

Scenario	Where Issue Will Be Addressed	How Issue Will Be Addressed
Worst Case Scenario		
Not enough training to score accurately	Training	The Department will work with local agencies and other stakeholders to develop and update training materials as part of the piloting and implementation process.
Change/loss of services when tool is implemented	Resource Allocation	If the Department uses the tool to support new resource allocation approaches, it will involve stakeholders in this process. A key component of this effort will be to minimize any negative impacts on current assignment of services.
People are penalized for doing well in community with support	Resource Allocation	This will be a key issue in developing a resource allocation approach. This could be addressed in the actual resource allocation approach and/or as part of an exception process.
Reverting back to diagnosis driven model versus individual function based assessment	Tool Development & Customization	The Department plans to implement a person-centered approach, in which a holistic picture of the individual will be developed through the assessment and planning process. This will focus less on categorizing individuals by diagnosis and collect more information about preferences and needs. The Department plans to utilize a tool that strongly focuses on functional areas including ADL, IADL, behavior, and nursing needs as opposed to medical diagnoses. Any resource allocation approach is likely to be based on functioning rather than diagnosis.
Fragmented and specialized	Systems Change Considerations & Coordination	The review of current operations showed that the 30 existing tools are very fragmented and specialized. The new tool should help alleviate this issue by integrating most of them into a single too.
Intrusive	Training	It will be necessary to collect personal information to have a comprehensive, person-centered assessment. The Department will provide training on how to respectfully and appropriately collect information that may be intrusive (e.g., through conversation vs. explicitly asking) and also how to proceed if an individual is not comfortable responding.
Unnecessary tasks	Pilot & Implementation Process Development	The Department plans to examine and streamline tasks as the pilot structure and implementation processes are developed. Automation and coordination with other tools will be core to eliminating unnecessary tasks.

No agreement	Tool Development & Customization	The Department plans to use a tool that has a high degree of inter-rater reliability. This will aide in ensuring that consistent results are obtained regardless of who is conducting the assessment.
It will lead to furthering of the institutional bias	Tool Development & Customization	The new tool could help alleviate the bias for institutions in the following ways: 1) the tool could identify individuals at greatest risk of institutionalization so that extra efforts can be made to quickly obtain services in the community; 2) the tool will identify and facilitate planning to address medical and other issues that, if unaddressed, may lead to institutionalization; and 3) the new tool will identify the person's goals that may include staying out of an institution.
Institutional bias supports complacent consumer behavior rather than promoting independence	Tool Development & Customization	As part of the person-centered process, the Department plans to investigate ways to work collaboratively with the individual to encourage him/her to be invested in the process and in achieving outcomes, which can include independence and integration.
Training that does not support independent living and consumer choice instead of doctors and nurses choices	Training	The Department will train and support assessors and planners in a manner that is consistent with the person-centered philosophy and supports independent living and community integration. The assessment process will include components to make the process more person-centered and supportive of consumer choice.
No community direction	Tool Development & Customization	The Department plans to develop a tool that collects information about an individual's preferences in a person-centered manner in order to encourage him/her to direct services and remain in the community.
Stuck in process, go nowhere/ no progress	Pilot & Implementation Process Development	Part of the QI for the process will be to make sure that the process is timely and that people don't get stuck.
Case manager input component	Systems Change Considerations & Coordination	The Department team and HCBS Strategies have been presenting information to and receiving feedback from the Case Management workgroup on a monthly basis since July. Comments and concerns from case managers will be incorporated into the final tool and process development.
Doesn't review options outside of Medicaid (what else is out there for people on the cusp)	Tool Development & Customization	The Department plans to investigate how to utilize information collected in the assessment to provide planning options outside of Medicaid.

Diminish the importance and value of social model	Pilot & Implementation Process Development	The focus will be on a person-centered model, which focuses on having the individual's goals and preferences drive the planning process. This will include addressing both social and medical considerations. The major difference from the old medical model will be that the individual's objectives as opposed to a medical professional's recommendation will be the driving force.
Non synchronization between institutions	Systems Change Considerations & Coordination	The Department plans to automate the tool, which will allow for greater abilities to share information and access resources across populations.
Lack of ability to complete eligibility/functional in 15 days	Pilot & Implementation Process Development	The Department is aware that a major concern is the time for turnaround in completing eligibility determinations. As part of the pilot and implementation processes, the specific timeline for determinations will be further examined.
"Medical" focus based on bias	Tool Development & Customization	The Department has heard the concerns of the stakeholders about focusing more on strengths, preferences, and needs rather than medical deficits. They plan to further investigate how to best collect all information that will be necessary to inform person-centered support planning as the tool is developed and throughout the pilot. It is important to recognize that a substantial number of people in the community, especially among older adults, have major medical issues that if not properly address will result in institutionalization.
"Risk" interpretation	Tool Development & Customization	Through coordination with the Department team and stakeholders, valid and reliable questions to measure risk will be developed. Having measures with strong inter-rater reliability will also reduce the need to interpret results.
Lack of early engagement of priorities	Tool Development & Customization	The Department plans to use a person-centered approach that allows the individual to be an active participant in the process. Additionally, they plan to investigate how best to collect and utilize information about the individual's preferences.
Lack of professional input of current support systems	Pilot & Implementation Process Development	The Department plans to examine how to collect and use information from the individual and important supports (e.g., family, friends, neighbors) to develop a picture of the current support system and support coordination.

Overwhelming amount of time during periods to complete elongated tool	Training	The Department is aware that utilizing a person centered model will increase the amount of time that it takes to collect information. They plan to look at how training can best reduce this. HCBS Strategies has informed the Department that in their experience, the amount of time it takes to complete an assessment significantly decreases as an assessor becomes more familiar with the tool and is able to utilize free flowing conversation to answer the questions.
Lose Due Process	Pilot & Implementation Process Development	Under a person-centered system, both the Department and the individual play an important role in ensuring the legal rights owed to the individual are met. Establishing health and welfare criteria, exceptions processes, and appeal processes as well as creating a transparent resource allocation methodology will be critical in maintaining due process. Additionally, the assessment will not affect the legal rights of appeal that are currently contained in law in Colorado.
Cross-Disability concern (i.e. children)	Systems Change Considerations & Coordination	While the initial implementation will focus on adult LTSS populations, the Department is aware of the desire to incorporate children into the process and will be developing the tool and protocols with this in mind.
Will not evaluate people, who because of services are doing well, properly	Tool Development & Customization	In developing the tool, the Department will look for items that help to capture this information.
Won't really inform service planning	Tool Development & Customization	The Department plans to use a person-centered approach that allows the individual to be an active participant in the process. Additionally, they plan to investigate how best to collect and utilize information about the individual's preferences to inform service planning.
Case managers won't be competent	Training	The Department plans to work with local agencies to provide training to case managers. They will also investigate whether updates to job requirements or compensation will be necessary.
Not enough budget to adequately compensate care management agencies	Pilot & Implementation Process Development	The Department is aware that the current level of compensation for completing an assessment is not adequate for new assessment process. This will be examined as the process moves forward and will be addressed during the pilot and implementation phases.
People who should be eligible won't be	Tool Development & Customization	The Department is aware that losing services is a major concern for stakeholders and additional evaluation of the eligibility and resource allocation methodologies will occur during the pilot.

Consumers will lose necessary services	Tool Development & Customization	As part of the person-centered process, the Department plans to investigate ways to work collaboratively with the individual to encourage him/her to be invested in the process and in achieving outcomes, which can include independence and integration.
Won't adequately assess behavior support needs	Tool Development & Customization	The tool will need to address behavior issues.
Won't capture the intermittent critical needs	Tool Development & Customization	In developing the tool, the Department will look for items that help to capture this information. However, if these are truly temporary needs, it may make more sense for the Department to address this by having a process for temporary service increases (this could be part of a resource allocation/exception process).
Get worse/ "Sham" Assessment	Tool Development & Customization	The Department has heard the concerns of the stakeholders about focusing more on strengths, preferences, and needs rather than medical deficits. In order to ensure an individual does not "get worse", they plan to further investigate how to best collect all information that will be necessary to inform person-centered support planning as the tool is developed and throughout the pilot.
Tool doesn't change policy	Systems Change Considerations & Coordination	The Department will develop policies for the tool based on the person-centered philosophy. However, other changes, such as those included in the CLAG recommendations and Olmstead Plan, are also necessary to transform the system.
How to incorporate "in play" issues	Systems Change Considerations & Coordination	The Department has asked HCBS Strategies to develop a document that identifies related systems change efforts under Colorado's HCBS system, and this will help identify "in play" issues across initiatives.
Too much dependence on "natural support"	Tool Development & Customization	The Department has heard that not relying too heavily on natural supports is one of the core stakeholder goals. They will be examining how the tool and resource allocation can be used to mitigate the overuse of natural supports.
Used as "barbed wire" around resources	Resource Allocation	The Department plans to develop a transparent resource methodology to fairly distribute available resources.

Focus on data less and not person	Tool Development & Customization	The Department is committed to developing a person-centered assessment and support planning process. The Department will also need to balance its need for reliable assessment data to drive key decisions for benefit design, policy changes and financing for all Medicaid-funded LTSS with need to also capture information that is meaningful to the individual and necessary to establish a person-centered plan and make the case for an exception if appropriate.
Not being universal (i.e. keep SIS)	Tool Development & Customization	The new assessment process will be constructed in a way to minimize duplicative items with the SIS. The Department will also try to eliminate the need for the 30 other tools currently used for assessment and support planning as much as possible.
Confusing	Training	The Department plans to develop training for assessors and support planners to enable them to answer questions or provide the individual with support when confusing issues arise. There will also be efforts made to ensure a transparent process to reduce confusion.
Best Case Scenarios		
It actually works	Pilot & Implementation Process Development	The Department will further investigate whether the tool "works" or needs further adjustment during the piloting process.
Accurately describes their functioning and needs	Pilot & Implementation Process Development	The Department will examine the accuracy that questions measure what they are intended to measure (reliability) in the pilot.
Gives opportunity for consumers to express their priorities	Tool Development & Customization	The Department plans to use a person-centered approach that allows the individual to be an active participant in the process. Additionally, they plan to investigate how best to collect and utilize information about the individual's preferences and priorities.
Case managers feel it is a tool they can use appropriately	Systems Change Considerations & Coordination	The Department team and HCBS Strategies have been presenting information to and receiving feedback from the Case Management workgroup on a monthly basis since July. Comments and concerns from case managers will be incorporated into the final tool and process development.
Eliminates all the other tools: SIS, UTC, PAT, PCAT, etc.	Systems Change Considerations & Coordination	The Department plans to design the tool in collaboration with other efforts, including the more than 30 other instruments being used by agencies around the Department. All attempts will be made to reduce duplicative questions and eliminate burden on the consumer.

Accurately informs service planning	Pilot & Implementation Process Development	The Department plans to use a person-centered approach that allows the individual to be an active participant in the process. Additionally, they plan to investigate how best to collect and utilize information about the individual's preferences to inform service planning.
This is truly a universal tool that can capture needs/wants across the spectrum and it is used to accurately capture individual goals and there is follow through	Pilot & Implementation Process Development	The Department plans to evaluate the ability and accuracy of the tool to universally capture needs, wants, and goals across populations in the piloting process. The follow through component will be established as protocols for providing services are updated/developed.
Tool that identifies supports and services that will promote, encourage and enable independence and consumer choice.	Tool Development & Customization	The Department plans to develop a tool that collects information about an individual's preferences in a person-centered manner in order to encourage him/her to direct services and remain in the community.
Focus on strengths and recovery instead of deficits	Tool Development & Customization	The Department plans to implement a person-centered approach, in which a holistic picture of the individual will be developed through the assessment and planning process. This will focus less on categorizing individuals by diagnosis and collect more information about preferences and needs. The Department plans to utilize a tool that strongly focuses on functional areas including ADL, IADL, and Health as opposed to medical diagnoses.
One tool	Systems Change Considerations & Coordination	While some tools may be eliminated and others will remain, the Department envisions that the new assessment tool will be developed to coordinate across tools, reduce duplicative questions, and eliminate burden on the consumer.
No loss of eligibility/services for all disabilities	Resource Allocation	The Department will develop and pilot resource allocation algorithms and will investigate potential changes or losses of service as a result of the resource allocation methodology. Individuals will also retain their right to an appeal of any termination or loss of service levels.

Transparent in process-simple and understandable for CM and clients	Pilot & Implementation Process Development	The Department has tried to be transparent in the development of the new assessment. Under the Olmstead Plan, the Department has committed to an ongoing process for stakeholder involvement including providing information about other systems infrastructure are developed. While simplicity will be a guiding goal in the development of this infrastructure, in some cases, this will have to be tempered with the desire to create an efficient and cost effective system.
Navigator-well trained SEP/Case manager and assessor	Training	The Department plans to work with local agencies to provide training to case managers. They will also investigate whether updates to job requirements or compensation will be necessary.
Person centered process	Tool Development & Customization	The Department realizes that the person-centered process will be critical across all areas, and that the assessment and support planning processes should reflect this philosophy.
Individual gets the services they need at the right time in the right environment	Pilot & Implementation Process Development	The Department is aware that a major concern is the time for turnaround in completing eligibility determinations. As part of the pilot and implementation processes, the specific timeline for determinations will be further examined.
Be real time working tool with goal	Pilot & Implementation Process Development	The Department will investigate automation strategies to best support planning and goal development.
Have opt-out for areas for clients of nonessential issues	Tool Development & Customization	The Department plans to investigate how to allow individuals to opt-out of questions without losing eligibility.
Full support of people who are functioning well	Tool Development & Customization	The Department will investigate how to best understand critical components of an individual's well being and how to support them in maintaining functioning.
Finish what was started 100.2	Tool Development & Customization	The Department plans to develop a comprehensive tool that enhances and works in coordination with the goals that were developed under the 100.2
Focus LTSS not medical	Tool Development & Customization	The Department has heard the concerns of the stakeholders about focusing more on strengths, preferences, and needs rather than medical deficits. They plan to further investigate how to best collect all information that will be necessary to inform person-centered support planning as the tool is developed and throughout the pilot.
Tool allows seamlessly to move throughout the State	Pilot & Implementation Process Development	The Department is aware of the desire of stakeholders to be able to have portability of budgets and services and supports. This will continue to be examined as the process moves forward and resource allocation methodologies are developed.

Universal to plan for whole life	Tool Development & Customization	The Department will investigate how best to utilize the tool and other processes to support ongoing planning and supports.
Develop tool where data for state without hurting people	Tool Development & Customization	The Department will continue to work with stakeholders to examine tools and questions that will best inform service planning and resource allocation. They have heard that tools with greater flexibility in choosing which questions can be asked are preferred and will provide less burden and more focus on the individual.