

Colorado's Work Plan for Developing a Model to Implement a Fully Functional No Wrong Door System Statewide

Goal:

Colorado's goal is to develop a model for implementing a fully functional No Wrong Door system statewide to address many of the major challenges currently experienced by LTSS consumers.

Measurable Outcomes:

1. Develop a NWD toolkit which includes job descriptions for person-centered counselors, decision support tools and operational protocols and a template for state contracts for NWD regional agencies by April, 2018. The operational protocols will include the coordination of the functional and financial eligibility determinations and quality assurance efforts. Nonprofit Impact, one of the contractors, will help the Project Team develop the toolkit.
2. Create an inventory of regulatory and policy barriers that Colorado will face when implementing NWD, which will assist in the development of an action plan to eliminate or mitigate the barriers by April 2018. Through the learning communities established with the pilot sites, these barriers will be identified and appropriate strategies developed.
3. Create an action plan to implement the financial model for the pilots by September, 2018. The Project Team will work with the state agencies' budget offices to identify existing funding streams for current entry point agencies and leveraging those funding streams to support a fully, functional NWD system statewide.

Time Frame with Start and End Dates for Objectives (in Quarters)

<p>Grant Year 1: October 2015 – September 2016 Quarter 1: October – December, 2015 Quarter 2: January – March, 2016 Quarter 3: April – June, 2016 Quarter 4: July – September, 2016</p>	<p>Grant Year 2: October 2016 – September 2017 Quarter 5: October – December, 2016 Quarter 6: January – March, 2017 Quarter 7: April – June, 2017 Quarter 8: July – September, 2017</p>	<p>Grant Year 3: October 2017 – September 2018 Quarter 9: October – December, 2017 Quarter 10: January – March, 2018 Quarter 11: April – June, 2018 Quarter 12: July – September, 2018</p>
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Key Tasks	Major Objectives	Lead Person(s)	Grant Year 1: Oct 1, 2015-Sept 30, 2016				Grant Year 2: Oct 1, 2016-Sept 30, 2017				Grant Year 3: Oct 1, 2017, Sept 30, 2018			
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
1.0	Establish 3-5 community organizational pilot sites by July 1, 2016													
1.1	Draft RFP	Project Manager	Oct	Jan										
1.2	Obtain approval for releasing the RFP	Project Manager		Jan - Feb										
1.3	Issue RFP	Project Manager		Feb										
1.4	Evaluate proposals received	Project Manager		March										
1.5	Select proposals	Project Manager		March										
1.6	Determine final awards	Project Manager		March	April									
1.7	Draft contracts	Project Manager			April									
1.8	Negotiate final terms of contract with awardees	Project Manager			April - May									
1.9	Obtain final approval of contracts	Project Manager			May - June									
1.10	Pilot sites established	Project Manager			June	July								
2.0	Create an action plan to address identified policy barriers that have													



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	Implications for NWD agencies by September 30, 2018													
2.1	Identify and collect sources for policy guidance related to NWD agencies	Project Manager	Oct - Nov											
2.2	Develop a matrix that cross-walks policies across the different NWD agencies	Project Manager	Dec	March										
2.3	Organize policies by authority (i.e. state statute, federal regulations, etc.) and look for policies that can easily be adjusted	Policy Lead		March	June									
2.4	Identify potential policy barriers to implementing a fully functional NWD system	Policy Lead			June						Oct			
2.5	Identify strategies to mitigate or eliminate policy barriers	Policy Lead									Oct		April	
2.6	Complete an action plan with a timeline to implement strategies	Policy Lead											April	Sept
3.0	Determine the financial model along with an action plan for													



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	implementing the regional NWD system by September 30, 2018													
3.1	Draft scope of work and secure contract for an evaluation contractor	Project Manager	Oct	Jan										
3.2	Conduct an inventory of current funding streams for NWD agencies	Project Manager	Oct - Nov											
3.3	Determine if Project Team can leverage Medicaid funds for funding NWD system	Project Manager	Oct - Nov											
3.4	If possible, determine how to leverage Medicaid funds	Project Manager and Policy Lead	Nov	March										
3.5	Develop matrix that cross-walks funding streams across NWD agencies	Policy Lead	Dec	March										
3.6	Establish methodology for pilot sites to track time spent by funding stream (Medicaid vs. other funding sources)	Evaluation Contractor		Jan	June									
3.7	Collect data on current and projected	Policy Lead			June	Sept								



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	state spending on NWD activities													
3.8	Develop reporting protocols for the pilot sites to report financial programmatic data	Evaluation Contractor		Jan		Aug								
3.9	Examine operational expenses for pilot sites, including supplies, personnel, equipment, work space, etc.	Project Manager						Jan					April	
3.10	Develop resource allocation methodology to allocate expenses by funding stream	Evaluation Contractor			June								April	
3.11	Conduct a comparative financial analysis of other states who have implemented a NWD system	Evaluation Contractor						Jan			Oct			
3.12	Conduct market research of the private pay market	Evaluation Contractor				July				Sept				
3.13	Develop a financial model for implementing the regional NWD system	Evaluation Contractor											April	Sept



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3.14	Develop an action plan to implement the financial model	Evaluation Contractor											April	Sept
4.0	Develop an initial toolkit of NWD operations for pilot sites by September 30, 2018													
4.1	Revise scope of work and contract for Nonprofit Impact	Project Manager	Oct											
4.2	Brainstorm and prioritize possible tools	Project Team and Nonprofit Impact	Oct											
4.3	Establish stakeholder workgroups to assist in developing tools	Project Manager	Oct											
4.4	Draft the tools with stakeholders	Nonprofit Impact	Nov		May									
4.5	Review and approve toolkit products that were developed with stakeholders	Project Team	Nov		May									
4.6	Obtain approval for releasing the toolkit	Project Manager			May - June									
4.7	Release the initial toolkit	Project Manager			June									
4.8	Establish the change management process for amending the toolkit and for retraining of pilot sites	Nonprofit Impact			June	July								



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4.9	Determine the process for soliciting ongoing feedback on toolkit from pilot sites	Nonprofit Impact			June	July								
4.10	Finalize toolbox of NWD operations	Nonprofit Impact								July				Sept
4.11	Obtain approvals for final revisions from leadership at departments	Project Manager								July				Sept
4.12	Develop a template for regional contracts going forward	Project Manager								July				Sept
5.0	Establish a learning community, composed of representatives from the pilot sites, state staff and other stakeholders by October 2, 2016													
5.1	Revise scope of work and contract for Nonprofit Impact	Project Manager	Oct											
5.2	Define structure for the learning communities, determine their purpose and role in the implementation process	Project Team and Nonprofit Impact	Oct											



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5.3	Decide on the frequency of learning community sessions to be held throughout the implementation period	Project Team and Nonprofit Impact	Oct											
5.4	Identify additional stakeholders who access LTSS (consumers, family members, referral sources)	Project Manager	Nov			July								
5.5	Establish protocols for collecting and analyzing the feedback received during learning community sessions	Project Team and Nonprofit Impact	Nov			Sept								
5.6	Analyze feedback and decide to modify or not modify procedures and protocols	Project Team				July	Oct							
5.7	Develop a communication process to explain to stakeholders how we will respond to and use their feedback throughout the	Project Team and Nonprofit Impact				July	Oct							



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	implementation period.													
6.0	Complete an evaluation of NWD operations during the pilot phase by September 30, 2018													
6.1	Draft scope of work and secure contract for an evaluation contractor	Project Manager	Oct	Jan										
6.2	Define evaluation metrics	Project Team, Evaluation Contractor and Stakeholders		Jan	May									
6.3	Determine the evaluation methodology for collecting performance data related to metrics.	Evaluation Contractor			May - June									
6.4	Develop the process for reporting procedures for pilot sites	Evaluation Contractor			May	July								
6.5	Develop a survey to assess consumer and referral source satisfaction with NWD operations	Evaluation Contractor		Jan		Aug								
6.6	Determine protocols and set schedule for	Project Team, Evaluation				July – Aug								



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	evaluator to conduct site visits	Contractor and Stakeholders												
6.7	Develop a process for preparing follow-up summary reports after each site visit	Evaluation Contractor				July	Dec							
6.8	Conduct site visits	Evaluation Contractor						Jan - Feb						
6.9	Prepare a summary report of site visits	Evaluation Contractor						Feb - March						
6.10	Determine follow-up site visit schedule for the remainder of the implementation period	Evaluation Contractor						Feb - March						
6.11	Write evaluation report as scheduled	Evaluation Contractor						March						
6.12	Obtain approvals from leadership at departments for progress reports and final report so that they can be finalized by end of implementation period	Project Manager						March						Sept

