

Care Compass Network Workforce Transformation Pilot Program

**Program Overview &
Application Guidelines
August 2019**



Program Overview

The Workforce Transformation Pilot Program funds are intended to serve as alternative funding for **workforce transformation activities** which do not fall within the scope of one of Care Compass Network's other funding initiatives such as contracted projects, programs (MIPP, Innovation, RPU Support Funds), and Workforce programs/initiatives, but will still **further greater integration of the delivery system to benefit Medicaid Members.**

CCN Seeks to fund creative pilot programs aimed at improving outcomes for Medicaid Members by implementing workforce transformation initiatives. These activities should **not** be for programs already covered through CCN funding, and must address **one or more of the following workforce elements.**

- ❖ Education/development
- ❖ Training (re-training, re-deployment)
- ❖ Retention
- ❖ Cultural competency and health literacy needs – creating diversity within the workforce
- ❖ Addressing rural workforce challenges
- ❖ Craft workforce collaborations
- ❖ Developing care coordination services
- ❖ Improving service delivery efficiencies
- ❖ Realign the workforce to capture value-based payment

Funding will not be awarded for programming already in place. This program is intended to develop new and transformative workforce initiatives. Innovative approaches to further develop new elements of existing workforce services/programming may be considered.

Program Timeline

Milestone	Date
Program Guidelines and Electronic Applications Distributed (via RPU newsletter, CCN newsletter, CCN website, Cohorts)	Monday, August 19, 2019
Submit Application Questions via Email	Friday, August 30, 2019
Responses to Application Questions Submitted	Friday, September 6, 2019
Application Deadline (Submitted electronically via SurveyMonkey Apply)	Friday, October 18, 2019
Announcement of Awardees	Friday, November 22, 2019
Anticipated Program Start Date	Wednesday, January 1, 2020
Execution of Appendix C = 1/2 of total application award	TBD (based on Appendix C execution date)
Mid-Point Progress Update – Narrative and Attestation = 1/4 of total application award	TBD (based on self-identified mid-point)
Final Progress Update – Narrative and Attestation = final 1/4 of total application award	TBD (based on self-identified completion or Appendix C end date)
Program End Date	Thursday, December 31, 2020

Funding Distribution Details

- **\$1M total program funds** available to be awarded
- No maximum fund request per application
 - Suggested funding request per application = up to \$200k
 - CCN reserves the right to award partial program funds based on application score and discussions within the evaluation group
- Awards will be based on **merit** of the **application** and not based on RPU attribution - this is a workforce program for the PPS as a whole.

Milestone Payment Schedule

- Milestone I - Execution of Appendix C = 1/2 of total application award
- Milestone II - Mid-point check in – Narrative and Attestation = 1/4 of total application award
- Milestone III - Final check in – Narrative and Attestation = final 1/4 of total application award

Communications/Questions

- Application questions are due by *Friday, August 30, 2019*
- Application submissions are due by *11:59 PM EST Friday, October 18, 2019*
- Submit all questions via email to Molly French, CCN Workforce Manager - mfrench@carecompassnetwork.org

Who is eligible to apply for Workforce Transformation Pilot Program funds?

- ✓ Care Compass Network **Partner Organizations** with an **executed and active Partner Agreement (PA) and Business Associate Agreement (BAA)**.

How to apply for Workforce Transformation Pilot Program funds?

- ✓ Complete and submit an electronic application via SurveyMonkey Apply *by 11:59 PM EST Friday, October 18, 2019* (paper applications will not be accepted)
- ✓ Click [**HERE**](#) to complete an application
- ✓ A complete application submission includes:
 1. Narrative Responses
 - a. Company Information
 - b. Business Case
 - c. Expected Impact
 - d. DSRIP/Value-Based Payment Alignment/Impact
 2. Budget Proposal
 3. Work Plan
 - 4. Authorized Signature** (to bind your organization)

1. Application Narrative Components

a. Company Information

- Your organization's background, industry experience, focus, and core competencies.
- Your organization's geographic scope of operations.
- Describe the composition of your workforce (roles, FTEs, and total numbers). Upload organizational structure (org chart).
- Your efforts to ensure sustainability of your organization and with what degree of certainty your board of directors feels your organization is sustainable over the next 3-5 years.
- What practices do you utilize to manage project scope and timelines?
- What is your organization's practice regarding the measurement of project success?

You may upload additional documents, if more space is needed to respond.

Accepted file types include: PDF (.pdf), MS Word (.doc, .docx), MS Excel (.xls, .xlsx), PowerPoint (.ppt, .pptx)

1. Application Narrative Components (Continued)

b. Business Case

- A title and comprehensive description of your project.
- A description of your project in 250 words or less which will be made publicly available if your application is chosen to receive funding.
- Plans for sustainability post-Care Compass Network Funding (10% of overall score)
 - Your plans to sustain this project beyond the Workforce Transformation Pilot Program funding period.
- Employee/Workforce Need (10% of overall score)
 - The identified need for this project and cite any reports or documentation of the need. For example, if your project relates to filling a workforce gap, cite any studies that have been done demonstrating the workforce need.
- Previous Experience (if any)
 - Any experience you have delivering this or similar projects.
- Collaborations (6% of overall score)
 - List the organizations that you collaborate or partner with and in what capacity. Describe how you will work with these partners to deliver this project.

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1. Application Narrative Components (Continued)

c. Expected Impact

- Reach of Application (4% of overall score)
 - Describe the project location(s) including County or Counties, organization(s) involved, and the number of Medicaid lives you expect to impact with your transformative idea.
- Impact to Workforce (4% of overall score)
 - Describe the number of workforce members you expect to impact with your transformative idea.
- Speed to Implementation (3% of overall score)
 - Describe your project implementation strategy and how quickly your project will be able to be implemented once funded.
- Scalability (6% of overall score)
 - Describe the ways in which this project has the capacity to change in size and scale. How can this project be expanded and incorporated at other organizations within the PPS?
- Quality Metrics used to measure impact (10% of overall score)
 - Describe each of the metrics you will use to measure your impact and how you will track overall performance of your project. How will you know your project has had the intended impact?
- Overall value to the workforce (12% of overall score)
 - Calculate and detail the Return on Investment (ROI) potential of this project. How will this project impact the current and future workforce?
 - ROI tries to directly measure the amount of return on a particular investment, relative to the investment's cost. To calculate ROI, the benefit (or return) of an investment is divided by the cost of the investment. The result is expressed as a percentage or a ratio.

$$\frac{\text{Return (Benefit)}}{\text{Investment (Cost)}} = \text{ROI}$$

1. Application Narrative Components (Continued)

d. DSRIP/Value-Based Payments (VBP) Alignment/Impact

- Describe the direct and indirect impact on DSRIP metrics, including potentially preventable ED visits (PPV) and potentially preventable readmissions (PPR) (6% of overall score)
- Integrated Delivery System Impact (10% of overall score)
 - Describe how this project aligns with the goals of DSRIP, including but not limited to the development of an integrated delivery system and value-based payments.
- Improved Access (10% of overall score)
 - Describe how this project will provide improved access to Medicaid members via workforce transformation.

You may upload additional documents, if more space is needed to respond.

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2. Budget Proposal

- The budget proposal must clearly define **ALL** costs expected to be paid by Care Compass Network Workforce Transformation Pilot Program funds before and during implementation and deployment, as well as throughout the life of the transformative solution.
- Detail the project costs: Include total project cost, dollar amount requested, additional outside funding sources, in-kind resources you anticipate contributing to the project, one-time costs, implementation costs, and recurring/ongoing costs.
- Detail all **other** costs associated with acquiring, implementing, deploying, using, managing, and supporting the proposed transformative solution.
- Indicate the dollar amount you expect to be distributed to each collaborating partner (including your safety net partner, if applicable)
- If your organization is not a Safety Net Partner, please identify a collaborating Safety Net Partner.
 - ❑ Due to requirements regarding funds flow to Non-Safety Net Partners, all Workforce Transformation Pilot Program applications **may** be contracted through a Safety Net Provider. In cases where the awardee is a Non-Safety Net Provider, CCN will use a standardized collaboration agreement with a Safety Net Partner (as identified by the Non-Safety Net Partner). CCN encourages leveraging existing partnerships with Safety Net Partners, including those developed through the Cohort Management Program. Collaboration is encouraged to address relevant gaps in care to improve outcomes in performance metrics.

You may upload additional documents, if more space is needed to respond.

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3. Work Plan

- Detail the project work plan. Each response must comprehensively describe how you will create and implement your project.
- Provide a set of goals/objectives and the process required to accomplish each. Detail the work structure that you will use to accomplish your goals.
- Include the project length. Include approximate start date and projected operational date.
- Provide a Scope of work
 - Detail all critical success factors
 - Identify all deliverables/milestones. Include dates and timelines associated with each.
 - ❖ Please be as accurate as possible when identifying all deliverables/milestones as these will be utilized as contractual deliverables.
 - Specify how and when project progress will be demonstrated.
 - Describe all aspects vital to the implementation of your project.

You may upload additional documents, if more space is needed to respond.

Accepted file types include: PDF (.pdf), MS Word (.doc, .docx), MS Excel (.xls, .xlsx), PowerPoint (.ppt, .pptx)

Evaluation Criteria

- Care Compass Network will evaluate all participating partner responses and applications, submitted on time and in compliance with all previously stated submission requirements, in accordance with evaluation and selection criteria deemed critical to the success of Care Compass Network and its mission.
- Care Compass Network reserves the right to; (1) reject any and all responses and applications and (2) waive formalities and irregularities in applications received.
- The selection of applications by Care Compass Network will be based upon the scoring matrix located in this document.
- In the event it is necessary to choose between applications submitted by the same organization, it is required that a notation be made in the application as to its priority in the list of all applications submitted by that organization.

Evaluation Process

- All of the applications will be scored by Care Compass Network.
- Awards will be based on the objective rank order of the application scores as well as discussion within the evaluation group. This means that applications scoring above average may not be funded because of discussion within the group, and it is also possible that applications scoring below average may received funding as well.

Scoring Matrix

#	Criteria Description	Weight	Max Score	Max Weighted Score
1	Adherence to Application Guidelines/Requirements	5%	5	0.25
2	Company Information - Background, Size, Sustainability	0%	5	0.00
3	Aesthetics - Professional, Organized, Concise, Well-written	4%	5	0.20
Business Case				
4	Dollar Amount Requested	0%	5	0.00
5	Sustainability Post-Funding	10%	5	0.50
6	Collaborations - Number, Relevancy to Care Compass Network/Application/DSRIP	6%	5	0.30
7	Employee/Workforce Need	10%	5	0.50
Expected Impact				
8	Reach of Application (# of Medicaid members, counties, etc.)	4%	5	0.20
9	Impact to Workforce (# of Staff members, etc.)	4%	5	0.20
10	Speed to Implementation	3%	5	0.15
11	Scalability	6%	5	0.30
12	Appropriate Quality Metrics	10%	5	0.50
13	Overall Value (ROI)	12%	5	0.60
DSRIP/VBP Alignment				
14	Potential Reduction of PPV/PPR	6%	5	0.30
15	Integrated Delivery System Impact	10%	5	0.50
16	Improved Access	10%	5	0.50
Totals		100%	80	5.00

What types of projects should be considered?

- **Examples of Transformative Workforce Programs (not an exhaustive list, but some examples to help generate ideas)**
 - Pipeline development of future workforce for new and emerging health care job titles (i.e., CHW, Peer Support, etc.). Example: Develop a middle school program to educate future workforce on what a CHW is and how to become one.
 - Collaborate with a local college/university to develop new course material/certificate program for the development of new and traditional job titles. Example: Collaborate with local college to create certificate program for CHW.
 - High school/college job shadowing or internship. Example: Work with local high school to develop program where juniors and seniors spend X number of school hours per week, shadowing/interning (i.e., Care Coordinator, Navigator, CHW, etc.).
 - Training your current workforce to be re-deployed into new and emerging titles (i.e., Community Health Worker, Peer Support, Care Manager).
 - Develop a training center for re-training RN's who have been out of the workforce and need a refresher course.

What types of projects should be considered? (continued)

➤ Examples of Transformative Workforce Programs (not an exhaustive list, but some examples to help generate ideas)

- Collaborate with other organizations to create a job share program whereby FTE's are shared amongst two or more organizations for high needs job titles.
- Develop a new Employee Mentoring Program.
- Develop a new Employee Assistance Program (i.e., Employer to employee loans - an employee's car breaks down so that they can't get to work, and they cannot afford the repairs. The organization loans the employee the repair costs and deducts an amount every week from their paycheck until it's paid off).
- Addressing Social Determinants of Health for your employees (i.e., Ride-sharing program, housing assistance, organization-sponsored child care)
- Evaluating and developing patient reading materials/forms to implement and support cultural competency and health literacy National CLAS Standards.
- Development of a new Care Coordination model that includes experts in multiple disciplines.
- Create and implement a program to recruit and retain employees struggling with opioid addiction.

What types of projects should NOT be considered?

➤ Examples of NON-Transformative Workforce initiatives (not an exhaustive list, but some ideas to avoid)

- Mandatory yearly training and continuing education
- Stipends
- Tuition reimbursement
- Recruitment firm fees
- Sign-on bonuses
- Relocation assistance
- Capital improvements
- Salary increases
- Workforce transformation activities for which your organization has already received funding through one of Care Compass Network's other funding initiatives such as contracted projects, programs (MIPP, Innovation, RPU Support Funds), and Workforce programs/initiatives

Application Tips

- ❑ Provide **detailed** application narratives, budget and work plan attachments.
- ❑ Do not assume the reader knows the importance/need of your project!
- ❑ Read application instructions closely and provide **complete and concise** answers.
- ❑ Ask questions if something is unclear.
- ❑ Prepare and apply **early** so that questions can be resolved prior to the application deadline.
- ❑ **Ensure that SurveyMonkey Apply is marked as a 'safe sender' to your email inbox so that you receive all emails from the site. If SurveyMonkey Apply emails are blocked, you will not be able to access the site to apply!**
 - Whitelisting emails ensures that any emails sent from SurveyMonkey Apply are correctly delivered to your inbox.
 - If you are having trouble receiving emails from the site and you have confirmed with CCN that an email has been sent.
 - ✓ Check to see if noreply@smapply.io has been added as a safe sender on your email inbox.
 - ✓ If you have a custom domain, for example under your organization, we would recommend reaching out to your IT department to ensure the emails are not being blocked on a domain level.
 - You can provide your IT department with the following details:
 - noreply@mail.smapply.io
 - noreply@smapply.io
 - <http://smtp3.chide.it/>
 - The IP is 72.55.140.81
 - Once emails have been whitelisted from SurveyMonkey Apply, you should no longer have any issues receiving emails from the site.