Performance Plan Evaluation – July 1, 2014 Submission

Department of Health Care and Policy Financing

Strategic Policy Initiatives

Initiative criteria[1]:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as "increase" or "decrease/reduce".
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Customer – Improve health outcomes, client experience and lower per capita costs	Yes – support the ACA's expansion of access to health insurance coverage and reforms to streamline service delivery.	Performance measures were identified for each of the following five goals: integrated delivery system; benefit/program design; payment methodology; eligibility and enrollment; and client engagement.	The initiative is directional, and includes specific language about the areas that the Department seeks to improve.	The Department identified several performance measures that a number of programs influence.	The outlines various action steps that the Department is taking in each area to improve performance; for the next iteration, OSPB recommends the Department continue to add specific strategies to each step in order to assist with additional accountability.

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[1] These parameters are from OSPB's instructions; wording is more specifically from the "Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers", p. 19

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Communications - Sustain effective internal and external relationships	OSPB recommends the Department specifically outline the outcomes from progress in this strategic initiative.	The Department identified a performance measure for website hits (with one- and three-year goals); for the next iteration, OSPB recommends identifying additional performance measures for this section.	The initiative is neither directional nor specific, and OSPB recommends that the Department review for the next iteration in order to provide clearer direction and additional measures.	Government Relations, Policy, Communications, and Administration Office, Interagency collaboration	The Department outlined the major functions of the internal and external communications/relationship management; for the next iteration, OSPB recommends the Department outline specific strategy steps towards clearer communication as well as additional measures that assess customer satisfaction with current communication.
Technology - Provide exceptional service through technological innovation	Reduce waste, fraud and abuse within Medicaid.	Two primary goal areas include Health Information Technology and SharePoint Management, with a number of performance measures to assess progress toward specific goals.	The initiative is neither directional nor specific, and OSPB recommends that the Department review for the next iteration in order to provide clearer direction.	A number of systems were identified that impact progress towards this initiative.	The Department provided context for the initiative and various steps for successfully implementing the initiative.
People - Build and sustain a culture of recruiting and retaining talented employees	Continue to develop an engaged and competent workforce.	The Department identified a variety of performance measures (with one- and three-year goals) for employee engagement, human resources optimization, and workforce development.	The initiative is directional and specific.		The Department provided a number of valuable steps to improve employee engagement and career development opportunities for employees.
Process - Enhance efficiency and effectiveness through process improvement	Eliminate waste, maximize value of daily work; foster culture of continuous improvement.	The Department identified two performance measures with associated one- and three-year goals to assess progress.	The initiative is directional; for the next iteration, OSPB recommends the Department clarify "effectiveness".	Lean Community; Culture of Improvement Academy	The Department has developed two specific strategies to improve efficiency - Strategic Management and Lean Community.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Financing - Ensure sound stewardship of financial resources	Cost avoidance; financial sustainability	The Department identified three major goal areas – cost containment, fraud, waste & abuse prevention, and grants management. Each goal area is driven by a performance measure.	The initiative is not directional, and OSPB recommends the Department include more specific language as to the outcome of the initiative for the next iteration.		The Department outlined a variety of steps within the areas of cost containment, fraud, waste, and abuse prevention, as well as grant management to achieve cost avoidance and financial sustainability.

Additional Feedback: The Department provided robust context for its strategic policy initiatives, which enables the Department to more easily identify specific steps to drive progress. For the next iteration, OSPB recommends the Department revisit the strategic policy initiatives that were less directional or specific in order to improve the Department's ability to identify progress. Additionally, OSPB recommends the Department break out the strategies and action steps more explicitly in each section to improve the Department's ability to remain accountable to making progress.

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Executive Director's Office	Described within the strategic component.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.
Health Programs Office	Described within the strategic component – includes Divisions.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.
Finance Office	Described within the strategic component – includes Divisions.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.
Policy, Communications and Administration Office	Described within the strategic component.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.
Client Services, Eligibility, and Enrollment Office	Described within the strategic component – includes Divisions.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.

Major Program Area	Defined	Customer identified
Community Partnerships Office	Described within the strategic component – includes Divisions.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.
Office of Community Living	Described within the strategic component – includes Divisions.	For the next iteration, OSPB recommends the Department identify specific customers for each major program area.

Additional Feedback: The Department provided good background on the primary responsibilities and tasks for each major program area (in this case, the Offices), and their respective divisions. For the next iteration of the plan, OSPB recommends the Department provide a more specific outline of the direct customers for each Office and/or Division. It may also help the Department's line of sight efforts to identify the specific Offices and/or Divisions that drive the various strategic policy initiatives.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
    - o   Input: workload demand, FTE, operating budget, etc.
    - o   Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
    - o   Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Customer	Increase Enrollment of Medicaid Recipients into the ACC	Number of individuals served through Colorado Medicaid	Number of ACC enrollees	Percentage of ACC enrollees of total Medicaid population
	Enroll ACC Eligible Medicaid Adults into the ACC	Number of ACC eligible adults (age 21 and older, excluding duals)	Number of adult ACC enrollees	Percentage of adults enrolled in ACC
	Enroll ACC Eligible Medicaid Children into ACC	Number of ACC eligible Medicaid children	Number of child ACC enrollees	Percentage of children enrolled in ACC
	Enroll Primary Care Providers into the ACC Program	Number of Medicaid primary care providers (PCPs) eligible for ACC enrollment	Number of unique ACC primary care medical provider sites	Percentage of eligible PCPs enrolled as ACC primary care medical providers (PCMP)
	Attribute ACC Clients to Primary Care Providers in RCCO Network	Number of ACC enrollees	Number of ACC enrollees with PCMP	Percentage of ACC enrollees with PCMP

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Customer	Reduce Emergency Department Visits	Number of Medicaid fee-for-service member months per thousands	Number of Medicaid fee-for-service emergency department visits	Number of emergency department visits per thousand member months
	Reduce Hospital Readmissions	Number of acute care inpatient discharges	Number of hospital readmission events within 30 days of discharge	Percentage of hospital readmissions within 30 days of discharge
	Enroll New Medicaid Providers		Number of Colorado providers serving Medicaid	
	Increase the Number of Unique ACC Primary Care Medical Provider Sites		Number of unique ACC primary care medical provider sites	
	Improve access to Medicaid primary care providers		Number of Colorado primary care providers serving Medicaid	
	Increase Medicaid Clients Receiving a BHO Service	Number of BHO clients	Number of BHO clients receiving a BHO service	Percentage of BHO clients receiving a BHO service
	Increase Medicaid Benefits Defined by Collaborative	Number of Medicaid benefits to be defined by collaborative	Number of Medicaid benefits defined by collaborative	Percentage of Medicaid benefits defined by collaborative
	Place Appropriate Long-Term Care Clients in Nursing Facilities	Number of LTSS clients	Number of LTSS clients in nursing facilities	Percentage of LTSS clients in nursing facilities
	Provide Waiver Services to Appropriate Long-Term Care Clients	Number of LTSS clients	Number of LTSS clients receiving home and community based services (HCBS)	Percentage of LTSS clients receiving HCBS
	Provide Program of All-Inclusive Care for the Elderly (PACE) services to Appropriate Long-Term Care Clients	Number of LTSS clients	Number of LTSS clients enrolled in PACE	Percentage of LTSS clients enrolled in PACE
	Reduce Growth Rate of Per Capita Nursing Facility Costs	Number of LTSS clients in nursing facilities	Total cost for nursing facilities	Per capita cost for nursing facilities
	Reduce Growth Rate of Per Capita HCBS Costs	Number of LTSS clients receiving HCBS	Total cost for HCBS services	Per capita cost for HCBS
	Transition Appropriate Nursing Facility Clients to Community Care	Number of LTSS clients in nursing facilities	Number of nursing facility (NF) clients transitioned to HCBS	Percentage of NF clients transitioned to HCBS
	Promote Well-Child Visits	Number of Medicaid children	Number of children 15 months of age with no annual well child visits	Percentage of children 15 months of age with no annual well child visits
	Promote Adolescent Depression Screening	Number of Medicaid adolescents	Number of adolescents screened for depression	Percentage of adolescents screened for depression

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Customer	Promote Adult Depression Screening	Number of Medicaid adults	Number of adults screened for depression	Percentage of adults screened for depression
	Promote Preventative Dental Services for CHP+ Kids	Number of CHP+ children	Number of CHP+ children receiving a dental service	Percentage of CHP+ children receiving a dental service
	Promote Preventive Dental Services for Medicaid Kids	Number of Medicaid children	Number of Medicaid children receiving a dental service	Percentage of Medicaid children receiving a dental service
	Prevent Low Birth-Weight Babies	Number of Medicaid women with child delivery	Number of newborns weighing < 2500 grams	Percentage of low birth-weight newborns
	Reduce Growth Rate of Per Capita Costs – ACC Children	Number of Child ACC enrollees	Total cost – ACC children	Cost per capita – ACC children
	Reduce Growth Rate of Per Capita Costs – ACC Adults	Number of adult ACC enrollees	Total cost – ACC adults	Cost per capita – ACC adults
	Reduce Growth Rate of Per Capita Costs – ACC Disabled	Number of ACC disabled	Total cost – ACC disabled	Cost per capita – ACC disabled
	Reduce Growth Rate of Per Capita Costs – Non-ACC Children	Number of FFS non-ACC children	Total cost – FFS non-ACC children	Cost per capita – FFS non-ACC children
	Reduce Growth Rate of Per Capita Costs – Non-ACC Adults	Number of FFS non-ACC adults	Total cost – FFS non-ACC adults	Cost per capita – FFS non-ACC adults
	Reduce Growth Rate of Per Capita Costs – Non-ACC Disabled	Number of FFS non-ACC disabled	Total cost – FFS non-ACC disabled	Cost per capita – FFS non-ACC disabled
	Achieve ACC Net Savings Targets	Total ACC Admin Costs	ACC gross savings per member per month	ACC net savings (range minimum)
	Link Payments to Outcomes	Total acute care expenditure	Total provider incentive payments	Percentage of provider payments linked to outcomes
	Promote ACC Pay for Performance	Number of regional care collaboration organizations	Number of RCCOs achieving Level 1 Pay for Performance on at least three Key Performance Indicators for at least one quarter of the Fiscal Year	Percentage of RCCOs achieving Level 1 Pay for Performance
	Promote Hospital Participation in HQIP	Number of hospitals eligible to submit data for all HQIP measures	Number of eligible hospitals submitting data for all HQIP measures	Percentage of eligible hospitals submitting data for all HQIP measures
	Increase Timely Eligibility Determinations	Number of Medicaid applications processed	Number of eligibility applications processed timely	Percentage of eligibility applications processed timely
	Increase Timely Eligibility Redeterminations	Number of eligibility redeterminations processed	Number of eligibility redeterminations processed timely	Percentage of eligibility redeterminations processed timely

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Customer	Increase Enrollment for Children's Extensive Support(CES) Waiver	Number of Individuals on CES Waiver Waiting List	Number of Individuals Enrolled through CES Waiver	Percentage of CES Eligible Individuals in Need of Immediate Services Enrolled
	Increase Enrollment for Developmental Disabilities Services (DD) Waiver	Number of Individuals on DD Waiver Waiting List	Number of Individuals Enrolled through DD Waiver	Percentage of DD Eligible Individuals in Need of Immediate Services Enrolled
	Increase Enrollment for Supported Living Services (SLS) Waiver	Number of Individuals on SLS Waiver Waiting List	Number of Individuals Enrolled through SLS Waiver	Percentage of SLS Eligible Individuals in Need of Immediate Services Enrolled
	Enroll Individuals into Medicaid through the Connect for Health Colorado Marketplace (C4HC)		# Determined Medicaid-Eligible through C4HC	
	Enroll Individuals into Subsidized Insurance through the Connect for Health Colorado Marketplace (C4HC)	Number Signed up for Private Health Insurance through (C4HC)	Number of Individuals Enrolled into Subsidized Insurance through C4HC	Percentage of C4HC Enrollees Eligible for Financial Assistance
	Improve Client Satisfaction with Health Care Experience	Number of CAHPS Global Ratings Measures	Number of Measures ≥ National Average	Percentage of Measures ≥ National Average
	Optimize Call Center Calls Handled	Number of Customer Service Calls Received	Number of Customer Service Calls Answered	Percentage of Customer Service Calls Answered
Communications	Increase Public Use of Department Website		# Unique Visitors to Department Website	Percentage Increase in Unique Visitors to Department Website
Technology	Increase Meaningful Use of Electronic Health Records (EHR-MU) – Medicaid Providers	Number of EHR-MU Eligible Medicaid Providers	Number of Medicaid Providers Receiving EHR-MU Incentive Payments	Percentage of Medicaid Providers Receiving EHR-MU Incentive Payments
	Increase Meaningful Use of Electronic Health Records (EHR-MU) - Hospitals	Number of Eligible Hospitals	Number of Hospitals Demonstrating EHR-MU	Percentage of Hospitals Receiving EHR-MU Incentive Payments
	Increase Registered Intent to Achieve Meaningful Use of Electronic Health Records (EHR-MU)	Number of Eligible Professionals	Number of Professionals Registered with Intent to Achieve EHR-MU	Percentage of Professionals Eligible Registered for EHRMU Incentive Payments

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Technology	Increase Meaningful Use of Electronic Health Records (EHR-MU) - Medicare and Medicaid Providers	Number of Eligible Professionals	Number of Professionals Demonstrating EHR-MU	Percentage of Professionals Receiving EHR-MU Incentive Payments
	Pay Health Care Provider Claims Timely	Number of "Clean" Claims Received	Number of "Clean" Claims Paid	Percentage of "Clean" Claims Paid Timely
	Increase Use of SharePoint		Number of Megabytes of Storage on SharePoint	
People	Increase Supervisor Skills in Personnel Management & Leadership	Number of Supervisors	Number of Supervisors Responding Favorably	Percentage of Favorable Responses to "Confident will Use" Question
	Engage New Employees through the Ambassador Program	Number of New Employees	Number of New Employees Participating in the Ambassador Program	Percentage of Participants that State the Ambassador Program Positively Impacted Their New Employment Experience
	Engage Employees through "5 Key Drivers"	Number of HCPF Respondents to DPA Survey "Good Place to Work"	Number of Favorable HCPF Responses to "Good Place to Work"	Percentage of Favorable HCPF Responses to "Good Place to Work"
	Strengthen Trust and Confidence in Department Leadership	Number of HCPF Respondents to DPA Survey "Trust & Confidence" in Leaders	Number of Favorable HCPF Responses to "Trust & Confidence" in Leaders	Percentage of Favorable HCPF Responses to "Trust & Confidence" in Leaders
	Expedite and Improve Quality of New Hires	Number of Permanent FTE Positions Filled	Number Filled Within 60 Days of Requisition	Percentage Filled Within 60 Days of Requisition
Process	Create "Line of Sight" between Employees and Strategic Goals	Number of "Line of Sight" Presentations Delivered	Number of Employees Trained in "Line of Sight"	Percentage of Favorable Survey Responses to "Understand Strategic Role"
	Promote a LEAN Culture Throughout the Department	Number of Employees Trained/Participating in LEAN Projects	Number of LEAN Projects and Quick Hits	Percentage of Favorable Survey Responses to "Work Done> Efficiently w < Waste"
Financing	Contain General Fund Expenditure for Administration at 3%			General Fund Expenditure – Administration Ratio
	Recover Overpayments from Health Care Providers		Total amount of Program Integrity Recoveries	
	Pursue Third Party Payment of Medical Costs for Medicaid Clients		Total Third Party Liability Collections	
	Use Grant Funding to Further Strategic Goals		Amount Total of Grant Expenditures	

Additional Feedback: The Department has identified a number of processes and performance measures that it monitors to assure progress and compliance. For the next iteration of the strategic plan, OSPB recommends that the Department revise the performance measures to more explicitly identify the Department's influence over measure improvement – possibly focusing more on how the Department's monitoring activities, stakeholder engagement, and/or technical assistance may be improved to impact the outcomes the Department is measuring.

The next step will also be to begin to measure some of the quality of the Department's outputs – e.g. website hits is a first step in identifying how many people may be accessing the Department's information; the next step may be to begin identifying how helpful the information that is placed on the website is for the Department's customers.