

Social & Human Service Programs Review

Rhode Island Office of the Health Insurance Commissioner
Advisory Council Meeting

March 1, 2023

Agenda

- Introductions
- Project Background
- Project Timeline
- Project Progress
- Questions and Discussion



Milliman Staff

Core Project Team

- **Barbara Culley** – Project Lead, focus on project facilitation and programmatic tasks
- **Ian McCulla** – Finance Lead, focus primarily on the actuarial tasks
- **Natalie Angel** – Programmatic Lead, focus primarily on programmatic tasks
- **Amy Rohr** – Project Manager, coordinate the two workstreams and assist in communications
- **Jason Clarkson** – Engagement Principal, project oversight and subject matter expertise

Milliman's subcontractor, Faulkner Consulting Group, will be assisting in certain tasks and as Subject Matter Experts (SME). Other Milliman SMEs will be brought in on an as-needed basis.

Project Example Highlights

Deep experience in both rate analysis and development and programmatic assessments

OhioRISE Project

Milliman worked with the Ohio Department of Medicaid to develop a fee schedule for the Ohio Resilience through Integrated Systems and Excellence (OhioRISE) behavioral health program. Services included care coordination, intensive home-based treatment, assessments, and mobile response / stabilization services.

An independent rate model approach (additional detail on slide 17) was utilized to provide a consistent rate development framework across varying services and included multiple layers of stakeholder feedback (surveys, meetings, written FAQ).

State Medicaid Program Assessment

Our team worked with a state agency on the evaluation of multiple Medicaid programs, including the provider delivery systems, tools, and processes for capture and billing of behavioral health services. This work led to the development of updated and standardized definitions and processes.

Simultaneous, a standard cost allocation methodology was implemented as part of the scope of work to develop greater transparency, standardization in reporting costs, and accountability in rates.

Review of rates for specific provider types is common practice. The Social and Human Service Programs Review provides a unique opportunity to consistently evaluate rates across multiple provider types.

Project Background

Project Background

- **Mandate:** The Office of the Health Insurance Commissioner (OHIC) has been charged with conducting a comprehensive review of all "social and human service programs" having a contract with or licensed by the state as required by State of Rhode Island General Laws (RIGL) 42-14.5-3(t).
- **Scope of work:**
 - Programs: Social, mental health, developmental disability, child welfare, juvenile justice, prevention services, habilitative, rehabilitative, substance use disorder treatment, residential care, adult/adolescent day services, vocational, employment and training, and aging
- **Ten tasks/deliverables:** Analysis, reports, and studies to be published in two phases
 - Phase 1 concluding May 1, 2023
 - Phase 2 concluding September 1, 2023
- **Out of scope:**
 - Medicaid hospital rates
 - Medicaid nursing facility rates

Key Deliverables

Divided by the two main workstreams

Finance

Task 1: Social and human service program rates

Task 2: Utilization trends from 1/1/17 to 12/31/21

Task 6: Professional licensed and unlicensed personnel requirements for established rates for social and human service programs pursuant to a contract or established fee

Task 8: National and regional Medicaid rates in comparison to Rhode Island social and human service provider rates

Task 9: Usual and customary rates paid by private pay for similar social and human service providers

Programmatic

Task 3: Eligibility standards and processes of social and human service programs

Task 4: Structure of state government as it relates to the provision of services by social and human service providers including eligibility and functions of the provider network

Task 5: Accountability standards for services for all social and human service programs

Task 7: Access to social and human service programs, to include waitlists and length of time on waitlists in each service

Task 10: Assessment and review process that results in recommended rate adjustments

Stakeholder Engagement

Advisory Council Meetings

Gathering input from the advisory council meetings will be an ongoing process to help inform the project.

Advisory Council Member Interviews

Each Advisory Council member will be interviewed to gather input. Some topics for discussion include top priorities, defining project success, areas of concern, etc.

Interagency Workgroup

Similar discussions will be held with the interagency workgroup to help gather information and inform the process.

Additional stakeholder input may be solicited in the form of a provider survey or provider focus groups for certain prioritized services.

Project Timeline

Phase-In Approach

- **Phase-In Approach:** Divides each of the nine main tasks in two phases. Each phase will consist of a separate group of prioritized services.
- **Purpose:** The phase-in approach will provide analysis on prioritized services for the current legislative session, while allowing for a broader set of services or more refined analysis to be provided by the September 1 report.
- **Timing:** For most tasks:
 - **Phase One** will run from February 2023 to the end of April 2023 and is aimed to inform the legislative session. This phase will focus on identifying the priority services that are feasible for completion of an initial rate analysis.
 - **Phase Two** will run from May 2023 to the end of August 2023. This phase will include services of greater complexity to inform next year's program development and budgeting process.
 - Phase one and phase two will culminate in the September 1 report, which will include rate recommendations.

Project Timeline

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Project Management & Key Dates								
Task 0: Kickoff Meeting, determination of services, and ongoing project management								
Actuarial Workstream								
Key informant interviews								
Task 1: Social and human service program rates	Phase 1		Phase 2					
Task 2: Utilization trends 1/1/17 - 12/31/21		Phase 1		Phase 2				
Task 6: Professional licensed and unlicensed personnel requirements for established rates for social and human service programs pursuant to a contract or established fee schedule		Phase 1		Phase 2				
Task 8: National and regional Medicaid rates in comparison to Rhode Island social and human service provider rates		Phase 1		Phase 2				
Task 9: Usual and customary rates paid by private insurers and private pay for similar social and human service providers		Phase 1		Phase 2				
Programmatic Workstream								
Key informant interviews								
Task 3: Eligibility standards and processes of social and human service programs		Phase 1		Phase 2				
Task 4: Structure of state government as it relates to the provision of services by social and human service providers including eligibility and functions of the provider network		Phase 1		Phase 2				
Task 5: Accountability standards for services for all social and human service programs		Phase 1		Phase 2				
Task 7: Access to social and human service programs, to include wait lists and length of time on wait lists in each service category		Phase 1		Phase 2				
Assessment and Review								
Task 10: Assessment and review process that is completed on a biennial basis								
Public Meeting Support								
Public Meeting Support								

Timelines are contingent upon timely service prioritization and receipt of data requests

Project Progress

Key Activities

Defining Scope

Defining scope of services based on:

- Legislative language review
- Advisory council stakeholder meetings
- Interagency meetings
- Discussion with OHIC

Data Sources for Service “Universe”

Compiling list of services and rates using:

- Medicaid fee schedule
- Interagency data request
- Advisory council data request

Building Framework for Service Priority

Using the following metrics:

- Program enrollment / utilization / expenditures
- Advisory council and interagency feedback
- Availability of data
- Access

Actuarial Workstream Timeline & Status

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Actuarial Workstream								
Key informant interviews								
Task 1: Assessment / reporting: social and human service program rates	Phase 1							
Task 2: Assessment / reporting: utilization trends 1/1/17 - 12/31/21	Phase 1							
Task 6: Assessment / reporting: professional licensed and unlicensed personnel requirements for established rates for social and human service programs pursuant to a contract or established fee schedule	Phase 1							
Task 8: Assessment / reporting: national and regional Medicaid rates in comparison to Rhode Island social and human service provider rates	Phase 1							
Task 9: Assessment / reporting: usual and customary rates paid by private insurers and private pay for similar social and human service providers	Phase 1							

STATUS

- Key informant interviews: As of 3/1/23, 11 interviews have been completed
 - 1 interview remains
- Reviewing Medicaid fee schedules
- Reviewing Advisory Council and interagency data requests
- Determining scope of services which will inform phase one tasks

Timelines are contingent upon timely service prioritization and receipt of data requests

Programmatic Workstream Timeline & Status

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Programmatic Workstream								
Key informant interviews								
Task 3: Assessment / reporting: eligibility standards and processes of social and human service programs	Phase 1		Phase 2					
Task 4: Assessment / reporting: structure of state government as it relates to the provision of services by social and human service providers including eligibility and functions of the provider network	Phase 1		Phase 2					
Task 5: Assessment / reporting: accountability standards for services for all social and human service programs	Phase 1		Phase 2					
Task 7: Assessment / reporting: access to social and human service programs, to include wait lists and length of time on wait lists in each service category	Phase 1		Phase 2					

STATUS

- Key informant interviews: As of 3/1/23, 11 interviews have been completed
 - 1 interviews remains
- Reviewing eligibility and other functions for programs administered by state departments
- Determining scope of services which will inform phase one tasks

Timelines are contingent upon timely service prioritization and receipt of data requests

Overlapping Actuarial & Programmatic Workstream Timeline & Status

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Project Management & Key Dates								
Task 0: Kickoff Meeting, determination of services, and ongoing project management								
Assessment and Review								
Task 10: Assessment and review process that is completed on a biennial basis								
Public Meeting Support								
Public Meeting Support								

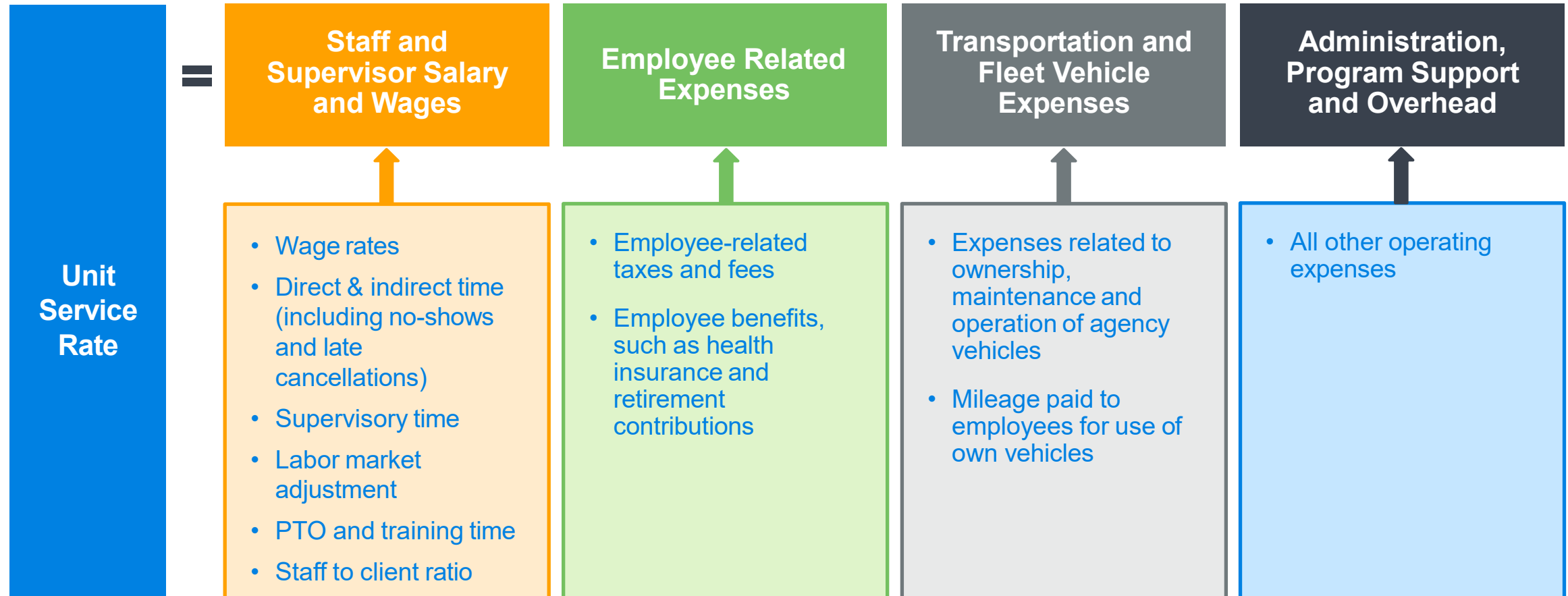
STATUS

- OHIC and Milliman project kickoff complete
- Ongoing project meetings
- Scheduled Milliman team onsite visit, 3/23

Timelines are contingent upon timely service prioritization and receipt of data requests

Actuarial Introduction to Independent Rate Model (IRM)

Proposed approach to rate evaluation and development





Questions and Discussion

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The services provided for this project were performed under the signed Consulting Services Agreement between Milliman and OHIC dated January 26, 2023.