Consulting Services to Support Development of New York 1115 Waiver Program Delivery System and PHM Infrastructure

August 2022

New York State's proposed 1115 waiver amendment presents both tremendous opportunities and challenges for Managed Care Plans (MCPs) to facilitate clinical and social data sharing among community partners. With Intrepid Ascent's **interdisciplinary expertise** working with managed care organizations (MCOs), clinical and human services providers, community based organizations (CBOs), and state/local agencies to support cross-sector service models and **relevant sector experience** working with safety net organizations and state/local agencies both through New York's DSRIP program and California's Whole Person Care (WPC)[1] and CalAIM[2] Medi-Cal system redesign programs to support cross-sector service models, we are prepared to support potential HEROs and SDHNs as well as QEs and other network participants that will be impacted by this sweeping program.

The consulting services listed in the table below empower organizations to **assess and build on relevant delivery system infrastructure components to inform their strategic approaches and/or procurement responses** to NYSDOH.

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[1] A core element of California's most recent 1115 waiver program to implement broad, cross-sector Medicaid program redesign with a strong focus on the role of counties and county agencies – this program ran from 2016-2021

[2] California's current Medicaid redesign effort which requires MCOs to interact with community based organizations and networks of health care providers in a manner that is very similar to that proposed via NYS 1115 Waiver Program

Service Area	Service Options
Community Data governance assessment and planning	**_Legal and Policy Landscape Review:_** Assessment of the applicability of privacy and data sharing laws, regulations, and policies in consideration of the organization types, categories of data, and use cases. We can help orient network partners to the legal landscape through presentations and/or webinars, fact sheets, and other communication materials.
	DG gap assessment and high-level recommendations for addressing gaps. Leveraging industry best practices and cross-sector data sharing models, we conduct a comprehensive assessment of the current approach to data governance, with consideration of: • Current structure for leadership and decision-making; • Strategic business drivers for data governance to document the vision and goals, as well as "as is" and "to be" states – business and/or functional requirements for technology, data and process flows across systems • Data sharing requirements based on network goals, strategic objectives, and gaps in existing data sharing capabilities to meet needs (people, processes, and technology); and • Data governance priorities given data sharing needs, as well as (1) existing data governance infrastructure (agreements, policies, consent, etc.) and (2) gaps in data governance to meet the needs of the CIE. Products we develop: Data Governance Analysis and Roadmap
	DG framework strategic plan: Following a gap assessment, we support the development and implementation of a Data Governance Framework (DGF) Strategic Plan; our process consists of: • Clearly defining the purpose and/or use of the data;

	• Identifying the specific data needed to meet program objectives, including an assessment of the minimum level of data needed for each partner or user type: • Documenting needed workflows, legal agreements, consent management, and policies and procedures to support appropriate data sharing; • Supporting the rollout of the framework including working with partner organizations to address questions or issues, and resolve differences; and • Ongoing alignment of DF with technology to ensure privacy and security policies are maintained appropriately in the system. Products we develop: DG strategic plan for addressing DG needs, all relevant and applicable federal and state laws and regulations, and common policies and procedures to guide data access, use, and sharing across community partners (including the sharing of health care data with non-health care organizations, such as CBOs). Data Sharing Agreement (DSA) and/or other contractual materials; Community Consent; CIE Policies and Procedures; Data Privacy Management Plan
Community technology infrastructure strategy assessment to identify HERO and/or SDHN Technology Needs	*IT gap assessment*: A gap assessment of existing assets and infrastructure relative to community goals and priority use cases puts community needs into relief, clarifying where a network is today compared to where partners would like it to be. We analyze information with you to develop recommendations for CIE technology tools, processes, and phases of development. A gap assessment usually involves the following steps. • ***Develop assessment strategy:*** Develop data collection plan and review with implementation partners. Strategies include reviewing existing materials and conducting surveys, key informant interviews, focus groups and community convenings. Interview guides are adapted for different stakeholder groups. Products we *develop*: Assessment and Data Collection Plan

	- **Summarize Findings:** Collect and review quantitative survey data, analyze themes from interviews and focus groups. Summarize findings and present to stakeholders in appropriate format (written report, slide deck, facilitated presentation and discussion). Our approach will be informed by best practices identified in other similar Medicaid redesign initiatives such as NY DSRIP and California's Whole Person Care and CalAIM programs to provide a clear picture of where technical systems and capacity are in-place to meet the needs of the waiver program, and where gaps exist. Products we develop: CIE Gap Assessment report and presentation - **Make Recommendations**: For a collaboration and technology approach to support priority programs, stakeholders, and workflows. We often propose 2-3 viable options and present them to implementation partners. We facilitate consensus building on a path forward. Findings and recommendations may be used to inform applications for waiver program participation (ex as a HERO or SDHN) to NYSDOH. Products we develop: Implementation options presentation for community discussion
	IT strategic plan in how to build the IT infrastructure in a realistic, phased approach. It will include a long-term vision for the waiver program and broader Value Based Payment (VBP) IT infrastructure.
	IT implementation plan as a step-by-step guide for implementing the first phase of the IT infrastructure development/enhancement outlined in the strategic plan. It will include a proposed scope, budget, timeline, resources, etc.
	Technology procurement support: Provide technology SME support for the procurement of new technology and/or integration(s). Intrepid also has a full-service model for conducting technology procurements that has been utilized by MCOs, HIOs, CBOs, government entities, and health care provider organizations that can be made available as-needed.

	Vendor landscape review: Our team can provide an overview of the cross-sector data sharing vendor landscape, with or without specific curated content to follow an IT gap assessment. This would include an overview of specific vendor strengths and weaknesses in their capability to support use-cases that will be important for the waiver program performance, such as social / CBO referrals, support for a community resource directory, shared care planning functionality, universal screening tool capabilities and approaches, relative privacy and security functionality, and comparative market strength.
Community Goal Setting and Ongoing Evaluation	**Define community goals**: *In addition to setting up technology structure to meet waiver requirements, communities will need to develop an approach to achieve community goals that meet the goals of the program but resonate with community stakeholders* Facilitate development of community goals for CIE implementation, the impact on service delivery, the impact on data sharing, and the impact on health (if possible). Products we develop: Community Goals Summary
	Develop priority use cases: *Based on community goals, elaborate a small number of priority use cases that link collaboration workflows, target populations, data flows, and technology systems.* Products we develop: Priority Use Cases Workbook
	Establish evaluation design and key metrics: Engage community stakeholders to develop a logic model and theory of change, evaluation plan, strategies, key process and outcome metrics, and data collection plan for these metrics. Intrepid can implement the evaluation or collaborate with a third-party evaluator. Products we develop: CIE logic model and theory of change; evaluation plan

About Us

Intrepid Ascent helps people use data to collaborate in the development of healthy communities. We identify opportunities for adopting technology to enable authentic connections among health care, social services, and allied fields. We support our clients in clarifying strategic intentions for data use, in assessing technology needs, and in implementing adaptable systems. Given the multi-dimensional opportunities faced by our clients, our engagement teams weave together expertise from multiple fields. We have a proud history of working with health care providers, local governments, managed care organizations, health information organizations, and CBOs to identify and implement technology solutions that support cross-sector service models.

Since 2014, we have successfully enabled communities in multiple states to draw a more complete picture of health across their populations through health information exchange, the integration of health and social data, the adoption of care management and analytics systems, the development of data governance frameworks, and onboarding users to new technology. We have provided guidance to four New York PPSs, six California Whole Person Care pilots and a growing number of CalAIM implementations, in addition to multiple California state agencies including the California Department of Healthcare Services, which administers California's Medi-Cal program.

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