

***Southwest Wisconsin Care Management Coalition
Planning Grant Final Report
March 2006 through December 31, 2007***

Section 1 – Identifying Information

Planning Group Name:

Southwest Wisconsin Care Management Coalition (SWCMC)

Contact Information for person completing this report:

Teri Buros

1900 Hwy 14 East

Richland Center, WI 53581

(608) 647-5909 Ext 510

teri.buros@familycarealliance.org

Scope of Planning and this Report:

The SWCMC experienced a two-stage approach to work toward the development of managed care services in Southwest Wisconsin. The first stage was the receipt of the \$100,000 planning grant from the Department of Health and Family Services. The planning stage occurred between the timeframe of March 2006 and December 2007. The second stage was an implementation phase in which SWCMC received additional financial assistance in the amount of \$292,700 from the Department. The implementation phase occurred between January 2008 and June 2008.

The final outcomes of the both the planning and implementation grants include:

- inclusion of stakeholders in the planning process over the past two and a half years;
- provision of education and information to planning partners that will prepare Southwest Wisconsin for managed care implementation;
- successful submission of a Request for Proposal in May 2008 that paved the way for SWCMC to begin the process for certification as a managed care organization;
- adoption of resolutions by each of the eight partnering counties in June 2008 which formed a Long-Term Care District;
- organizational meeting of the SWCMC Long-Term Care District Board held on June 30, 2008;
- signing of the Health and Community Supports Contract with the Department effective July 1, 2008; and
- development of a work plan which will bring all eight counties in Southwest Wisconsin under managed care no later than April 2010.

The scope of this report is regarding the \$100,000 planning grant spanning March 2006 through December 2007. Without the initial \$100,000 planning grant, these outcomes could not have occurred.

Planning Partners:

When the original planning grant was requested we started with eight counties and one private partner including: Crawford, Iowa, Grant, Green, Juneau, Lafayette, Richland, Sauk and a private partner Community Care in Action (CCIA) held the initial planning meeting on March 16th, 2006.

SWCMC decided at the initial meeting to meet twice monthly, one meeting via a phone call and a face-to-face meeting. In November 2006, CCIA indicated that the SWCMC was moving in a direction that would work for Southwest Wisconsin and made an independent decision to withdraw as a planning partner. The remaining eight counties continued planning from this point forward.

Section 3 – Strategic Planning for System Change

Approach and Progress to Plan:

SWCMC adopted a Memorandum of Understanding (MOU) by the end of the first three months. The MOU outlined the deliverables of the planning process, governance and decision making, roles and responsibilities, and

termination of the MOU. The MOU can be reviewed as Attachment A. By May 2006 a comprehensive Work Plan had been developed for SWCMC's approval. Tasks on the work plan included the deliverables contained in the \$100,000 planning grant, person(s) responsible, and the timeframe in which the task should be accomplished. The Work Plan can be reviewed as Attachment B.

SWCMC utilized the knowledge of managed care gained from the successful Family Care program operated by Richland County's Health and Human Services. In April 2006 the Richland County staff facilitated a two-day "Family Care 101" in order to educate the partners about Family Care including Aging and Disability Resource Center implementation, implications for Economic Support, and the Care Management Organization operations.

Three initial work groups were formed: Governance, Communication, and Aging and Disability Work Group. The Governance Work Group was made up of the Human, Social, and Unified Board Service Directors from the eight partnering counties. The initial members included:

<i>Voting Members</i>	<i>Position</i>	<i>Agency</i>	<i>County</i>
Sara Ryan	Director	Crawford County Human Services	Crawford
Jon Angeli	Director	Grant County Department of Social Services	Grant
Greg Holcomb	Director	Green County Human Services	Green
Michael J. Roraff	Director	Juneau County Department of Human Services	Juneau
C. Tom MacDonald	Director	Lafayette County Human Services	Lafayette
Randy Jacquet	Director	Richland County Health and Human Services	Richland
Bill Orth	Director	Sauk County Department of Human Services	Sauk
Neal Blackburn	Director	Unified Community Services of Grant/Iowa County	Grant/Iowa
<i>Non-Voting Members</i>			
Teri Buros	Project Mgr	SWCMC	
Mike Tiber	Director	Iowa County Department of Social Services	Iowa

The Governance Work Group met at a minimum one time per month, typically face-to-face just prior to the full SWCMC meeting. The Governance Work Group was tasked with overall decision making regarding the Coalition's activities and oversight of the Project Manager.

The Communications Work Group members included:

<i>Name</i>	<i>Agency</i>
Teri Buros	Richland County Health and Human Services, LTS Manager
Kim Enders	Richland County Health and Human Services, Resource Center Supervisor
Dave Folks	Green County Human Services, Developmental Disabilities Unit Supervisor
Kathy Knoble-Iverson	Independent Living Resources, Director
Kathy Leard	Crawford County Senior Resources, Director
Tom MacDonald	Lafayette County Human Services, Director

The Communications Work Group was tasked with developing a detailed work plan and a tool kit that would be utilized to inform consumers and other stakeholders in the eight county region. The Work Group set their own meeting schedule with most meetings occurring via conference call.

The Aging and Disability Resource Center (ADRC) Work Group members included:

<i>Name</i>	<i>Agency</i>
Gayle Anthony	Director, Grant County Center on Aging
Jason Beloungy	Independent Living Resources
Carol Benson	Director, Lafayette County Aging Resource Center
Linda Boll	Adult/Aging Unit Supervisor, Green County Human Services

Kim Enders	Resource Center Supervisor, Richland County Health and Human Services
Dave Folks	Developmental Disabilities Unit Supervisor, Green County Human Services
Sue Hebel	LTS/CAP Manager, Sauk County Department of Human Services
Carolyne Kochi	LTS Coordinator, Juneau County Department of Human Services
Kathy Leard	Director, Crawford County Senior Resources
Judy Lindholm	Director, Iowa County Commission on Aging
Tom MacDonald	Director, Lafayette County Human Services
Fred Naatz	Social Work Supervisor, Grant County Department of Social Services
Michael Roraff	Director, Juneau County Department of Human Services
Gina Thill	Lead Worker, Sauk County Department of Human Services
Trish Vandre	Director, Sauk County Commission on Aging

The ADRC Work Group set their own meeting schedule, typically once per month, with more frequent meetings as necessary. The ADRC Work Group was tasked with the development of a model to assure ADRC services were available in each County. Buck Rhyme from Organizational Skills Associates worked closely with the ADRC Work Group throughout the development and implementation process.

Additional Work Groups were added during the planning process. They included the Data Analysis Work Group and Care Management and Quality Work Group. The Data Analysis Work Group was made up of the business managers of each of the partnering counties and was charged with reviewing historic consumer cost data in each county. The group met on an ad hoc basis in order to understand the rate setting model, historic costs, and the data on the Data Disk provided by the Department. This information would be used to create a three-year business plan to assist in predicting the cost of services for the geographic region.

The membership of the Care Management and Quality Work Group is made up of some Directors and the Long-Term Support Managers of the partnering counties. This Work Group is charged with developing the quality and care management functions for SWCMC. A detailed work plan was developed by the Care Management and Quality Work Group and was being implemented at the end of December 2007.

In June 2006, each County completed a “Governance Questionnaire” with their respective Board members that identified potential areas of education, interest in and concerns regarding the planning process. In addition, each SWCMC partnering County completed an “Assessment of Stakeholder Involvement.” This information was compiled and used by the Communication Work Group to plan for involvement in the planning process.

The SWCMC identified Teri Buros, the Long Term Support Manager from Richland County, to be the Project Manager. A significant portion of SWCMCs planning grant was utilized to help cover a portion of Ms. Buros’ salary and benefits. Ms. Buros was involved in the initial grant writing for the Family Care pilot in Richland County in the summer of 1998. She was involved in the development of the Richland County Care Management Organization (CMO) and managed the CMO since January 1, 2001. In order to take on the responsibilities of Project Management, her responsibilities for Birth to Three and Children’s Services were shifted within Richland County Health and Human Services.

In addition, expertise provided by Kim Enders regarding ADRC development was invaluable. Kim Enders was also involved in the initial grant proposal in 1998. She was responsible for the development of the ADRC in Richland County.

While no other paid facilitators or outside entities were involved in leading the planning process, many people within the Coalition provided time and expertise during the planning and implementation process. Without their commitment and resources, the SWCMC would not have experienced the same level of success.

At the November 3rd, 2006 meeting of the SWCMC, a Vision and Mission Statement for the planning process as adopted. The vision, mission and guiding principles are:

VISION:

Southwest Wisconsin will have a comprehensive long-term care system for adults with disabilities and frail elders that is person-centered, quality focused and cost effective.

MISSION:

The Southwest Wisconsin Care Management Coalition partners will design a long-term care system for all eligible consumers that build upon community and family support to enhance quality of life and personal outcomes.

Guiding Principles:

The Southwest Wisconsin Care Management Coalition is committed to service designed to support consumers' independence while embracing the following RESPECT guiding principles.

Relationships – Participants are supported to maintain and develop friendships and family relationships, and participate in their families and communities.

Empowerment to make choices – Give people better choices about the services and supports available to meet their outcomes in the most cost effective way.

Services to meet individual need – Individuals want prompt and easy access to services tailored to their individual circumstances and outcomes.

Physical and mental health – Services are intended to help people achieve their optimal level of health and functioning.

Enhancement of participant reputation – Services maintain and enhance participants' sense of self-worth and community recognition of their value in every way possible.

Community and family participation – Participants are supported to maintain and develop friendships and to participate in their families and communities.

Tools for independence – People are supported to achieve maximum self-sufficiency and independence.

Information regarding planning activities was provided to local elected officials by the Directors of the Human, Social, Unified Board Service and Aging Department Agencies. The information was shared at their monthly board meetings. In addition, presentations were made to full County Boards based on templates created by the Communications Work Group.

Elected officials, on occasion, came to the SWCMC planning meetings. In October 2007, an educational session regarding the planning process was for the elected officials from all eight counties. The focus of the forum was to review the governance options for the Managed Care Organization (MCO) including a 66.0301 agreement or the formation of a long-term care district.

In January and February 2008, elected officials from the eight counties met to further study the governance models for the MCO and make a final recommendation to the partnering counties. At the February meeting, a unanimous vote was taken to form a long-term care district. Local officials ultimately adopted formal resolutions regarding ADRC regional boards and the formation of the Long Term Care District. A sample Resolution for the creation of a Long-Term District can be found in Attachment C.

The SWCMC utilized the services of Attorney Andy Phillips from Centofanti-Phillips for the development of the draft resolution to create the Long-Term Care District and the drafting of the By-Laws of the Long-Term Care District Board.

Section 4 – Consumer and Stakeholder Participation

Many people have been involved in the SWCMC planning process by attending Coalition meetings as their time allowed. People and/or agencies that have attended or been represented at Coalition either on a regular or intermittent basis include:

- Staff from the Area Agency on Aging including Jayne Mullins and Bob Kellerman. Jayne also participated in the Aging and Disability Resource Center Work Group.
- Representatives from the Ho-Chunk Nation including Hattie Walker and Elliot Blackdeer.

- Employees from the Department of Health and Family Services have attended Coalition meetings including John Jolley, Janice Smith, Monica Deignan, Jan DeVore, and Neal Minoque. Many DHFS employees attended “Family Care 101”, a two-day educational session in April 2006 sponsored by Richland County.
- Staff from Independent Living Resources staff including: Kathie Knoble-Iverson, Ricky Bishop, and Jason Beloungy. Jason participated in both work groups at the Coalition level including the Aging and Disability Resource Center Work Group and Care Management and Quality Work Group (managed care organization) as well as many county planning groups.
- Providers have attended several Coalition meetings including Tom Schroeder from the Hodan Center, Mary Heiden from Creative Community Living Services, Jim Olson from Schmitt Woodland Hills, Audrey Johnston from Southwest Wisconsin Opportunities Center, Jean Zewifel from Greenco Industries, and Kathie Cianci from Pine Valley Healthcare Center.
- Staff from UW-Madison have attended including Susan Bohn, (Pathways to Independence).
- Others stakeholders who have attended include: Don Knapp, LKRI, Jim Hoegemeier from ARC-WI, Peter Esser, Jenny Beildfeldt, Mary Lou Bausch, Dave Fritz, and Dan Dahlgren.

The SWCMC created a Communications Work Group early on to develop a comprehensive plan for communicating with stakeholders in Southwest Wisconsin. The Communications Work Group developed a comprehensive list of ideas on how to inform stakeholders and the general public regarding the planning progress of the Coalition and methods to receive feedback. In addition, the Work Group created a tool kit that was available for each partnering county. Activities that were completed in each County are listed below.

Crawford County:

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of people</i>
March 16, 2007	Board Members & Stakeholders	Opportunity Center, Prairie du Chien, WI	30
April 29, 2007	Contract agencies of current LTC programs	Administration Building Prairie du Chien, WI	40
May 8, 2007	Stakeholders*	Seneca Town Hall Seneca, WI	30
June 11, 2007	Employers, Board Members, Stakeholders*	Prairie du Chien Memorial Hospital	60
May 23, 2007	Seniors	Senior Dining	60

In addition, numerous presentations to County Board, Senior Resources Board, and Human Services Board

*Stakeholders are defined as ARC, Faith in Action, Crawford & County Clergy Association, Elder Abuse I-Team, Retired Teacher’s Association, and Alzheimer’s Caregivers Association

Grant County:

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of people</i>
September 12, 2006	County Board	County Board Room	19
November 2006	County Board, Health Department, Home Health Agencies, Nursing Homes,	Chief’s Firehaus Cobb	
December 2006	County Board	County Board Room	21
June 14, 2007	Stakeholder’s meeting	**	17
Grant County Stakeholders Regional Meetings	Area business and family Stakeholders	Bloomington, Boscobel, Dickeyville	44
COA Board Actions to move towards ADRC Development August 16, 2007 September 20, 2007	COA Board Members and Fred Naatz	COA Board Room	13/month

Stakeholders Meetings- Grant County Staff Meetings held on the 4 th Tuesday of each month.	Employees from COA, Social Services, Health Department, UW- Extension, County Board Representatives.	COA Board Room	
----------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------	----------------	--

Green County:

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of people</i>
February 27, 2007	Current/potential long-term contractors	Human Services Building Monroe, WI	30
February 28, 2007	Current long-term care recipients/family members/interested persons, etc.	Monroe United Methodist Church Monroe, WI	8
February 28, 2007	Current long-term care recipients/family members/interested persons, etc.	Bank of Brodhead Brodhead, WI	2
February 28, 2007	Current long-term care recipients/family members/interested persons, etc.	New Glarus Home New Glarus, WI	6

Juneau County:

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of People</i>
<u>2007</u> : 1/15; 2/12; 3/12; 4/9; 5/14; 6/18; 7/16; 8/13; 9/17; 10/15; 11/9; 12/19 <u>2008</u> : 1/14; 2/13; 3/17	Juneau County Committee on Aging	Mauston, WI	**
<u>2007</u> : 2/21; 5/16; 8/15; 11/14 <u>2008</u> : 2/20	Juneau County Nutrition Project Council	**	**
<u>2007</u> : 5/8; 9/11; 12/11 <u>2008</u> : 3/11	Juneau County Adult Center	**	**
<u>2007</u> : 1/19; 4/26; 7/24; 10/11 <u>2008</u> : 1/10	Juneau County Long Term Support Committee	**	**
<u>2007</u> : 1/17; 2/28; 5/23; 7/25; 12/11	Local Aging and Disability Resource Center Meetings	**	**
PUBLIC FORUMS			
February 7, 2007	Providers, Advisory Board Members, Interested Community Members	Hatch Public Library Mauston, WI	30
February 27, 2007	Adult Family Home providers, General Public	Elroy Public Library Elroy, WI	8
COUNTY BOARD PRESENTATIONS			
<u>2007</u> : 1/16, 7/17, 11/13, 12/18 <u>2008</u> : 2/19, 3/18	County Board members	Mauston	**
The <u>Star Times</u> have featured articles on long-term care redesign and have included our pictures as presenters at the forums. Channel 6, our local television provider, tapes all of the County Board meetings and presentations that Mike Roraff and Heidi Randall have done are part of those recorded meetings. They play on the local station about four times a month following the County Board regular meetings.			
AGELESS, the senior newsletter from the Department of Aging has had updates on the long-term care redesign and development of the local ADRC on a periodic basis over 2007 and into 2008. This will continue to happen as part of the front page article that Heidi Randall writes.			

Lafayette:

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of people</i>
Lafayette County held four forums with invitations being sent to all current consumers and people on wait lists. The forums were held in 2007 and were advertised in the local papers.			

Richland:

Richland created an ad hoc local planning committee to assist in the development of a comprehensive plan to provide information to the citizens in Richland County. Based on the recommendations of this local planning committee, Richland County opted to set up a speaker's bureau. Several people volunteered to speak, upon invitation, to various existing groups in Richland County. A tool kit was provided for the speakers including education regarding Family Care, a speech with visual aids, handouts, and a feedback tool. This was a very successful method of reaching many people within Richland County as the speakers were invited to speak to twenty-one different groups or organizations over a two month period of time. The response was very successful as each forum received written evaluation feedback regarding the presentation. In addition, people were able to complete cards requesting someone from the Aging and Disability Resource Center give them a call regarding questions they may have.

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of people</i>
February 21, 2007	UW Richland Home and Community Education Association	Richland Center, WI	10
March 7, 2007	Richland County Pastoral Association	Richland Center, WI	10
March 14, 2007	Richland Hills	Richland Center, WI	14
March 15, 2007	Richland County ARC	Richland Center, WI	22
March 16, 2007	Southwest CAP Foster Grandparents	Richland Center, WI	14
March 21, 2007	People First	Richland Center, WI	26
March 21, 2007	Lone Rock Seniors	Lone Rock, WI	16
March 21, 2007	Low Vision Support Group	Richland Center, WI	17
March 26, 2007	Richland Center Meal Site	Richland Center, WI	12
March 26, 2007	Symons Recreational Center	Richland Center, WI	18
March 26, 2007	Kiwanis	Richland Center, WI	**
March 28, 2007	Ridgeview Commons Apts	Richland Center, WI	25
March 28, 2007	Rockbridge Meal Site	Rockbridge, WI	23
March 28, 2007	Memory Support Group	Richland Center, WI	8
April 3, 2007	AARP	Richland Center, WI	19
April 12, 2007	Richland Center Senior Luncheon	Richland Center, WI	22
April 15, 2007	Yuba Homemakers	Yuba, WI	19
April 19, 2007	Richland Area Retired Teacher's Association	Richland Center, WI	40
April 19, 2007	Park Street Christian Church Over 50	Richland Center, WI	19
April 26, 2007	Richland County Housing Partnership	Richland Center, WI	9

TOTAL: 343

Sauk:

<i>Date of Event</i>	<i>Participants</i>	<i>Location</i>	<i>Number of people</i>
April 30, 2007	Providers, staff and consumers	**	60-70
<u>Upcoming forums:</u> April 21, 2008	Providers	Baraboo, WI	**
<u>Upcoming forums:</u> April 29, 2008	Consumers and community members	Baraboo, WI	**

Section 5 – General Communication

The Communications Work Group developed a comprehensive communications plan. Part of the comprehensive plan was to develop an interactive website www.swcmc.org. The website contained multiple pages giving the history of SWCMC, planning partners, links to pertinent websites, and stakeholders. All meeting notices, agendas, and approved minutes were posted to the website in a timely fashion. Notices of forums planned in each county were posted on the website. In addition, stakeholders were able to complete a form to contact or make comments regarding the SWCMC planning process.

In addition to posting notices regarding public forums being published on the website, each partnering county sent invitations to current consumers and consumers on the waiting list regarding public forums in their county. Notices regarding public forums were also put in local papers.

Communication among the planning partners occurred through the routine SWCMC meetings with Work Group reports as a standard agenda item. In addition, SWCMC utilized the project management software Basecamp. Work groups kept their minutes and working documents within Basecamp so all planning partners were able to read the work being accomplished in each work group.

Section 6 – Program Development

The scope of planning was identified early on as developing ADRC services in each geographic area and development of managed care utilizing the Family Care benefit package. The planning partners did not rule out implementation of an integrated package similar to those offered by Partnership programs; however, the partners agreed that implementing Family Care would be the first step in implementing managed care.

SWCMC met most of the deliverables identified in the planning grant between March 2006 and December 2007. The Department of Health and Family Services awarded additional financial assistance to SWCMC in January 2008 to proceed through implementation in June 2008. The activities listed below are the activities accomplished through December 2007 utilizing the initial \$100,000 in planning funds.

Legal and Operational Platform for Regionalized Governance

As mentioned earlier in this report, a full-day Long-Term Care Governance Options Forum was planned and implemented on October 29, 2007. County Board Supervisors from each of the Counties were invited to attend the training session. The agenda for the day-long meeting included:

- **Welcome and Introductions** Randy Jacquet, Director, Richland County Health and Human Services
Fred Clary, Richland County Board Member
- **Family Care Overview** Bill Orth, Director, Sauk County Human Services
- **Aging & Disability Resource Center** Linda Symons, Richland County ADRC Manager
Fred Naatz, LTS Supervisor, Grant County Social Services
- **66.0301 Governance Option** Dean Dietrick, Esq
Kenneth Day, Marathon County Board Member
- **LTC District Governance** Andy Phillips, Esq.
Sharon Hampson, LaCrosse County Board Member
- **Group Discussion regarding Pros and Cons of each Governance Option**
- **Next Steps**

No formal decisions were made regarding a governance model by the end of the planning grant. Steps were in place in early 2008 for County Board of Supervisors to meet and make a recommendation regarding a governance structure for the region.

Establishment of Risk Reserve and Business Solvency Plan

Education regarding risk reserve and solvency planning occurred during the planning process, however, a final risk reserve or business solvency plan was not created until the spring of 2008 as a part of the Request for Proposal submitted to the Department of Health and Family Services.

Coordination or Integration with Acute and Primary Health Care

The SWCMC determined early on that the scope of the planning would be based on the Family Care benefit package which do not include acute and primary care services.

Establishing a Governing or Oversight Board

As stated in the Regional Governance sections, County Board of Supervisors were educated during the planning phase. Implementation or establishment of the governing board occurred during the second phase in June 2008.

Implementation and Management Plan for Care Management Provision

Toward the end of 2007, the Care Management and Quality Work Group was formed to begin to understand the care management activities that needed to be developed to be able to implement managed care.

SWCMC determined early in the planning process to develop a unique model of care management services. SWCMC shall form an administrative entity to provide the business, information/technology, quality oversight, and provider development necessary to implement managed care. The administrative entity shall hold the contract with the Department and be responsible for contract compliance. The administrative entity would subcontract care management services with partnering county agencies.

Provider Network Development

Provider network development began in earnest during the implementation phase occurring between January and June 2008.

Administrative and Financial Systems

Administrative and financial systems development shall be built on the successful management of the Richland County CMO. Formal administrative and financial systems for expansion purposes shall occur during the implementation phase.

Information Technology and Reporting Systems

Information technology and reporting system development shall be a major priority during the implementation phase of expansion planning.

Quality Management Systems

Quality management shall development for expansion shall be built on the successful experience of the Richland County CMO during the implementation phase.

Eligibility and Enrollment Systems

Overall education for the region occurred during the planning phase. The ADRC Work Group began developing a single Enrollment Plan and eligibility determination process. Implementing eligibility tracking and enrollment shall be a partnership between the Southwest Regional ADRCs and the newly formed managed care organization.

Coordination with Adult Protective Services and Statutory Requirements

Coordination with adult protective services and other county services will be a strength of the proposed model in which partnering counties in the formation of the District shall provide care management. Formal MOUs with

County agencies shall be developed through the implementation and certification phase of expansion in Southwest Wisconsin.

Conversion of Present Waiver Caseload and Waiting Lists

Cost studies regarding the current waiver recipients have been completed by the Data Analysis Work Group. Projections of growth for Southwest Wisconsin have been developed. Detailed plans regarding conversion of present caseloads and addressing wait lists shall be addressed in the implementation phase.

Section 7 – Aging and Disability Resource Center (ADRC) Planning

A major strength in the SWCMC is the relationship that has been formed over time between the county aging departments and the human/social/unified board agencies. The initial planning grant proposal in the fall of 2005 was submitted on behalf of the eight-county human/social/unified service agencies. Early on in the planning process it became clear that the aging departments within each county had a significant role to play in the redesign of long-term care services. The SWCMC openly discussed the relationships between the two--creating meeting ground rules, processes to address conflict, and strategies to improve communication. This relationship was not without its challenges in the beginning; however, over time the development of the Aging and Disability Resource Centers and the regional managed care organization became a true partnership.

Representatives of the aging departments attended the Coalition meetings routinely. During these meetings, a standard agenda item included updates from the various work groups which included the Aging and Disability Work Group. The timeframes for the development and implementation of both the ADRC and the managed care organization are intertwined and interdependent.

The development of ADRCs were on a separate, yet parallel track with the planning for the managed care organization. The eight counties currently had two fully operational Resource Centers, one in Richland County and one in Green County. The members of the ADRC Work Group worked closely with Buck Rhyme and through a process of consensus building determined that forming two regional ADRCs was the best option. The eight counties were divided into a northern region made up of four counties north of the Wisconsin River which includes Crawford, Juneau, Richland and Sauk Counties and the southern region made up of Grant, Green, Iowa and Lafayette Counties.

The northern and southern regions collaborate and have shared functions over the entire eight-county area including one Enrollment Plan. The ADRC planning and the managed care organization planning have been coordinated in terms of understanding what geographic areas will be transitioning to managed care on a laid out timeline. The ADRCs are prepared to complete all eligibility requirements for the full implementation of Family Care expansion.

Section 8 – Major Milestones

SWCMC, as a communications tool, prepared a two-page update every three months. The document could be used with Boards, Committees, or consumers to keep people in touch with activities. The following activities are summarized from those documents.

March 2006 – May 2006:

- Initial discussions regarding the nuts and bolts of the SWCMC organization occurred including creating and signing a Memorandum of Understanding that will guide activities.
- Richland County Health and Human Services Resource Center, Economic Support, and Care Management Organization facilitated a two-day “Family Care 101” for partners in Richland Center. All the counties sent several staff including from their aging units and health departments. Other attendees included State staff, employees of Independent Living Resources, and the Area Agency on Aging.
- A comprehensive list of contact people in each county including their name, title, address, phone, and e-mail for each county has been developed for reference.

- A budget for the \$100,000 has been developed and adopted by the Coalition. The funds will be used in the following manner:
 - \$30,800 for the Project Manager
 - \$29,200 for Consulting and/or Legal Assistance
 - \$24,500 for Support Staff dedicated to the Expansion
 - \$9,000 for IT consulting
 - \$6,500 for Consumer Involvement Support
- A Project Manager has been identified—Teri Buros from Richland County.
- The Support Staff position is currently in the process of being filled.
- It was agreed that Richland County will take the lead in signing the contract with the State for the \$100,000 and will be the fiscal agent for disseminating those funds as the budget dictates.
- A work plan has been developed to assure all the requirements of the contract are addressed in a planned and thoughtful manner.
- Three work groups have been formed:
 - Governance
 - Communication
 - Aging and Disability Resource Center
- The Governance Work Group has met twice and is identifying options for formal relationships between the Counties. The Communications Work Group has met once and is in the process of creating a comprehensive written plan for communications with stakeholders. The Aging and Disability Resource Center will meet for the first time on June 19th.

June 2006 – August 2006:

- SWCMC signed the Data Disclosure Agreement in order to access service utilization data for the eight counties.
- The Communications Work Group has contacted the UW-Extension contacts regarding utilizing their expertise in developing a communications plan.
- An assessment for stakeholders and governing board members were developed, disseminated and returned.
- Secretary Helene Nelson met with the SWCMC partners in Lancaster, Wisconsin.
- SWCMC began discussing the development of a public website and the use of Basecamp as a communications tool.

September 2006 – November 2006:

- The private partner to the Coalition, Community Care in Action, formally withdrew from the Coalition in November. The Coalition recognizes and appreciates CCIA's interest and involvement in assuring people in Southwest Wisconsin have access to the care they need.
- The Communications Work Group and the entire Coalition discussed the need to involve consumers and other stakeholders in the expansion project as soon as possible. The Communications Work Group set and met their goal of developing a tool kit by the end of November.
- The Coalition has discussed and agreed on the process for the approval of the Aging and Disability Resource Center plan to be approved when it is presented. The agreement gives representatives from the Aging Network to have an equal say in the potential design of the resource center.
- Mary Lou MacDonald was hired as the Coalition Project Assistant in September. Ms. MacDonald will provide administrative support to the Coalition and coordinate communication between Coalition members.
- The Coalition has approved and is working toward the creation of a Southwest Wisconsin Care Management Coalition web site. The site has been "under construction" during this quarter and will include vision/mission information, contact information for Coalition members, and agendas and minutes of Coalition meetings.
- Richland County hosted several educational and informational sharing opportunities with many staff from Counties in the Coalition. Staff who participated in the educational sessions includes: business office, care management, economic support, and information and referral.
- There are four active work groups within the Southwest Care Management Coalition including:

- *Governance*: members include the Directors of the various Human/Social/Unified Services that have signed the original grant. Topics of discussion include overall governing structure and potential operational structure of a regional managed care entity. Directors are reviewing options for governance that would keep the care management coalition a public entity.
- *Communications Work Group*: The Communications Work Group was re-configured assuring participation by each Coalition partner. Independent Living Resources has also continued to play an integral role in this Work Group. The Work Group was charged with creating a work plan and a tool kit for each County to involve consumers and stakeholders in the planning process. The Southwest Wisconsin Care Management Coalition has formed a partnership with UW-Extension staff to assist in the development of the tool kit. The Communications Work Plan was approved at the November Coalition meeting. Each County will work toward planning and implementing at least one public forum prior to the end of February 2007. The Communications Work Group will collaborate with CWAG in their efforts to include the community in planning for managed care.
- *Aging and Disability Resource Center*: members include representatives from County Aging Networks and Human/Social/Unified Boards. In addition, representatives from the local Independent Living Center and the regional Area Agency on Agency regularly attend. This work group is to create a written plan for the development of Aging and Disability Resource Centers throughout the Southwest Care Management Coalition area by the end of 2007. Each County is developing and/or working with a local planning group to provide input into the regional planning process. Recently the ADRC regional workgroup began working with Buck Rhyme of Organizational Skills Associates. Mr. Rhyme will facilitate the meetings and will help the regional workgroup to set and achieve goals leading to a successful planning process.
- *Data Analysis*: members include fiscal and program specialists from each of the partnering counties. The Data Analysis Work Group continues to learn about the rate setting process and identifying ways to utilize the data provided by the State for local analysis. The Coalition has agreed to utilize a software programmer to extract the appropriate data and set up new tables for just Coalition partners. The new database will be able to be queried utilizing a powerful query software program called COGNOS. Counties are also identifying/reviewing the number of people on wait lists as well as the current implementation of the functional screen within their County.

December 2006 – February 2007:

- The Coalition revised the Memorandum of Understanding in December to formally indicate that Community Care in Action was no longer a formal partner in the planning process.
- Mr. Buck Rhyme, of Organizational Skills Associates, began facilitating the planning process of the Aging and Disability Resource Center work group.
- Coalition members have agreed to put the planning process on their respective governing board agendas in order to keep elected officials and other key stakeholders informed of the Coalition's activities.
- Communications with stakeholders has been identified as a priority for the Coalition. Each County has been planning to have at least one public forum early in 2007. The purpose of the forum(s) is to present information and solicit input into the planning process.
- The Coalition developed guidelines to reimburse consumers if they traveled to planning meetings. These guidelines are available upon request.
- The SWCMC's expenditures were reviewed to date. The current grant of \$100,000 expires on September 30, 2007. The State Department of Health and Family Services is seeking a "no cost extension" from the Federal government and believe that the chances for approval is high. The State, in turn, is able to extend the planning grant to the Coalitions/Consortiums on a case-by-case basis.
- The SWCMC website continues to be a great source of information to the public and Coalition members. Minutes, agendas, upcoming county forums and any other pertinent information are posted on the site. The Coalition has received emails from the site from stakeholders expressing interest in participating in Coalition activities and suggestions. The web site address is: www.swcmc.org
- The Coalition members began using the web-based project collaboration software, Basecamp, as a tool to share, edit and discuss projects.
- Work Group Updates:

- *Aging and Disability Resource Center (ADRC)*: The ADRC work group, after careful deliberation, is currently proposing to create two four-county regional ADRC's. They will continue to develop an organizational structure and Governing Board related to this model. The work group continues to work on the Mission statement for the ADRC. Representatives from this the ADRC work group meets on a regular basis with the Governance work group to keep them informed of their progress.
- *Communications*: This work group completed the Communications Toolkit for counties to use to help plan, implement and evaluate their forums. At the request of the Communications work group, press representatives from each county, as well as one for the Coalition, were identified. The counties continue to partner with UW-Extension staff to assist with planning forums and other Coalition activities.
- *Data Analysis*: This work group has been reviewing data provided by the State. They continue to identify and review the number of people on wait lists in each county. Each county is compiling HSRS data from 2004, 2005, and 2006. The accuracy of the Functional Screens have been a critical topic for this work group as the rate setting methodology will be set according to this Screen.
- *Governance*: This work group has agreed, for planning purposes, on four possible Governance Models. This work group has had legal consultation through Wisconsin Counties Association to help them sort through the legal issues of the different Governance models. A phase-in implementation plan is being developed that will bring up one-two counties at a time with full implementation potentially taking three years.

March 2007 – May 2007:

- In March, the Coalition of Wisconsin Aging Groups (CWAG) Family Care Consumer Corps held a training session in Dodgeville. The training focused on options for long-term care for older people and people with disabilities through the implementation of the Family Care Program within the SWCMC area. Teri Buros, Dave Folks, Kim Enders and Linda Bolls were panel speakers and discussed the planning for ADRCs and CMOs in Southwest WI. Other guest speakers for the training included Advocates and DHFS staff.
- In March, the Grant County Center on Aging expressed their desire to apply to be an ADRC for Grant County only.
- Communications with stakeholders remains a priority for the SWCMC. Several counties have completed at least one public forum in early 2007. The purpose of the forums was to present information and solicit input into the planning process of Family Care expansion. Independence for Living Resources (ILR) provided mentoring to consumers/citizens who were interested in being more involved in the planning process. Jason Beloungy, ILR, reported in May that thirty people have signed up, so far, and they will continue to provide mentoring at future forums.
- Janice Smith, DHFS ADRC Development Coordinator, was a guest speaker at the SWCMC in-person meeting in April. Janice addressed ADRC funding and answered many of the members' questions.
- In April, the SWCMC developed meeting Ground Rules which will be used at all future meetings.
- In April, the SWCMC created the ADRC/Governance Joint Work Group Subcommittee to meet temporarily to identify what implications/issues the ADRC plan has on the CMO plan. The work group first met in early May and reported back at the SWCMC in-person meeting in mid-May.
- The SWCMC website continues to be a great source of information to the public and SWCMC members. Minutes, agendas, upcoming county forums and any other pertinent information are posted on the site. The SWCMC has received emails from the site from stakeholders expressing interest in participating in Coalition activities and offer suggestions.
- **Work Group Updates:**
 - *Aging and Disability Resource Center (ADRC)*: The ADRC work group continues to pursue a two four-county regional ADRC model. They will continue to develop an organizational structure and Governing Board related to this model. The tentative plan is to submit an ADRC application to DHFS by December 2007.
 - *Communications*: This work group has monitored the progress of forums in each county and will meet in June to evaluate the forums that have been completed so far. In May, this work group was also assigned the task of drafting a policy that will encourage County Board involvement and they will bring the draft back to the Coalition for approval.

- *Data Analysis:* Each county is compiling HSRS data from 2004, 2005, and 2006. Once collected, the data will be sent to the State and then the State will send the Functional Screen data back to this work group.
- *Governance:* This work group continues to discuss the pros and cons of a 66.0301 and Long-Term Care District governance models. A subcommittee of this work group met in May to discuss the legal implications and risks to Richland County as the lead administrative agency for the CMO. The tentative plan is to take resolutions to County Boards by late fall.

June 2007 – August 2007:

- The SWCMC sponsored an Educational ADRC Governance Meeting for the public and all interested Coalition members. Three governance contract models were discussed at this meeting: Contract, 66.0301 and LTCD. The consensus of the large group was to develop a hybrid governance model which would incorporate by-laws with the addition of purchase of service contracts between the counties.
- Sauk County formally decided to work with the SWCMC in the development of an ADRC and a regional Managed Care Organization. They have been planning with both the SWCMC and Family Partnership.
- The SWCMC began to discuss the development of a Values Statement to guide the development of the Managed Care Organization.
- The SWCMC began drafting language for a document advocating for more Economic Support funding from the State.
- The SWCMC Project Manager, Teri Buros, met with Monica Deignan and Judith Frye from DHFS to discuss the possibility of accessing start-up funding for the SWCMC. The submission of this request is targeted for August 2007.
- The planning budget is on track based on the plan submitted to DHFS. The SWCMC may have \$14,000 left in planning monies for carryover into 2008.
- A Work Plan for Operations Development for the regional managed care organization was created and reviewed by the Coalition. Tentative start dates for each county to operate as a part of the regional managed care organization have been identified as: Sauk County, October 2008; Green County, January 2009; Crawford, Juneau, Lafayette, July 2009; and Grant, Iowa, April 2010.
- The Coalition adopted a County Board Involvement Policy in order to implement a consistent standard by which all the counties in the SWCMC will communicate with the County Board in their respective county on an ongoing basis about the status of planning for managed care.
- An ad hoc work group was formed to develop a comprehensive start-up budget request to identify expenses the Coalition will incur during the planning to implement and start-up phases of the Managed Care Organization.
- The Coalition approved the Charters for the Care Management & Quality Work Group and Business Functions & Information Technology Work Group. In addition, members of the Care Management and Quality Work Group were identified.
- **Work Group Updates:**
 - *Aging and Disability Resource Center (ADRC):* The ADRC work group continues to work on the overall regional structure for the ADRC. In addition, the work group is preparing the required documents to submit an application to DHFS for the creation of ADRCs in SW Wisconsin.
 - *Communications:* This work group met their goal of developing a communications toolkit to be used in each County for involving and educating stakeholders. The work group may “disband” with communication plans for stakeholders to be included in every new work group charter.
 - *Data Analysis:* Stacy Hach has been analyzing the card services data received from the State. Once the analysis is complete, she will be forwarding data disks to the work group members.
 - *Governance:* This work group continues to: discuss the pros and cons of a 66.0301 and Long-Term Care District governance models, oversee the development and implementation of a work plan for the development of a regional managed care organization, and oversee the development of a start-up budget request to DHFS.

September 2007 – December 2007:

- The SWCMC Governance Work Group signed a new Data Disclosure Agreement for Long-Term Care Expansion Data Set in September which is valid for one year.
- The SWCMC Governance Work Group continues to develop a Values Statement to guide the development of the managed care organization.
- The Care Management and Quality Work Group held their organizational meeting in September.
- In September, the SWCMC submitted a proposal and request for financial assistance in the amount of \$301,092 to DHFS to support the development of a regional managed care organization. In October, the SWCMC was awarded a grant of \$272,900, which the State anticipates will sustain the SWCMC through April 2008.
- The SWCMC sponsored a Long-Term Care Governance Options Forum held on October 29 for county board members from the respective SWCMC counties and all interested Coalition members. An overview of the role of ADRCs and two governance contract models, 66.0301 and Long-Term Care District (LTCD), were discussed at this meeting.
- Crawford, Lafayette and Richland County Boards have approved the ADRC resolution authorizing submission of the regional ADRC grant application.
- Seven SWCMC project positions were approved by the Richland County Board including: Confidential Administrative Assistant, Clerical Assistant II, Care Management & Quality Project Coordinator, Financial Supervisor, Business Systems Supervisor, Provider Network Developer, and SWCMC Project Manager. Teri Buros will remain the SWCMC Project Manager. All other project positions will be advertised as the budget allows.

Section 9 – Budget Narrative

Activity/Expense	Dollar Amount
Family Care 101 Training	\$1,190
Long Term Care Governance Options Forum	\$907
Project Management	\$68,454
Project Management Support Staff	\$26,828
Office Equipment/Supplies	\$1,975
WISLINE Conference Calls	\$3,344
Information Technology Expenses (website, Basecamp)	\$1,194
Miscellaneous Revenues	
Revenues from Family Care 101	\$1,842
Total Expenses	\$101,842

Budget expenditures by month is available as Attachment D.

Section 10 – Next Steps/Implementation

The SWCMC, as has been mentioned, received \$272,900 in financial assistance to implement managed care in Southwest Wisconsin. During the first six months of 2008, project staff related to care management, information technology, and provider network development have been hired. The SWCMC responded to a formal RFP from the Department and was successful in being offered the ability to enter into a contract with the Department. SWCMC formed a long-term care district and the Board was officially formed in June. The SWCMC adopted the name Southwest Family Care Alliance as the managed care organization's name. The Alliance began operating as a separate and distinct regional managed care organization on July 1, 2008. In September 2008 Sauk County will begin operating under managed care. In January 2009, Green County shall begin operating under managed care. Crawford, Juneau, and Lafayette Counties shall begin July 2009. Grant and Iowa shall begin no later than April 2010.