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January 21, 2004

Honorable Francis C. Heitmeier, Chairman
Honorable John A. Alario, Jr., Vice Chairman
Joint Legislative Committee on the Budget
P. O. Box 44294
Baton Rouge, LA 70804

Re: **Exceptional Performance and Efficiency Incentive Program
Proposal by the Department of Health and Hospitals,
Office of the Secretary, Bureau of Community Supports
and Services, Home and Community Based Waivers
Program**

Dear Senator Heitmeier and Representative Alario:

In accordance with Louisiana Revised Statute (R.S.) 39:87.5(D)(8), we have completed our analysis of the material and substantive accuracy of the proposal submitted by the Department of Health and Hospitals (DHH), Office of the Secretary, Bureau of Community Supports and Services (BCSS), Home and Community Based (HCB) Waivers Program for a financial reward based on the Exceptional Performance and Efficiency Incentive Program. State law and program rules require our findings to be submitted to the Performance Review Subcommittee no later than January 31. However, since the subcommittee members have not been appointed, our report is being submitted to you to be distributed to subcommittee members once they are appointed.

DHH bases its proposal on the exceptional performance of BCSS staff in decreasing the time for citizens to access (i.e., receive the services of) three HCB waivers. Specifically, the proposal states that BCSS staff has reduced the access times for the Elderly and Disabled Adults (EDA), the Personal Care Attendant (PCA), and the Adult Day Health Care (ADHC) waivers to below the 120-day standard established during fiscal year 2001.

We did not verify all items in the proposal. We only verified the data that the department supplied that supported its claims related to exceptional performance. We also reviewed documents that support the amount of its reward request.

In summary, we found the following:

- **DHH is seeking a reward for nonrecurring expenditures in the amount of \$359,700.** The reward will be used to purchase 66 units of the Dragon Naturally Speaking Professional Software and tablet computers for BCSS staff. This cost includes training and technical assistance.

- **In addition to conducting an internal process evaluation in February 2002, DHH hired a consultant in May 2002 to review and evaluate its waiver application process to shorten the time between the application for, and receipt of, waiver services. The department implemented many of the recommendations and has begun to see a reduction in time for clients to access waiver services.**

The proposal is materially accurate except for the following items:

- **The data provided in Format 2 do not represent the corresponding time frames (page 8 of the proposal). The data presented in this table indicate that the access times for the EDA, PCA, and ADHC waivers have decreased from over 120 days in fiscal year 2001 to 53.8, 78, and 42.2 days, respectively, in fiscal year 2003. However, DHH provided no evidence to support what waiver access times were during fiscal year 2001. In addition, review of the source documentation revealed that the data listed under fiscal year 2002 really represent the first half of fiscal year 2003 and the data under fiscal year 2003 only include data for the first five and a half months (7/1/03 - 11/12/03) of fiscal year 2004.**

As illustrated in the table below, our analysis of the agency's source documentation showed access times for the EDA, PCA, and ADHC waivers to be 70.6, 81.8, and 77.2 days, respectively, by the end of fiscal year 2003. These time frames are still below the 120-day standard set during fiscal year 2001.

Comparison of Waiver Services Access Time (in days) FY 2003		
Waiver type	DHH's calculation	OLA's calculation
EDA	53.8	70.6
PCA	78	81.8
ADHC	42.2	77.2

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I hope this information is useful in your legislative decision-making. A copy of this information has been provided to DHH.

Sincerely,

A handwritten signature in black ink, appearing to read "Grover C. Austin". The signature is fluid and cursive, with a large initial "G" and "A".

Grover C. Austin, CPA
First Assistant Legislative Auditor

GCA/ss

Attachment

[DHHHCW04]

Attachment

DEPARTMENT: SCHEDULE:

AGENCY: PROGRAM:

ACTIVITY:

SUBJECT FISCAL YEAR:

This proposal is for a reward based on exceptional performance.

This original document, plus seven copies, must be received by the Performance Review Subcommittee of the Joint Legislative Committee on the Budget by 5:00 p.m. on November 15th. The Subcommittee's physical address is 900 N. 3rd St., State Capitol, 11th Floor, Baton Rouge, LA 70802; the mailing address is P.O. Box 94486, Baton Rouge, LA 70804; the e-mail address is "reade@legis.state.la.us".

Initiatives designed to decrease the time needed for citizens to access certain home and community-based waivers has been underway since 2001. While there are many potential delays due to the actions of those requesting services, it is an ongoing objective for the Bureau of Community Supports and Services (BCSS) to decrease access barriers. Since the initiative began, there has been a steady decrease in access time.

If BCSS is selected for the reward, the monies will be used to continue to automate the access system, the development of an access data management system and the integration of an incident reporting and back-up system. Medical Certification and monitoring data includes interviews and direct observations in the applicant's home environment. It is expected that this system will further increase efficiency throughout the certification and monitoring processes by allowing BCSS staff to work faster and to more efficiently record information necessary for Medical Certification, Care Planning and Service Monitoring.

Application prepared by: Date:

Signature *Barbara C. Dodge*

Agency head approval: Date:

Signature *Charles F. Castille*

Received by the Performance Review Subcommittee: Date:

Sent to the Legislative Auditor Date:

Response from Legislative Auditor: Date:

Disposition by Subcommittee: Date:

Part One: Explanation of the Activity and the Exceptional Performance

Describe the activity (the “subject activity”), program and performance data upon which your proposal is based. The subject activity may be a subset or component of a program (or equivalent), or involve the efforts of one or more programs or the entire agency. Be specific in identifying the organizational unit or area where the exceptional performance was achieved. Section A. is used to give a narrative description, and Section B. is used to provide the specific performance data.

Provide a detailed narrative description of the subject activity or program(s) and summarize the exceptional performance achieved by that entity.

The Mission of BCSS is to provide a framework for home and community-based services for Louisiana Citizens where individuals who choose this option can be assured a safe and healthy home and community environment, quality services, and are empowered within state and federal rules and regulations with the opportunity to direct their lives based on their desired personal outcomes. This reward submission focuses on three HCB Waivers designed for citizens who are elderly or adults with disabilities who meet Nursing Home Level of Care but have requested alternative services in their home. These HCB Waivers are the Elderly and Disabled Adult Waiver (EDA), the Personal Care Attendant Waiver (PCA) and the Adult Day Health Care Waiver (ADHC).

In order to access this option, citizens must request the service, be notified that their request has been reached and must fulfill the steps necessary to complete the eligibility process. Many times, the individual is slow to complete this process or have difficulty with family, their physician or others who are a part of the process. Other times the individual meets system barriers. It has been the objective of BCSS to reduce the system barriers on both the individual's part as well as the state's part to decrease the access time needed to receive these HCB services.

BCSS has used several initiatives to address this objective. These have included internal reviews and workgroups, an external access review, and access timelines and data tracking.

BCSS conducted an internal process evaluation in February of 2002, specifically for Children's Choice Waiver, however the findings can be related to other waiver because the process was the same for all waivers. Findings from the process analysis revealed that problems in the medical certification process were more often related to obtaining assessment data and scheduling the pre-certification home visits. Another significant finding was the delay in receiving the 18 LTC (financial eligibility report) from the Parish Medicaid Offices

A DHH project for reducing access time for all waiver applications was implemented in 2002, with a contract with Dr. Holton to conduct a Waiver application process analysis. Findings from Dr. Holton's process analysis results were consistent with information BCSS had from other sources such as self-advocates, consumer workgroups, and pre-certification interviews with waiver applicants.

As a result, BCSS implemented changes that have resulted in reducing access time for the Elderly and Adult Disabled, ADHC and the PCA Waiver applicants. Changes implemented included:

1. Single Point of Entry (SPOE) for LTC applications for all waivers.
2. Quality Assurance/Quality Enhancement Indicator tracking for Access.
3. Comprehensive Plan of Care (CPOC) tracking and approval process developed to standardize intake and tracking systems. Implementation of the RAI-HC automatic tracking for LTC Waivers Telephone Diary system for Help Line to track complaints and complaint resolution.

Since work has begun on this project, there has been a steady decrease in access time (in days) for all three HCB waivers as follows:

	2001	1/1/02	7/1/02	1/1/03	7/1/03
EDA	>120	95.7	84.1	70.6	53.8
PCA	>120	156.6	136.0	81.7	78.0
ADHC	>120	131.1	113.0	77.1	42.2

***Specific tracking data pre-2002 is not available as the tracking project was not in place to provide the detail available using the data tracking system; however there were numerous system barriers that that caused long delays in the access time to these services as outlined above.**

No specific standard was initially placed on this project rather; a steady decrease in access time was expected. While there are no specific statutory requirements directly mandating this project, there are specific lawsuit settlements impacting this project (Barthelemy vs. Hood and Blanchard vs. Forrest). In the Barthelemy settlement, individuals must be within 120 days of potential need for LTC services and access to these HCBS Waiver services were expected begin no later than 90 days from the completion of the application process. Processing was inconsistent and varied across the state. The Medicaid benchmark per the Blanchard Settlement for access to Medicaid services is 90 days with applicants using 30 days or more to obtain qualifying data. The variable of the time people used to obtain qualifying data also impacted this timeline. In addition, BCSS has placed customer service and satisfaction as a high priority. The number of complaints regarding access to these critical services was a concern that needed to be addressed.

Therefore, the initial performance expectation was to decrease access time in general and as the project proceeded a standard of 120 days was established. Future plans are to re-evaluate this standard and potentially reduce it further.

Describe the activities and achievements forming the basis for this proposal, including as much detail as is practical. Use the activity names, program names or references as specified in your operational plan, AFS, expenditure organization, the Discretionary/Non-Discretionary Budget Addendum, or equivalent. Include the number of years that your agency has performed the subject activity, and also whether it is mandated by law. Provision of more information will afford reviewers the maximum insight into the circumstances upon which this proposal is based.

A. Provide detailed performance data evidencing the exceptional performance represented in your proposal. Be sure to note those specific performance indicators and standards which are particularly important. Provide any separate or narrative background information necessary to highlight or support the exceptional nature of the performance. All proposers must complete Format 1. Format 2 is to be used to report additional data which is not captured in LaPAS.

Using Format 1, list all objectives and performance indicators for the subject year and at least the immediately preceding year (three years of data is best) for the program (or equivalent) in which the subject activity occurred. Provide the performance standards from the enacted budget/LaPAS. For proposals based on activities which occur at the sub-program (or equivalent) level which are not directly reflected in the agency's LaPAS performance data, the data for the program (or equivalent) comprising such activity is *required*. In cases where multiple programs are involved, provide the performance data for the entire agency.

Format 1. Provide the LaPAS data using this format, attaching addenda as necessary.

Program (or agency):		Bureau of Community Supports and Services				
Objective:	Through the Bureau of Community Supports and Services, increase individuals enrolled in nursing home waivers (Elderly and Disabled Adult, Personal Care Attendant, and Adult Day Health Care Waivers) by at least 2,200 individuals over the next four years in accordance with the Barthelemy Settlement Agreement.					
	FY 2001		FY 2002		FY 2003	
Performance Indicators	Standard	Actual	Standard	Actual	Standard	Actual
PCA						
1. Number of waiver slots	N/A	124	149	149	174	362
2. Total number served in the PCA Waiver (PI code 16679)	N/A	117	N/A	125	N/A	264
3. Number currently served in the PCA Waiver (PI code 13399)	N/A	121	141	141	157	349
4. Number waiting for PCA waiver services (GPI)	N/A	641	N/A	585		162
ADHC						
1. Number of waiver slots	N/A	500	525	525	550	638
2. Total number served in the ADHC Waiver (PI code 16682)	N/A	447	N/A	394	N/A	564
3. Number currently served in the ADHC Waiver (PI code 13401)	N/A	410	430	430	533	600
4. Number waiting for ADHC waiver services (GPI)	N/A	72	N/A	201	N/A	140
EDA						
1. Number of waiver slots	N/A	679	979	979	1,579	1,779
2. Total number served in the EDA Waiver (PI code 16687)	N/A	473	N/A	N/A	N/A	1,672
3. Number currently served in the EDA Waiver (PI code 13403)	N/A	482	582	582	1,421	1,670
4. Number waiting for EDA waiver services (GPI)	N/A	3,116	N/A	5,592	N/A	1,987

N/A - Not applicable, as data were not collected for LaPAS during these fiscal years.

Use "Format 2" for instances where the agency's performance data in the enacted budget and LaPAS does not reflect the efforts and achievements associated with the activities forming the basis of your proposal. Provide clear and specific evidence of the establishment of an expected level of performance at the beginning of the fiscal year or before the activity was undertaken, which expectation could then be compared to actual achievements at year's end. Citation of specific source documents for this data is required.

Format 2.

Program (or agency):	FY 2001		FY 2002		FY 2003	
	Standard	Actual	Standard	Actual	Standard	Actual
Performance Expectation						
EDA:						
Days from linkage to Approval for services	120	>120	120	84.1	120	53.8
PCA:						
Days from linkage to approval for services	120	>120	120	136.0	120	78.0
ADHC:						
Days from linkage to approval for services	120	>120	120	113.0	120	42.2

In this space describe the circumstances and process related to development of the performance expectations presented in Format 2, including reference to specific source documentation.

Performance data was collected for these HCBS Waivers through a manual reporting system. The data collected addressed the amount of time required for an applicant to be approved or denied services after the applicant's name was reached on the Request for Service Registry. As discussed on Page 6, the initial performance expectation was to decrease access time in general and as the project proceeded, a standard of 120 days was established.

C. Expenditures. For the subject year and the preceding year, provide the following expenditure data for the program(s) (or equivalent) in which the subject activity occurred, as well as that for the entire agency. Provide this data using the format below, attaching addenda as necessary.

		Preceding Year	Subject Year
Program:	Med Vendor	FY 2001/2002	FY 2002/2003
3 waivers	End-of-year actual expenditures	\$10.1 million	\$16.8 million
	End-of-year actual T.O.		
Program:	Office of the Secretary/BCSS	FY 2001/2002	FY 2002/2003
	End-of-year actual Expenditures	\$6,147,425.00	\$6,778,888.00
	End-of-year actual T.O.	104	112
Agency:		FY	FY
	End-of-year actual Expenditures		
	End-of-year actual T.O.		

PART TWO: ACTIONS OF EMPLOYEES

Complete this Part if the achievements evidenced in your proposal are the result of the efforts of specific employees. Present this information in narrative fashion. You must include the employee names, job titles, and general contribution to the effort.

Use this space or attach a separate addendum.

Honorable Mention for BCSS Regional and State Office Staff:

BCSS Regional and State Office Staff went beyond the scope of their job duties to accomplish the objective of reducing access time and decreasing the time span between linkage and approval for waiver services. Although BCSS is not seeking compensation for BCSS staff as part of this proposal, the award would allow BCSS staff to become more efficient in how they perform the Medical Certification and tracking data for Quality Assurance and service monitoring. Providing the staff with better tools to perform their duties will constitute an award.

PART THREE: EXPLANATION OF PROPOSED REWARD AND ITS USE

I. Aggregate amount of reward requested:

\$359,700.00

II. Explain how the proposed reward funding would be used, whether for non-recurring expenditures or supplemental compensation, or both:

A. Non-recurring expenditures

Provide a synopsis of how the proposed reward would be used for nonrecurring expenditures.

BCSS proposes to obtain the Dragon Naturally Speaking Professional Software for the BCSS Regional Offices, the BCSS Help Line, and the BCSS Quality Assurance/Quality Enhancement Program. BCSS has received a quote from ICP of \$5,450.00 for each set-up. This quote includes the software, Acer Tablet Computers, Training, and Technical Support. The total cost for 66 computers/software would be \$359,700.00 as a one-time cost. Training our staff and providing technical assistance will be part of the initial purchase, assuring no additional cost for BCSS.

This software and tablet computers will enable BCSS to further automate activities thereby continuing to improve access and response time. Information collected for all waiver populations through the current Medical Certification and QA/QE processes; including the annual 5% monitoring conducted by BCSS Monitoring Staff, Critical Incident Reporting and Complaint Calls to the Help-line must be entered into an electronic data collection system by BCSS Staff. The Microsoft Office Pro, Dragon Naturally Speaking Professional 7.0 would be the most efficient software to accomplish data collection.

The purchase of this software and tablet computers would enable BCSS staff to record information in a variety of settings and in the most efficient way possible. Information will be entered into the tablet computer immediately by the spoken word and printed out later. Information would not be lost due to time constraints or failures to document.

The advantages of using this software on tablet computers are the mobility, accuracy of the information and the ease in which information can be stored and accessed.

BCSS believes that efficient data collection and retrieval will further reduce the access time for individuals entering the Home and Community-Based Waiver Programs by shortening the time BCSS needs to document and access information relative to the medical certification monitoring processes.

B. Supplemental Compensation

Provide a synopsis of the supplemental compensation plan for use of this reward, and how it would specifically be distributed among the staff responsible for the achievements evidenced in this proposal as described in Part Two (see R.S. 39:87.5(D)(6)).

Note: All proposals for supplemental compensation must be in compliance with rules of the Performance Review Subcommittee and the Department of State Civil Service.