Report</b>	Final report compiling findings from gap analysis	<ul style="list-style-type: none"> <li>Analysis from data listed above</li> </ul>	August 2023 (Contingent on timing of data delivery)
<b>Multi-Year Roadmap</b>	Plan to address LTSS needs in the state by (a) expanding HCBS providers' capacity; (b) strengthening partnerships among stakeholders; (c) identifying benchmarks to monitor progress.	<ul style="list-style-type: none"> <li>Set of recommendations and timelines based on gap analysis and feedback from stakeholders</li> </ul>	June 2024 (Contingent on timing of data delivery)

# Performance Timeline for Major Activities



**Stakeholders updated and engaged throughout project**

# Interrelated DHCS LTSS Initiatives: California LTSS Dashboard

- » DHCS' goal is to create a public-facing LTSS dashboard to track demographic, utilization, quality, and cost data related to LTSS. This dashboard links statewide long-term care and HCBS data with the goal of increased transparency to make it possible for regulators, policymakers, and the public to be informed while the state continues to expand, enhance and improve the quality of LTSS in all home, community, and congregate settings
- » DHCS released the initial version of California's Long-Term Services and Supports dashboard in December 2022
- » The LTSS dashboard features data from 2017-2021 and includes 40 measures related to Medi-Cal enrollment and service utilization
- » The LTSS dashboard and the DHCS and CDA Gap Analysis and Roadmap projects are complementary and part of a larger effort to improve LTSS in the state
- » More information is available here: <https://www.dhcs.ca.gov/services/Pages/LTSS-Dashboard.aspx>

# Interrelated DHCS LTSS Initiatives: LTSS Data Transparency

- » LTSS Data Transparency Initiative will include
  - » Demographic, utilization, access, quality, and equity measures to include as part of the state's LTSS dashboard
  - » Common set of performance metrics for the state to display on its LTSS dashboard, that can be leveraged across programs, providers, and systems of care and is aligned with the DHCS Comprehensive Quality Strategy
  - » Recommendations for measures related to demographics, utilization, equity, and access as informed by the analyses in Objectives 1 and 2



# Interrelated DHCS LTSS Initiatives: D-SNP Quality Reporting

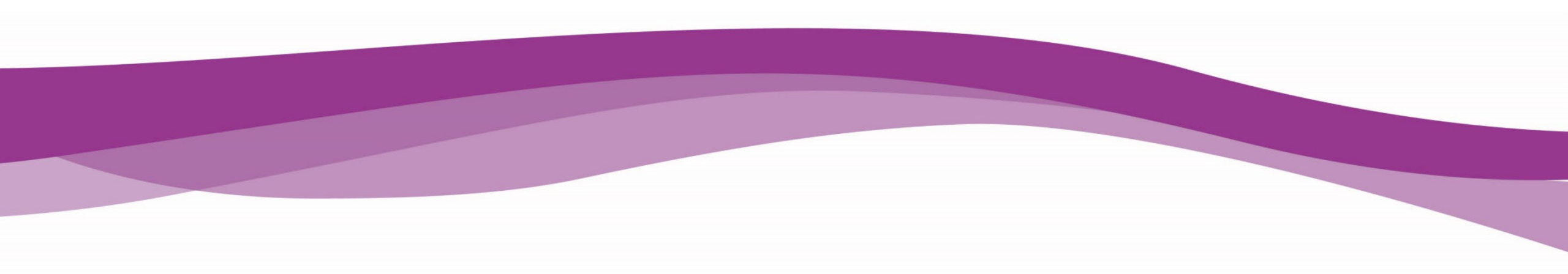
- » State-specific reporting requirements for D-SNPs are part of a larger quality strategy within DHCS, including a focus on the Comprehensive Quality Strategy focused on dual eligible individuals, the Long-Term Services and Supports (LTSS) dashboard, and the Master Plan for Aging.
- » DHCS monitors the quality of care and health equity provided to members in Medi-Cal through various reporting requirements, as detailed in the 2022 DHCS Comprehensive Quality Strategy and Medi-Cal contracts in the following domains:
  - » Access/Availability of Care
  - » Effectiveness of Care
  - » Utilization and Risk Adjusted Utilization
  - » Care Coordination
  - » Organizational Structure and Staffing
  - » MTLSS
  - » Alzheimer's/Dementia Quality of Care

# Question & Answer

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**Please place questions in the chat and they will be read aloud and answered by DHCS and Mathematica**

# Break



# CDA HCBS Gap Analysis & Multi-Year Roadmap

# CDA Project Goals

- » Build on DHCS Gap Analysis by developing a similar Gap Analysis for non-Medi-Cal HCBS in California
- » Develop an Inventory of non-Medi-Cal HCBS in California
- » Develop a Multi-Year Roadmap to advance non-Medi-Cal HCBS infrastructure statewide
- » Propose measures to monitor progress in advancing statewide HCBS infrastructure

# CDA HCBS Gap Analysis Data Sources and Programs of Focus

- » Publicly available non-Medi-Cal HCBS program data, including:
  - » Nutrition (congregate and home-delivered)
  - » Caregiver support
  - » Supportive services
  - » Independent Living Centers
  - » Aging and Disability Resource Connections
  - » Older Americans' Act programs
  - » Transportation and mobility services
  - » Affordable and accessible housing
  - » Other

# CDA Project: Deliverables and Timing

DELIVERABLE	TIMING* (Approximate)
<ul style="list-style-type: none"><li>• Expanded HCBS Gap Analysis</li><li>• Inventory of Core HCBS Programs</li><li>• Statewide HCBS Multi-Year Roadmap</li></ul>	<ul style="list-style-type: none"><li>• Winter 2023</li><li>• Fall 2024</li><li>• Spring 2025</li></ul>

\*Timing of deliverables may change based on data availability.

# CDA Deliverables: Further Details

DELIVERABLE	DESCRIPTION	DATA SOURCES	TIMELINE
Expanded HCBS Gap Analysis	Report identifying availability of non-Medi-Cal HCBS in California, identifying gaps in access.	<ul style="list-style-type: none"> <li>Publicly available non-Medi-Cal HCBS program data, including affordable and accessible housing and transportation</li> </ul>	Winter 2023
Inventory of non-Medi-Cal HCBS Programs	Comprehensive inventory of non-Medi-Cal HCBS programs and services	<ul style="list-style-type: none"> <li>California public data publishing infrastructure</li> <li>Public resources including Tableau Public</li> </ul>	Spring or Summer 2024
Multi-Year non-Medi-Cal HCBS Roadmap	Non-Medi-Cal HCBS Multi-Year Roadmap to promote and support the development of statewide HCBS infrastructure	<ul style="list-style-type: none"> <li>Non-Medi-Cal HCBS Gap Analysis</li> <li>Feedback from stakeholders</li> </ul>	Spring 2025
Measures to monitor progress	Propose measures to monitor progress, including equity measures (as available), toward meeting the milestones of the HCBS Roadmap.	<ul style="list-style-type: none"> <li>Driven by stakeholder feedback and literature; no data component</li> </ul>	Spring 2025 (part of the Roadmap)



# Question & Answer

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# Opportunities for Stakeholder Input and Feedback

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# Goals of Stakeholder Engagement Process

**Stakeholder engagement is a key component of both the HCBS Gap Analysis and the development of the Multi-Year Roadmap**

- » Analysis of data and the development of the Multi-Year Roadmap must be clear and transparent
- » Timeline of activities and ongoing process must be maintained and available to the public
- » All stakeholder groups must have the opportunity to provide input at each stage of the project

# Defining Stakeholders

- » Representatives from the following stakeholder groups will be invited:
  - » Individuals needing/at risk of needing LTSS
  - » Organizations/entities that administer and provide LTSS
  - » Committees, workgroups, or councils that seek to improve quality, equity, and access in Medi-Cal LTSS
  - » Internal state agencies, departments, or offices that provide or oversee Medi-Cal LTSS eligibility, enrollment, services, or related social services or that collect or analyze data that could be used for LTSS oversight and quality management purposes

# Stakeholder Feedback Opportunities

- » Two public meetings per year with public comment
- » Quarterly updates at existing stakeholder workgroups/advisory groups, such as CHHS, DHCS/CalAIM, Master Plan for Aging, and Community Living
- » Regional in-person and/or virtual listening sessions with consumers and HCBS caregivers
- » Key informant interviews or surveys to solicit targeted feedback on select topics related to the Gap Analysis or HCBS Roadmap
- » Website updates and materials
- » Ad hoc input via dedicated email inbox

# Stakeholder Engagement Timeline

STAKEHOLDER FEEDBACK OPPORTUNITY	TIMING*
Public meetings	Twice per year
Quarterly updates to stakeholder groups and committees	January 2023-April 2025
Key informant interviews and small group consultations	Beginning Summer 2023 and periodically throughout project
Listening sessions with individuals with lived experience, family caregivers, direct care workers	Beginning Summer 2023 and periodically throughout project

\* Proposed dates

# Ways to Participate/Provide Feedback

- » CHCS will maintain a list of stakeholders to receive invitations to public meetings
- » Visit the Project Webpage for more information on public events and to sign up for email updates:  
<https://www.dhcs.ca.gov/services/ltc/Pages/-MFP-Supplemental-Funding-Opportunity.aspx>
- » Have feedback? Please email: [HCBSGapAnalysis@dhcs.ca.gov](mailto:HCBSGapAnalysis@dhcs.ca.gov)

# Public Comment

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**Participants are welcome to raise hands to be called on to deliver your comment/question verbally or place comments/questions in the Chat**



# Next Steps/Closing

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# Next Steps

- » Next Public Meeting: July 2023
- » Visit Project Webpage to sign up for updates (<https://www.dhcs.ca.gov/services/ltc/Pages/-MFP-Supplemental-Funding-Opportunity.aspx>)

**Thank you!**