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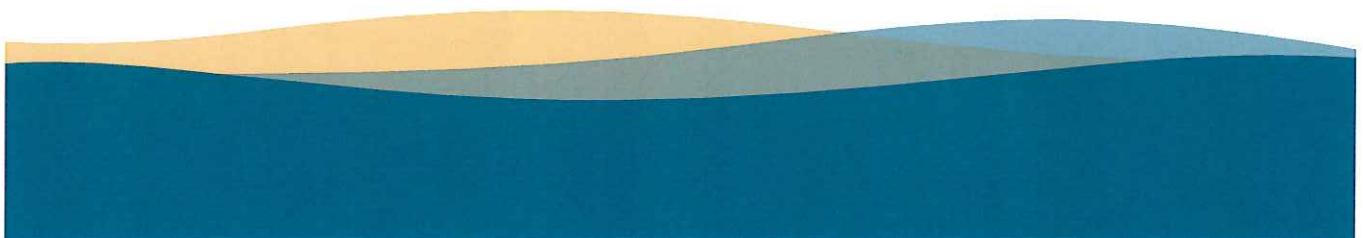
DEPT. OF HEALTH AND HUMAN SERVICES

Division of Medicaid and Long-Term Care

Strategic Plan, Key Goals and Benchmarks

9/15/2017

§ 81-3133.03





September 13, 2017

Patrick O'Donnell, Clerk of the Legislature
State Capitol, Room 2018
P.O. Box 94604
Lincoln, NE 68509

Dear Mr. O'Donnell:

Pursuant to Nebraska Revised Statute 81-3133.03, the Division of Medicaid and Long-Term Care (MLTC) submits this progress report towards its key goals identified in its strategic plan over the 2016-2017 state fiscal year. MLTC feels that it is making substantial progress to its six key goals as outlined in its 2015 Strategic Plan. These goals, and specific steps made towards accomplishing each one, are listed below.

1. Fiscally responsible, effective, and efficient administration of the Medicaid program.

- With the implementation of Heritage Health, MLTC has integrated behavioral health, physical health, and pharmacy benefits through managed care to better serve clients.
- MLTC is also working on a redesign of its long-term services and supports (LTSS) programs to improve care and access, strengthen delivery systems, promote efficiencies, and prepare for upcoming changes at the federal level.
- MLTC has implemented a new organizational structure that aligns with the future direction of the Division and its administration of the Medicaid program. Staff are being realigned to better support the transition from claims payment functions in a fee-for-service structural environment to contract management with managed care.
- MLTC has implemented a new organizational structure for eligibility operations under the Deputy Director for Economic Assistance in the Division of Children and Family Services. This allows for a more efficient operational management.

2. Best Practice staff recruiting, training and retention.

- Skip level meetings continue to facilitate mentoring at all levels of the Department.
- MLTC completed a strategic staffing plan and began implementation to better support the needs of the division.
- High performing MLTC staff have been leveraged in other areas of the Department to share knowledge and techniques from past successes.
- Positions are being reviewed for reclassification to better attract and retain qualified staff.
- MLTC is working with our peers in the Division of Children and Family Services to initiate a number of recruitment and retention strategies for ACCESSNebraska.

3. Monitor and improve health care outcomes for Medicaid recipients.

- MLTC has continued to develop a dedicated analytics team with a focus on monitoring health care outcomes along with other program-oriented reporting and analysis.

- MLTC has increased analysis of encounter data to monitor utilization and provide quality services.
 - The data and analytics team has engaged with the managed care organizations on data analysis projects.
 - MLTC has implemented a number of Performance Improvement Projects in the managed care delivery system. These initiatives include the increase of follow up visits after emergency room use for alcohol and drug use or mental illness, the use of 17 progesterone (17p) in high risk pregnant women, and increasing TdKey ap immunizations in pregnant women.
 - MLTC has hired a Medical Director who is leading quality and outcomes initiatives for the Division.
4. **Best Practice Eligibility and Enrollment operational accuracy and efficiency for positive consumer experience.**
- MLTC implemented operational efficiencies resulting in five minute average call wait times for eligibility, and timely customer service. Application processing time frames consistently exceed federal standards.
 - Eligibility and enrollment determinations have achieved an accuracy of over ninety-eight percent (98%).
 - Process improvement for ACCESSNebraska has been established as a priority for the Department. There is an ongoing collaborative effort between MLTC and the Division of Children and Family Services (CFS) to share best practices for ACCESSNebraska process improvement.
5. **Interoperable and adaptable information systems aligned with Medicaid business requirements.**
- MLTC has continued the progression of their enterprise portfolio management practice with leadership and guidance provided by the Executive Steering Committee (ESC). The ESC has expanded beyond the MLTC leadership team to include the DHHS CFO, CIO, COO, and representation from the CEO's office and sister divisions within the agency.
 - MLTC drafted and released a request for proposal (RFP) seeking qualified vendors to implement a data management and analytics solution (DMA) module to replace antiquated functionality within the current legacy MMIS as part of the MMIS replacement project.
 - MLTC has implemented managed care enrollment with a new Enrollment Broker.
 - MLTC contracted with an Independent Validation and Verification (IVV) contractor to both meet federal requirements and provide oversight of major initiatives.
6. **Timely and accurate data to support program, quality, and operational metrics.**
- MLTC has entered into a data sharing agreement with the Division of Behavioral Health to appropriately identify payer responsibility for simplification of provider billing and improving care to Medicaid enrollees.
 - MLTC collaborated with the Nebraska Health Information Initiative (NeHII) to support statewide implementation of electronic health record systems. MLTC continues to support (NeHII) through collaboration and support of federal funding initiatives.

As shown above, MLTC is making significant progress towards meeting the goals set out in its 2015 Strategic Plan. Over the next year, MLTC will be moving forward towards redesigning its LTSS programs, transitioning into ongoing operations for Heritage Health, and will set new goals for the State's Medicaid program. MLTC is excited about the future direction of the division and looks forward to working with the legislature and other stakeholders to secure Nebraska's position as a national model for Medicaid administration and service delivery.

Sincerely,



Thomas "Rocky" Thompson, Interim Director
 Division of Medicaid & Long-Term Care
 Department of Health and Human Services