



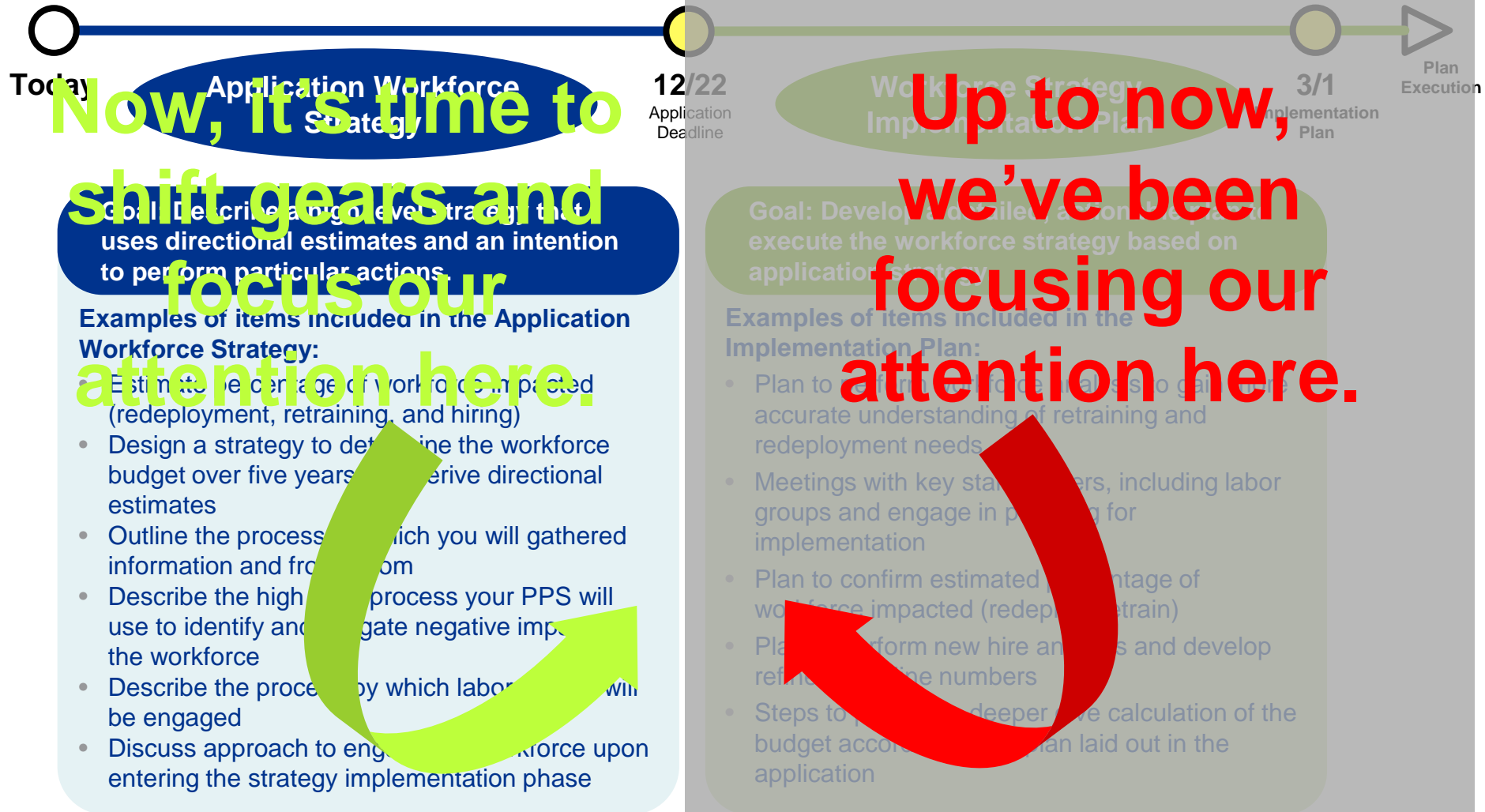
Department
of Health

Medicaid
Redesign Team

DSRIP Implementation Plan: Workforce Webinar

January 2015





Why and When?

DOH Payments Tied to Achievement of Workforce Milestones

PPSs will undergo significant workforce transformation in order to successfully implement DSRIP projects. DOH has tied payments to workforce milestones to focus PPS attention and energy into ensuring the future state workforce is in place with new skills and capabilities to support the projects.

- **Two DY1 payments** made upon successful completion of workforce activities:
 - Implementation Plan (Draft March 1st / Final April 1st)– defines steps to refine estimated Workforce Process Measures (budget, redeployments, retraining, new hires) and plan for reporting quarterly progress
 - Initial Quarterly Progress Report (December) – documents baseline Workforce Process Measures

Subsequent payments in DY2 – DY4 based on successful achievement of baseline Workforce Process Measures reported through Quarterly Progress Reports

Process Measure Type	One-Time/ Ongoing	DY1 Pmt1	DY1 Pmt2	DY1 Pmt3	DY2** Pmt1	DY2** Pmt2
Project Plan Application Approval	One-time	1	N/A	N/A	N/A	N/A
Organizational Process Measures						
Governance						
Implementation Plan	One-time	N/A	1	N/A	N/A	N/A
Quarterly Progress Reports	Ongoing	N/A	N/A	1	1	1
Workforce						
Implementation Plan	One-time	N/A	1	N/A	N/A	N/A
Quarterly Progress Reports	Ongoing	N/A	N/A	1	1	1
Cultural Competency/Health Literacy						
Implementation Plan	One-time	N/A	1	N/A	N/A	N/A
Quarterly Progress Reports	Ongoing	N/A	N/A	1	1	1
Financial Sustainability						
Implementation Plan	One-time	N/A	1	N/A	N/A	N/A
Quarterly Progress Reports	Ongoing	N/A	N/A	1	1	1
DSRIP Project Specific Process Measures						
Implementation Plan*	Ongoing	N/A	1	N/A	N/A	N/A
Quarterly Progress Reports & Project Budget & Flow of Funds	Ongoing	N/A	N/A	1	1	1
Patient Engagement Speed	Ongoing	N/A	N/A	1	1	1
Project Implementation Speed	Ongoing	N/A	N/A	1	1	1
Achievement Value Potential by DY		1	5	7	7	7

What?

Implementation Plan Components

The DSRIP Implementation Plan
(Draft due March 1st /Final due April 1st*):

- Define Workforce Impact Analysis – Lays out activities and steps to baseline Workforce Process Measures by December 2015 (end of DY1). Workforce Process Measures include:
 - Workforce Strategy Budget
 - Workforce Impact (Retraining and Redeployment)
 - New Hire Employment
- Define steps to engage and communicate with workforce on goals and likely impact of DSRIP

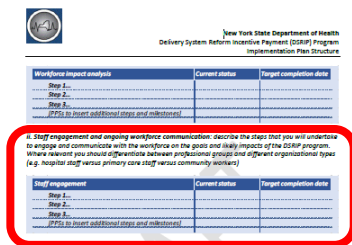
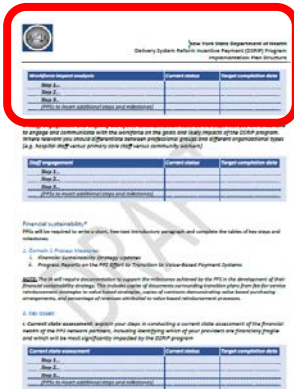
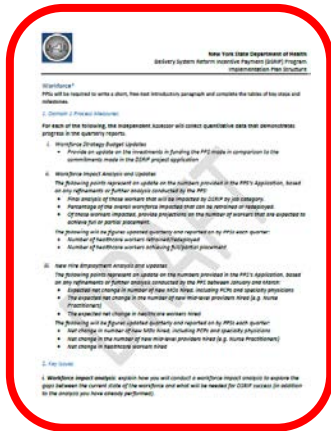
The screenshot shows a detailed form titled "New York State Department of Health Delivery System Reform Incentive Payment (DSRIP) Program Implementation Plan Structure". It includes sections for "Workforce", "1. Domain 1 Process Measures", and "2. Key Issues". Each section contains specific instructions and data tables with "Current status" and "Target completion date" columns.

- Process Measures will be evaluated quarterly with a Pass/Fail value assigned
- Passing scores on all three Process Measures will earn the PPS an Achievement Value towards payment
- The PPS will not earn an Achievement Value if one failing score is received

* Implementation plans are due April 1st. The DSRIP Support Team can help PPSs review draft material. We suggest starting that review process no later than March 1st.

How?

Suggested High Level Process Steps to Baseline Process Measures



Develop Implementation Plan to show how PPS will complete these process steps to baseline Process Measures in DY1

How?

Suggested High Level Process Steps to Baseline Process Measures

RIGHT NOW, build foundation for implementation planning

BY MARCH 1st*, build an implementation plan draft that identifies steps required to complete these processes to baseline Process Measures *by end of DY1*



** Implementation plans are due April 1st. The DSRIP Support Team can help PPSs review draft material. We suggest starting that review process no later than March 1st.*



Who?

Laying The Foundation

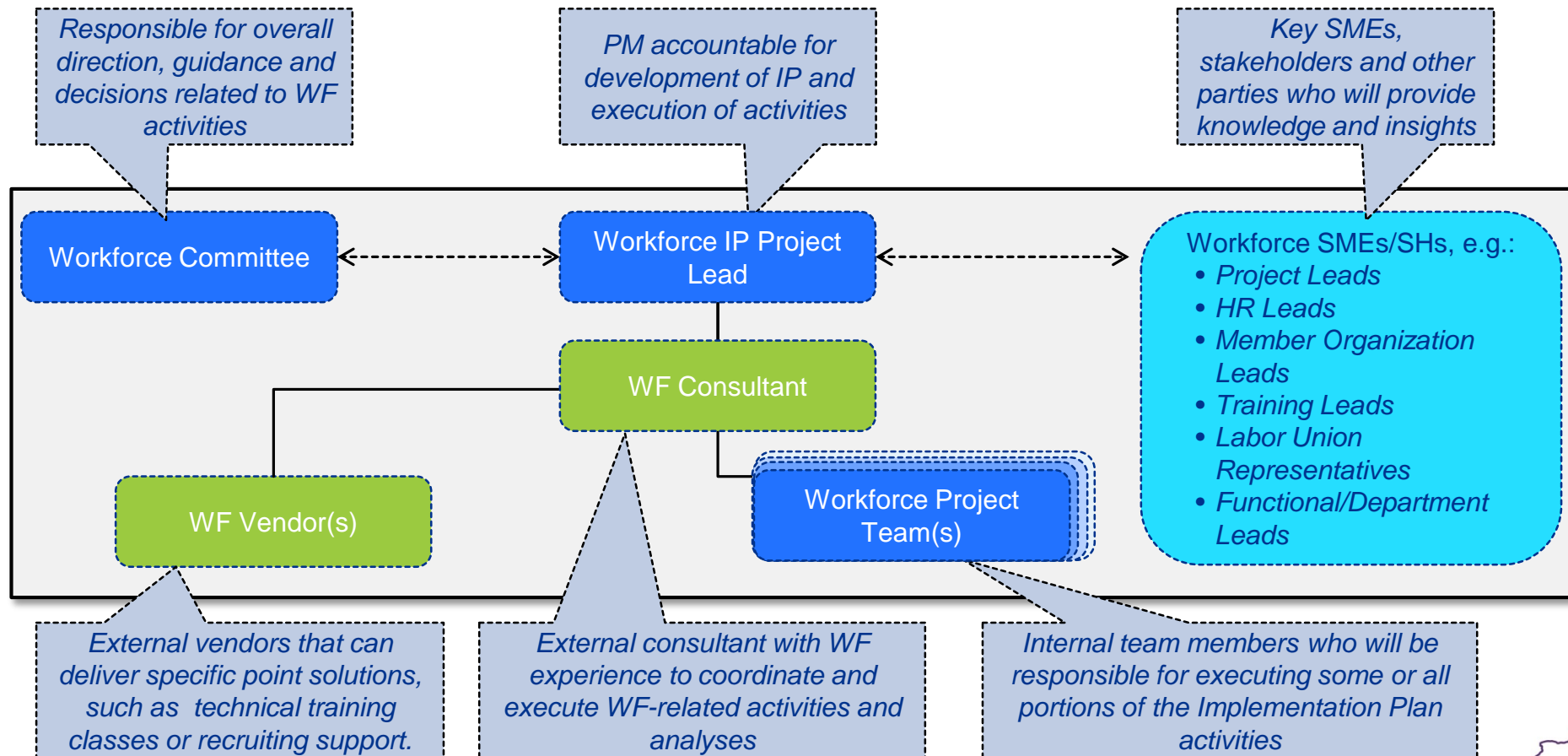
RIGHT NOW, PPSs need to build the foundation for implementation planning by assembling and aligning their Dedicated WF Project Team, and engaging external vendors to support these efforts. This foundation will enable PPSs to build out the core components of their implementation plan.



- Engage and assemble workforce committee – confirm commitments
- Determine WF Project team roles and responsibility, including governance, execution, and approval authority
- Identify resources for Project Team based on knowledge of projects and experience with workforce transition
- Engage additional key stakeholders for early involvement in implementation planning
- Consider engaging external vendors or entities to bring in additional expertise for understanding and addressing workforce impacts

Who?

Engage and Assemble Dedicated WF Project Team

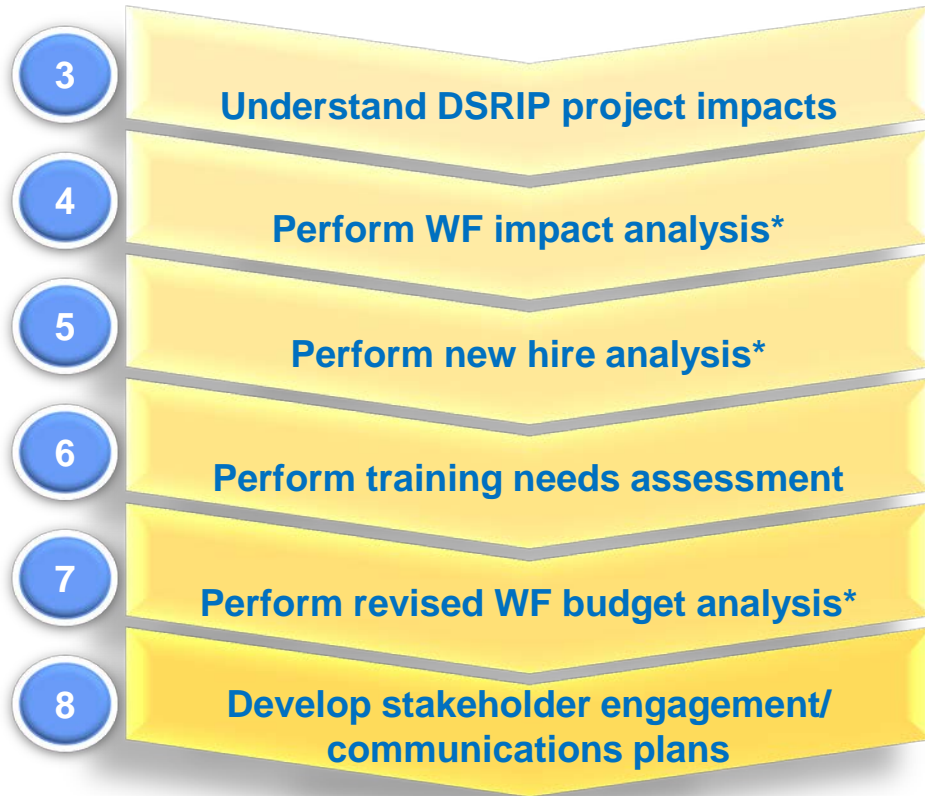


To successfully develop the WF Implementation Plan (and execute towards that plan post 4/1) PPSs need to identify dedicated resources to support WF-related activities. Project implementation plans will include workforce activities, which should be coordinated through the Workforce Committee to ensure that cross-project impacts are addressed efficiently.

This is an illustrative Workforce Project Team model along with the role and responsibilities each team member should play.

How?

Building the Implementation Plan



- Conduct fact-finding working sessions to understand new services provided by project, high level workforce impacts, and positions at risk for reduction; document these findings

- Perform a detailed analysis for each project utilizing interviews, workshops, working sessions and/or surveys to refine retraining and redeployment impacts, as well as wage/benefit impacts

- Identify expected net change in number of new hires, overall and by key workforce category

- Determine the necessary capacity and requirements to ensure that impacted employees receive the necessary training, including behavioral/cultural training, to meet the needs of DSRIP projects

- Perform a more detailed and accurate analysis of workforce budget and costs that will be required to meet the workforce needs and impacts of DSRIP projects

- Design strategy and plan to ensure that key stakeholders and impacted employees are engaged and communicated to beginning immediately and continuing throughout
- Ensure communications and engagement activities are timely, appropriate, and contain relevant key messages

BY MARCH 1st, PPSs need to build an implementation plan draft that defines the activities required to complete these processes, including those responsible and the timeframe for completion. Final plans are due **APRIL 1st**.

Execution of this plan should yield the revised Workforce Process Measures by end of DY1, which will serve as the baseline for future quarterly progress reports.

*DOH Process Measure

How?

Suggested Key Data Needs

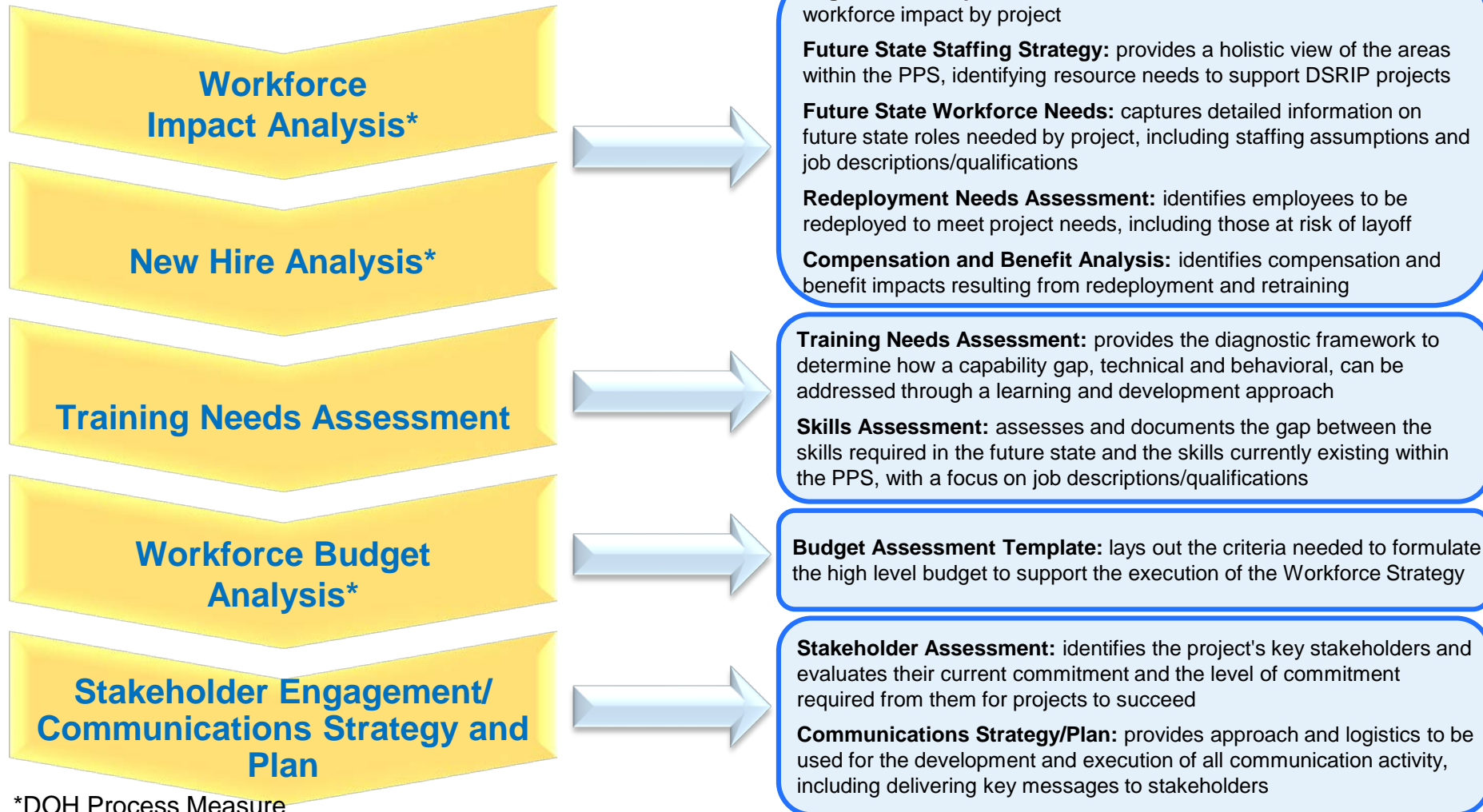
- Current headcounts, organizational structures, wage and benefit information, and key roles within PPS, by organization and by member
- Turnover % of PPS
- HR Policies, Procedures, Metrics (e.g. retraining and redeployment policies)
- Staffing models needed to support DSRIP projects
- Labor market information, including current workforce gaps, by region/geography type of position
- Current recruitment expenses/capacity (e.g. personnel for recruiting)
- Resources/capacity for onboarding/offboarding of transitioning staff
- Job descriptions of new positions, including qualifications, wages and benefits
- Number of people that will need to be retrained by level, role and department
- Training/certifications/cultural/behavior needs required by level, role, department
- Types of technology or infrastructure necessary to orchestrate training sessions
- Resources needed to support training development & delivery
- Number of people being hired, redeployed, and retrained, as well as any possible reductions
- Average cost per person to retrain, redeploy, and recruit/hire
- Cost of all relevant training/certification programs
- Cost of incremental people needed to support new processes
- Understanding of key stakeholders and employees being impacted by DSRIP, their needs and expectations
- Resources/capacity for organization development/communication/change management
- Communication needs of key stakeholders
- Communications vehicles across the PPS

This is a representative sampling of key data and information needs to support key process steps. Steps around collecting this data (e.g. when, from who) should be included in the implementation plan.



*DOH Process Measure

How? Suggested Tools



Certain tools can help to facilitate the completion of key process steps. If applicable, plans to use these tools, and the steps required to complete them, should be included in your implementation plan.

*DOH Process Measure

Other Considerations

Additional Activities to Consider:

- Development of Training Strategy and Plan
- Development of Workforce Transition Strategy (recruitment, etc.)
- Development of Governance and Decision-making Model
- Development of a process to report baseline workforce measures

Beyond the explicit asks of the DSRIP Implementation Plan, PPSs should consider additional activities that will help ensure the successful implementation of DSRIP projects in a way that meets the future state needs of the workforce.

DST Workforce Support During Implementation Planning



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Implementation Planning Workforce Support Approach

WF IP Webinars

- An initial webinar that outlines the key requirements and components, as well as the process, for developing an implementation plan for workforce-related activities

Initial WF IP Discussions (Optional)

- Recommended 30-minute call with PPSs (and workforce team) to understand what's been completed to date (specific to workforce), PPS concerns, and discuss approach to developing their implementation plans for workforce (optional activity)

WF IP Prototype and Companion Guide

- A prototype example of a robust and completed implementation plan of workforce-related activities and sequencing
- A companion guide to support the IP prototype that goes in-depth around recommended process steps

WF IP Workshops

- Recommended 2 hour (facilitated) workshop with the PPS to help them think through and develop their implementation plans for workforce activities

WF IP FAQs

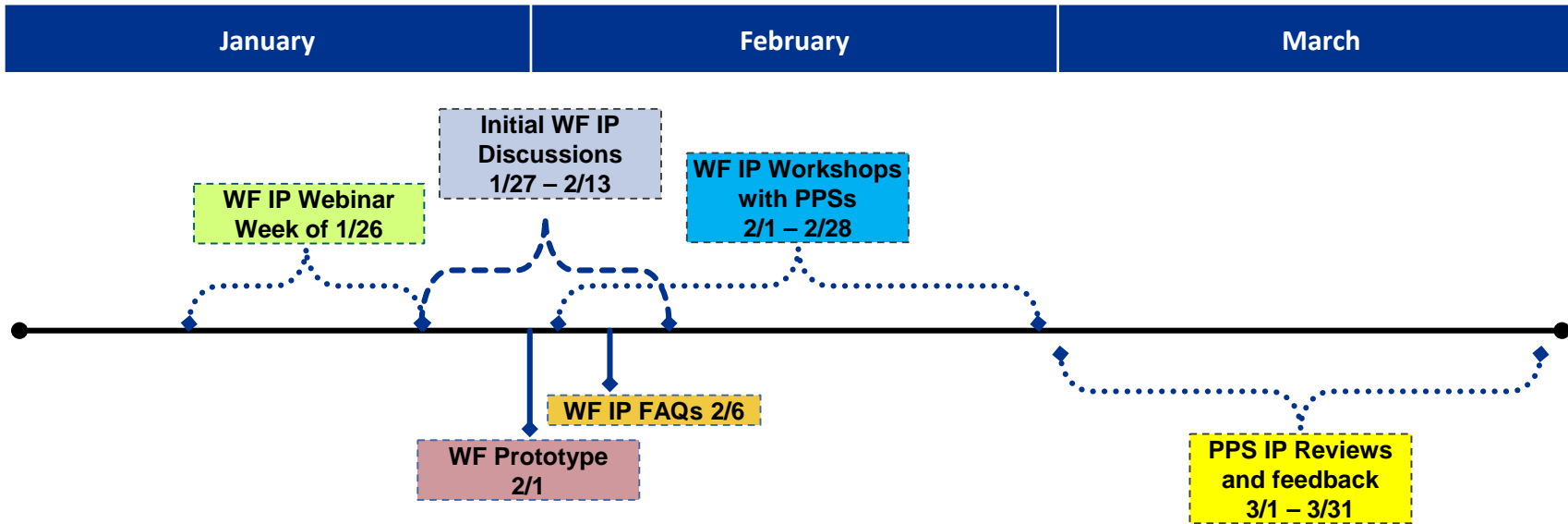
- An FAQ guide that lists out all the workforce implementation plan-related questions and answers to these common questions.

WF IP Reviews and Feedback

- Workforce team reviews of draft PPS Implementation Plans, provide feedback and recommendations for additional detail and/or activities in order to finalize their WF implementation plans

The WF Team has put together an approach and proposed set of activities and supporting materials to support the PPSs in the development of their workforce related implementation plans.

Implementation Planning Workforce Support Approach



This is a snapshot timeline of workforce support activities over the course of the next few months.

Implementation Planning Workforce Support Team



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The following workforce support team will be in place to support the PPSs in the development of their workforce implementation plans. The WF Support Team will be available Jan. thru March to support the regions and the PPSs.

- For Region #1 (state) workforce requests, please contact Susan Passarotti, cc David Gottesman
- For Region #2 (city) workforce requests, please contact Steve Bucaro, cc David Gottesman

Next Steps

1. **Work with DST regional teams to set up initial WF discussions and workshops.**
2. **If possible, prior to the initial discussion, please respond to the questions below so that these discussions and workshops can be tailored to meet your needs. Please work with the DST regional teams to complete these questions.**
 - Has a WF team/committee been formed? Who are the key contacts?
 - Where is PPS at in the development of their implementation plan?
 - What discussions have taken place already with key stakeholders?
 - What information has been gathered?
 - What are areas of concern or key challenges?

The WF Support Team is here to support you in your completion of the DSRIP Project Implementation Plan. You can help expedite this support by taking these steps.

Thank You



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