Understanding the Impact of ARPA HCBS Investments

HCBS CONFERENCE
Home & Community-Based Services

2023 Home and Community-Based Services Conference

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Agenda

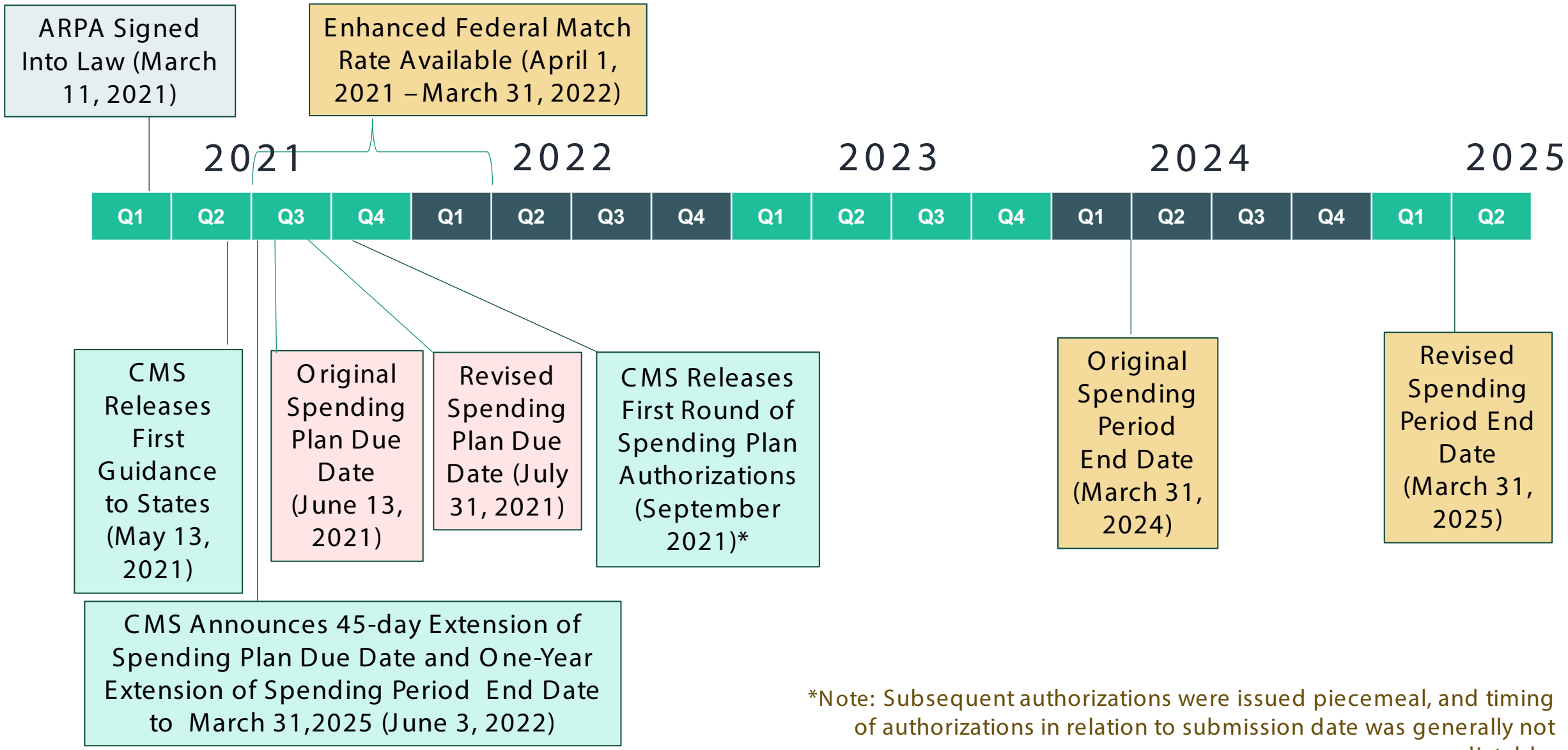
- Refresher on ARPA HCBS activities
- Overview of the ARPA HCBS Technical Assistance Collective
- Overview of ARPA HCBS TA Collective Support of Colorado
- Forthcoming Paper "Understanding the Impact of ARPA HCBS Investments"
- Presentation from Colorado
- Q&A

Refresher on ARPA HCBS

The American Rescue Plan Act of 2021 contained a provision (Section 9817) allowing for a 10% increase in states' Medicaid federal financial percentage from April 1, 2021 through March 31, 2022 to enhance, expand, or strengthen HCBS.

- States had to propose initiatives to CMS in the form of ARPA HCBS Spending Plans and get CMS approval of their proposed initiatives.
- Funds could be used to supplement and not supplant the state's spending as of April 1, 2021.
- All states proposed initiatives, over 900 total initiatives have been proposed

ARPA HCBS Spending Plan Implementation: Federal Timeline



*Note: Subsequent authorizations were issued piecemeal, and timing of authorizations in relation to submission date was generally not predictable.

Overview of ARPA HCBS TA Collective

- The ARPA HCBS TA Collective is comprised of
  - ADvancing States,
  - NASDDDS,
  - Alissa Halperin of Halperin Health Policy Solutions,
  - Anne Jacobs of Riverstone Health Advisors, and
  - Brian Burwell.
- The ARPA HCBS TA Collective formed with 2021 with the generous support of charitable foundations to provide free technical assistance to states around their ARPA HCBS Spending Plan activities.
  - Round 3 of rapid-fire foundation funding is made possible by: The John A. Hartford Foundation, The SCAN Foundation, The CARE Fund, and The Milbank Memorial Fund. Earlier rounds of funding included: Arnold Ventures and The Peterson Center on Healthcare

Overview of ARPA HCBS TA Collective Support for Colorado

- Colorado applied for and was selected for ARPA HCBS TA Collective Phase 3 technical assistance.
- Its technical assistance request related to evaluation of ARPA HCBS initiatives and developing plans for sustainability.
- As CO will discuss in more detail, ARPA HCBS TA Collective members Teja Stokes from NASDDDS, Alissa Halperin from Halperin Health Policy Solutions, and Anne Jacobs from Riverstone Health Advisors helped CO develop the following tools:
  - An evaluative survey for ARPA initiative team leaders to identify outcomes from initiatives and evaluation
  - A rubric for scoring the responses to the evaluative survey for presentation to Department leadership
  - A sustainability planning template for ARPA initiative team leaders to complete for each initiative

Forthcoming ARPA HCBS TA Collective Paper on States' Evaluation Efforts

- Forthcoming Paper: ***Understanding the Impact of ARPA HCBS Investments***
  - Coming this fall
  - It will be distributed by ADvancing States on behalf of the ARPA HCBS TA Collective
- This paper will present information gathered from a state survey and state focus groups around
  - evaluation efforts states are undertaking,
  - what they are finding, and
  - what recommendations they make for other states, for CMS, and for lawmakers.

Evaluating the Impact and Value of ARPA HCBS Investments

Hayley Gleason, PhD, MSW
Economic Recovery Officer
CO Department of Health Care Policy & Financing

ADvancing States HCBS Conference
2023

Colorado Department of Health Care Policy & Financing

- Health First Colorado (Colorado's Medicaid Program)
- Buy-In Programs
- Dental Program
- Child Health Plan *Plus*
- The Colorado Indigent Care Program
- Long-Term Services and Supports

- Cover 1 in 4 Coloradans
- 1.8M individuals
- Total budget of $15.4B, $4.5B GF

- LTSS covered for nearly 83,000 people with disabilities
- 82% receive serves in the community

Colorado's Implementation of ARPA HCBS Section 9817

$262M

Provider Rate Increases

2 projects

Over 90%

Of funding directly benefits members, families, providers or workers

$148M

Grants, Pilots & Community Initiatives

21 projects

$109M

System Improvements

23 projects

$11M

Research & Analysis

17 projects

- 63 projects - 62 active, 1 complete
- Project progress: 61% complete
- 47% of all funds spent ($264 million)
- $47.5 million in grant funding awarded to date to individuals, providers, & community based organizations
- All funds must be spent by Dec. 31, 2024

Looking to the End from the Start

Conversations about each initiative's intended outcome and continuation began from the start

All projects were required to be short-term, one-time, outside of an intentional small handful

Projects that hoped to result in a new service or benefit, knew that they would be required to utilize their ARPA timeframe & funds to show an outcome that supported ongoing investment

A Select Initial Few

From the drafting of the initial spending plan, there were **eight projects** that we knew from the start would require ongoing funding to continue

- Immediately began planning for permanent requests to the legislature for these activities

Examples:

Base Wage

Increase the base wage requirement for direct care workers to $15/hour

Standardized Curriculum

Develop a standardized training for direct care workers following a universal worker model

CFC

Implement Community First Choice through our State Plan

PACE Licensure

In collaboration with the Department of Public Health, develop a licensure for PACE programs in CO

Testing their Impact

Twenty two initiatives may need additional resources to continue ongoing, depending on the outcome of their work

- Most of these projects include a formal evaluation, or the collection of key metrics to illustrate impact

Examples:

Pilot Programs

Pilot testing new benefits or programs to determine outcomes & the potential for long-term sustainability

New Rate Methodologies

Developing and testing new value based payment methodologies

Grant Programs

Community or provider grant programs to develop & test new, innovative ideas & models

Research

Researching other state models or best practices for implementation in CO

What is Success?

Spending the funds was a priority, but so was successfully achieving the overall & project-specific outcomes

Strategy

"Success" had to be measured- How would we know that we had accomplished what we set out to?

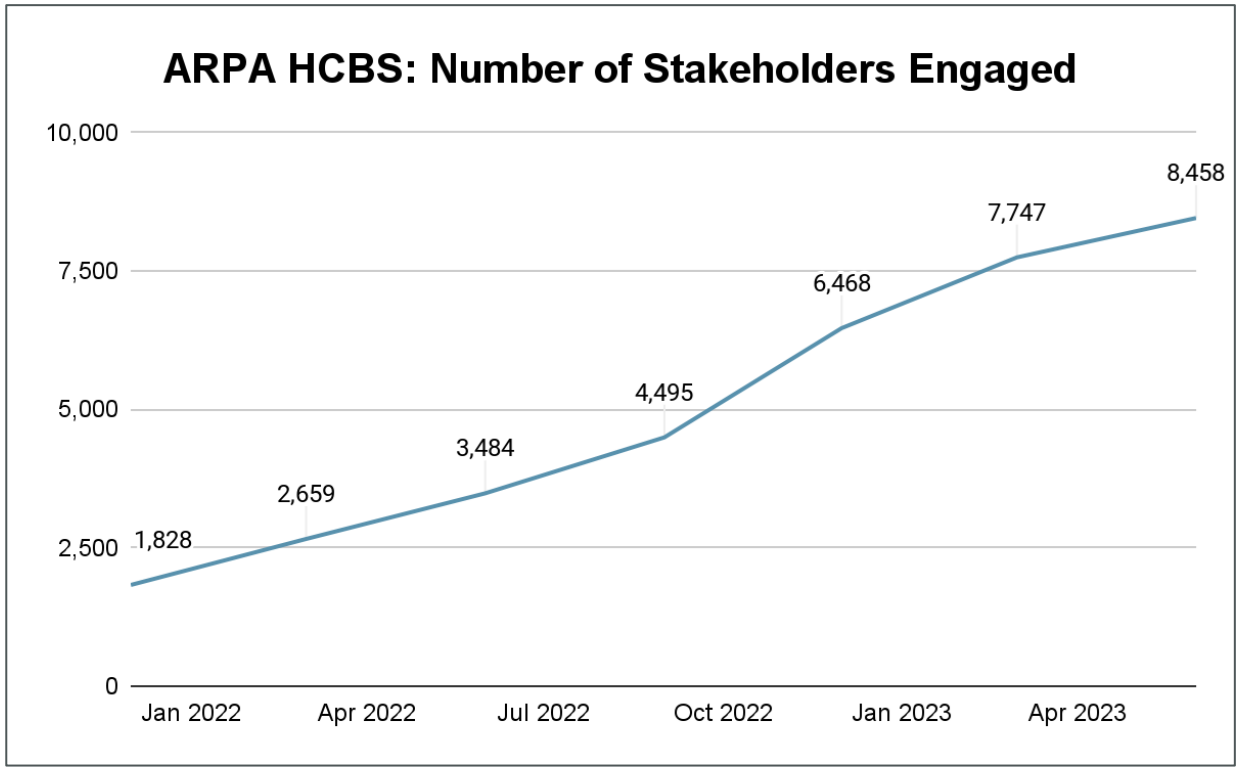
Tactic

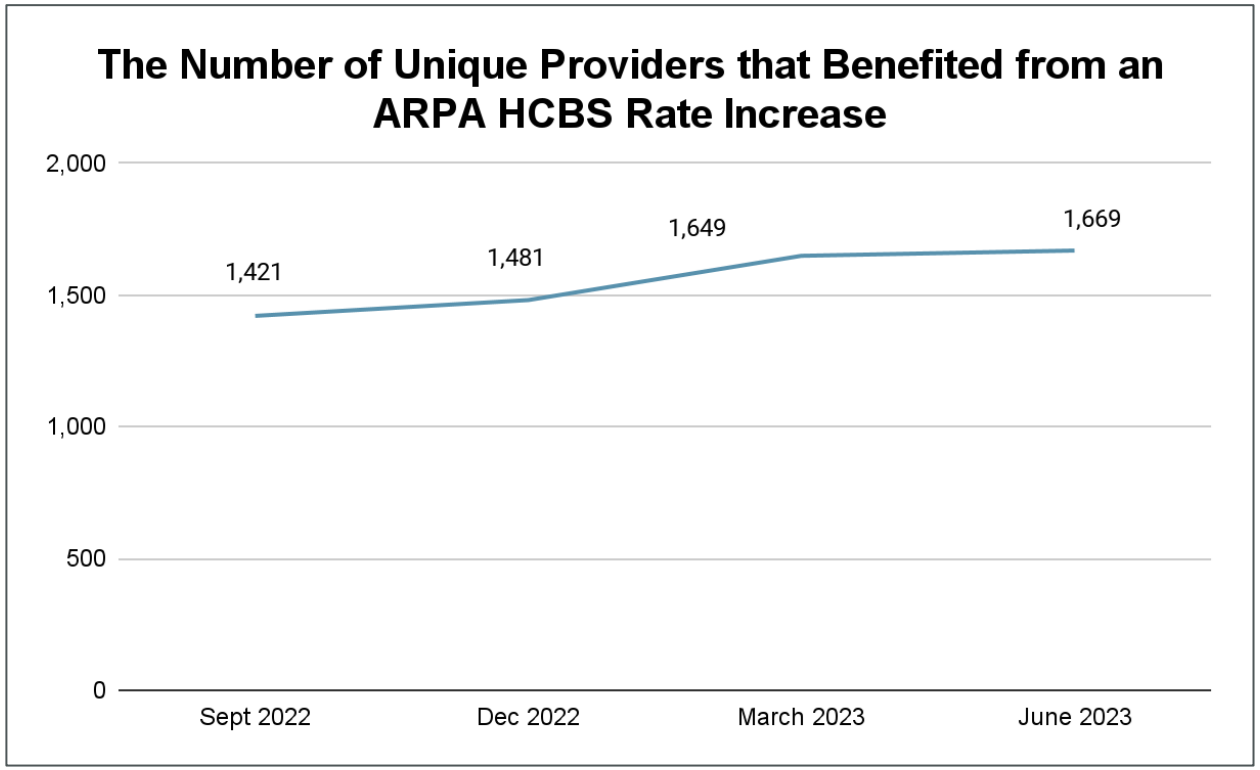
Each project had to complete a Project Profile to include:

- The problem they were trying to solve, the strategies/activities to solve it, & process & outcome measures
- Specific metrics were developed & have been collected monthly, quarterly or annually

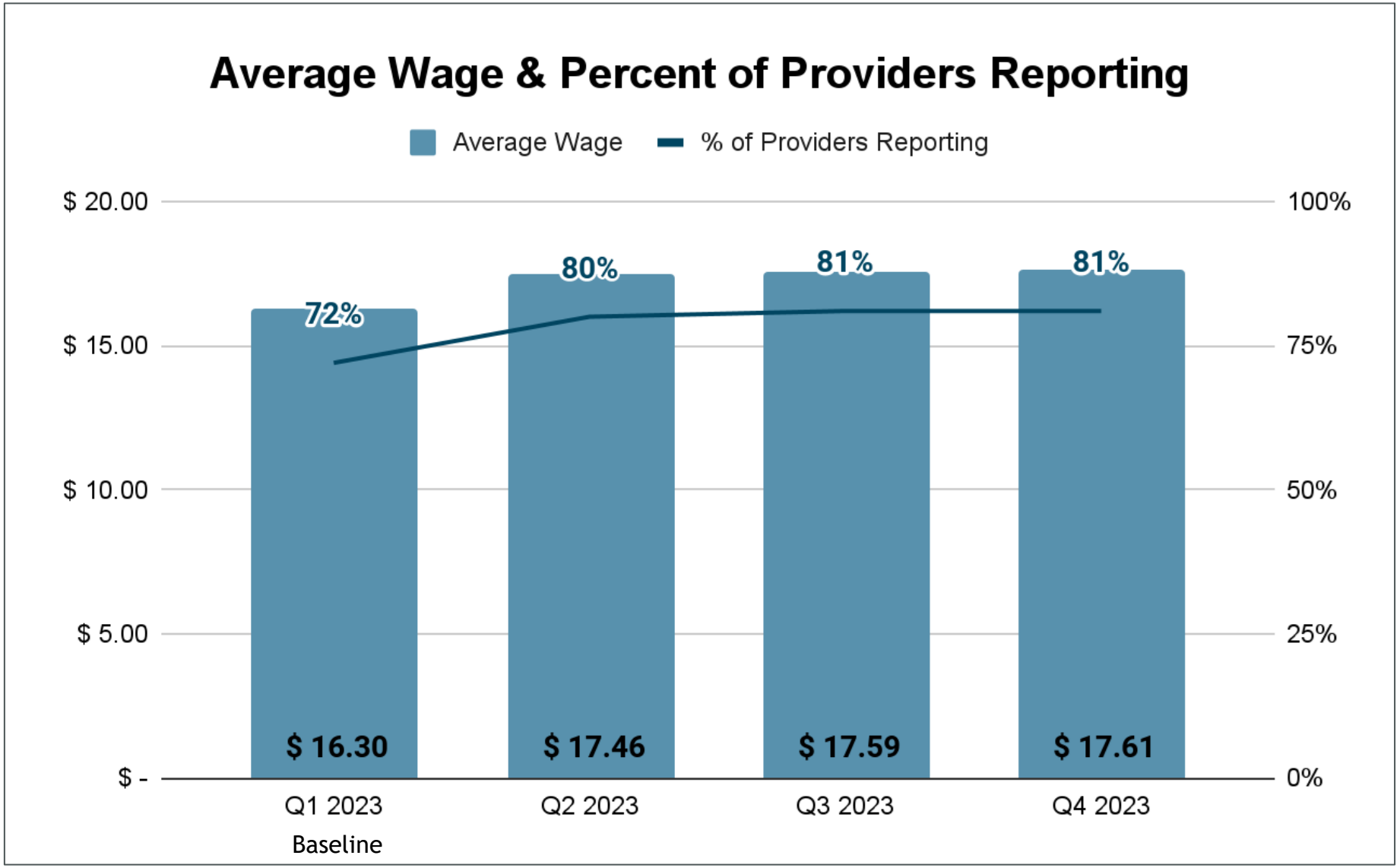
Example of Metrics

Cross-Project Examples



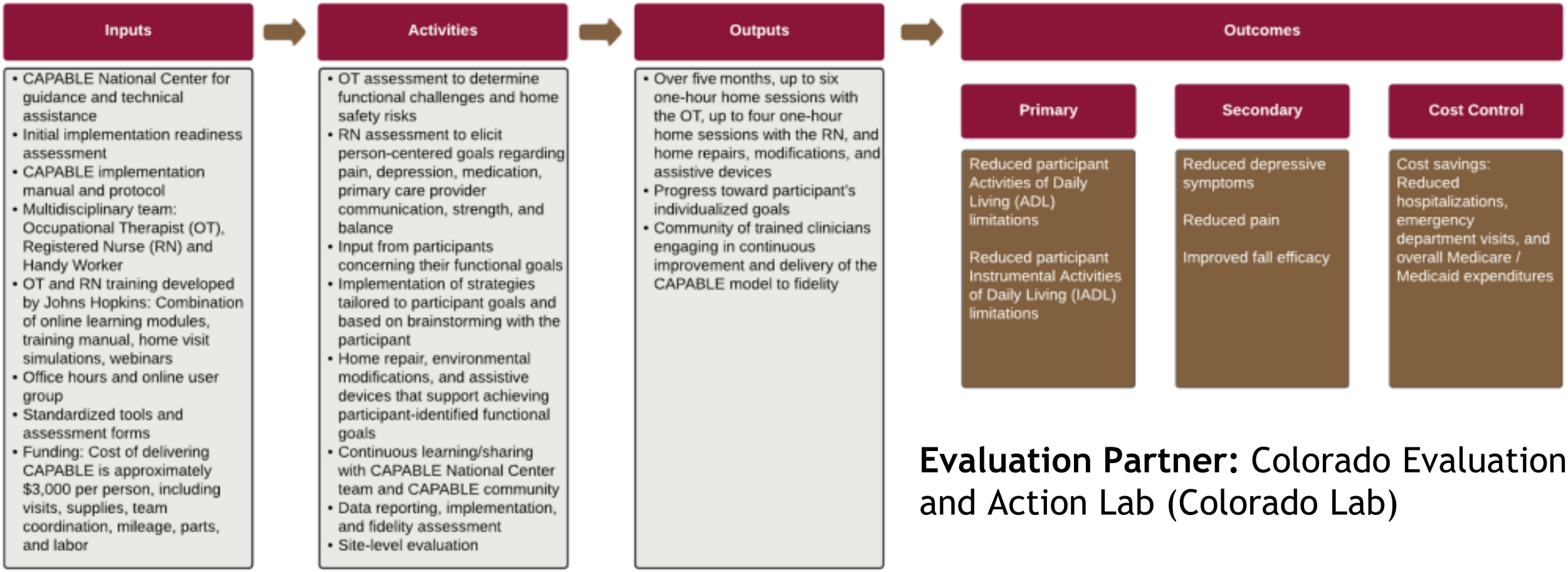


Base Wage Metrics Example



Example of an Evaluation

Pilot the CAPABLE (Community Aging in Place- Advancing Better Living for Elders) Program & evaluate the outcomes to determine if HCPF should pursue adding CAPABLE as a permanent benefit



Evaluation Partner: Colorado Evaluation and Action Lab (Colorado Lab)

Continuing the Impact of the Work

As we've progressed in the work, we've realized that sustainability is not just about ongoing resources

Sustainability= Ensuring the work's impact carries forward

Sustainability will look different depending on the activities & goals of the project

Many projects in their current iteration will end, but we want to ensure the activities, lessons, & impacts are not lost

Ongoing Sustainability Planning

Working in partnership with the ARPA HCBS TA Collective team since the winter we have…

Conducted a survey of all project teams to gather initial feedback about long-term intentions for the work

Designed a sustainability plan template for teams to complete

Tool Preview

- Survey tool
- Sustainability plan template

Survey Tool Framework

General Questions:

- Should the work continue? Why or why not?
  - For maybe's: When and how will you know?
- Will ongoing resources be needed?
  - FTE and/or funding- Number & amount if available; short term or long term
- Other needs related to continuing the work (ex. legislative authority, CMS authority, procurement/contracts, etc)
- Dependencies associated with continuing the work
- Impact if work is not continued

Other Notes:

- Allowed teams to select 'maybe' or 'unsure' - Encouraged them to provide the information that they knew at the time

Sustainability Plan Framework

General Template:

- Anticipated project status at ARPA spending period completion
- Plan for the work completed through this initiative
- Long-term sustained changes that will result from this initiative
- Level of effort/resources needed to either integrate project work into existing efforts or launch new effort related to the project
- Cross-agency collaboration required
- Hand-offs required or already completed to date
- Dependencies or overlap with existing Department efforts
- Post-ARPA legislation, CMS authority, procurements, stakeholdering needs
- Ongoing resource requirements (FTE and/or funding)

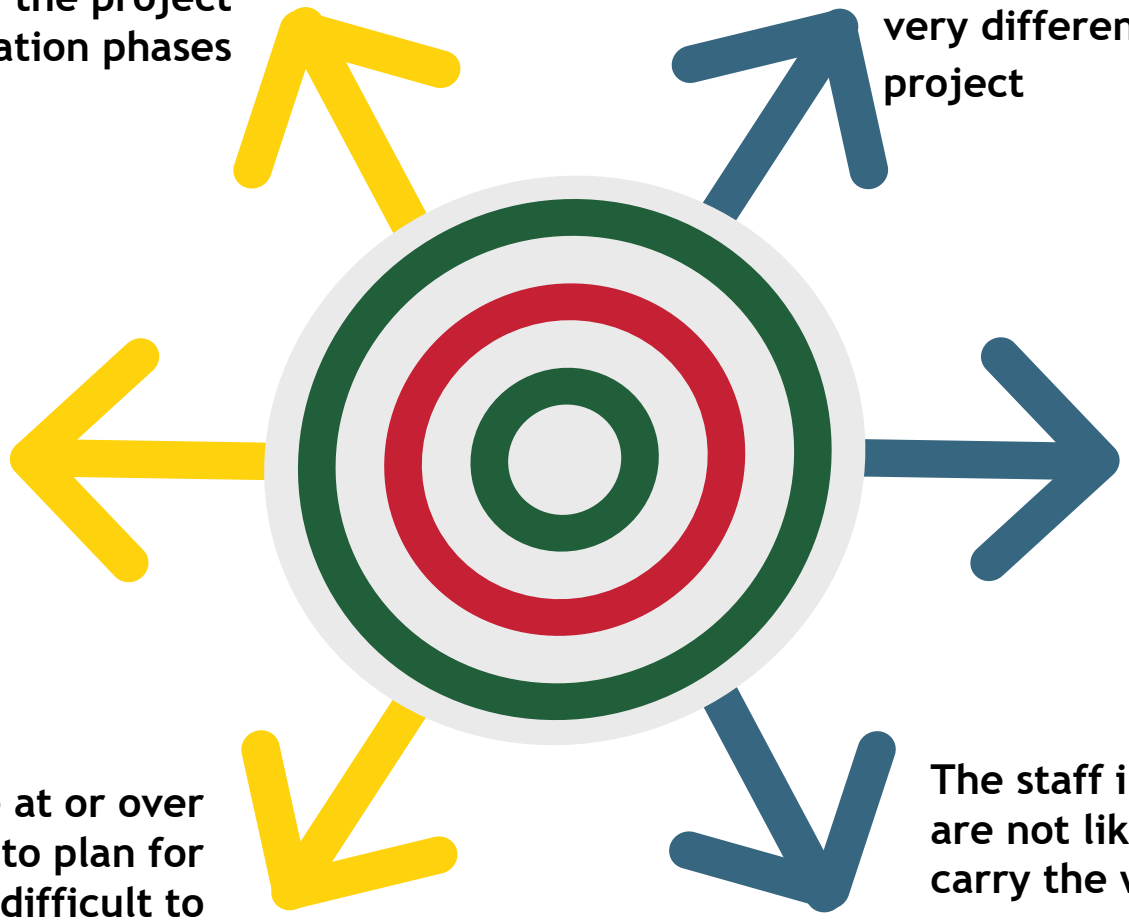
Other Notes:

- Builds off of the survey- teams will be able to utilize their initial responses
- Will be a ‘living document’- Reviewed and updated quarterly

Challenges Along the Way

Difficult for teams to imagine/ plan for the end when they are in the project design and implementation phases

Defining sustainability- Can look very different depending on the project



Formal evaluations can take a lot of time- Which ARPA HCBS doesn't provide!

Many of the evaluations won't have final results until after the ARPA period ends- so sustainability conversations will be ongoing

Need to have a leadership decision structure for deciding how and what gets considered for additional resources

Time! Staff are at or over capacity. Asking them to plan for 1.5 years from now is difficult to prioritize.

The staff implementing the project now are not likely to be the staff who will carry the work forward.

Different opinions, thoughts on post-ARPA likely to arise.

Questions?

This has been session:

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Thank you!

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