

The mission of the DODD is to continuously improve the quality of life for Ohio's citizens with developmental disabilities and their families. Ohio is one of the nation's leaders in providing various residential options and supports to its citizens with developmental disabilities. The *imagine* application enables and supports this mission through a person centered process that fosters real-time collaboration for team members using innovative technologies

imagineIS

Implementing Person-Centered practices through innovative technologies

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Executive Summary

The Ohio Department of Developmental Disabilities (DODD), along with county partners and Governor's Office support, embarked on a "person-centered" business transformation process. As part of this effort, DODD engaged several national experts to design and develop the new person-centered process in alignment with the rule from the Centers for Medicare and Medicaid Services (CMS). Additional business drivers included: reduce administrative expenses; expand mechanisms for secured information sharing; develop software more rapidly using Agile project management methodologies; and create a configurable solution that is consistent with the current industry standard and future direction. The resulting *imagineIS* system delivers the person-centered approach and addresses DODD's business drivers.

To understand the scope and significance of the project, it is important to understand Ohio's developmental disabilities system. DODD oversees a statewide system of support and services for nearly 100,000 people with developmental disabilities and their families. 40,000 individuals within that population also receive service through one of the four DODD administered Medicaid waivers, which represent over 2 billion dollars in annual claim volume. 88 county boards of developmental disabilities deliver programs and services to county residents. The system is county-based, meaning each of the 88 counties have largely unique business processes and service delivery systems that are tailored to the needs of their local community.

During the initial project discovery phase, county staff manually "piloted" the person-centered approach. The resulting feedback was shared with DODD program and IT staff who analyzed alternatives to support the business transformation through an electronic solution. After fully reviewing the business case, DODD decided on a multi-faceted approach; using Microsoft Dynamics CRM® as the core platform to support the county boards. This tool allowed DODD to rapidly develop a configurable, yet customized application, to support county workers. It allowed county workers to interact with the system through configurable dashboards that surface alerts and notifications and utilize workflow management. The system makes it possible for counties to streamline administrative processes, while creating opportunities to engage the person accessing waiver and local services, their family and their entire team. The parallel web portal was developed to allow county workers to have real-time, transparent collaboration with individuals, families, guardians and providers, while dramatically reducing the cost to provide this level of collaboration. The tool was also integrated with other DODD CRM® solutions, such as Level of Care and Review Data Systems to provide a comprehensive view of the person.

Given the magnitude of the business transformation, DODD sought to ensure a smooth transition. With that goal in mind, DODD created the Continuous Circle of Support team for the statewide business transformation that included counties, individuals, families, guardians and providers. The team utilized the DODD *imagineIS* training environment to work with counties to plan, prepare, train, and implement *imagineIS*. The DODD ITS Call Center was utilized to address questions and issues.

Concept - Description of the Business Problem

Given that the developmental disabilities system is county-based, each of the 88 counties have, over the years, developed largely unique business processes and service delivery systems to meet the needs of their local community. The team identified the following items as key business processes that could be improved by adopting person-centered practices supported by a new technical solution:

- **Varying processes, procedures and providers across counties:**
County caseloads vary widely as do the resources to support those caseloads. In smaller counties, service support administrators (SSA) have developed processes and procedures to support service delivery in a fashion that was “good enough” to provide services to individuals. While these processes provided basic services to individuals, they often were siloed and lacking in collaboration and a standardized approach. The end result was inconsistency in planning and delivery across counties.
- **Staffing and technology resource constraints:**
Each county relies on local levy funding for operations. This funding model creates a strain on staffing resources and results in varying levels of technology implementation across counties.
- **Need for a person-centered planning solution and integration of DODD legacy data stores:**
Each county relied on DODD legacy applications to perform a variety of functions. This approach forced counties to log in and out of a variety of applications. There was no single location or repository that team members and the individual being served could look toward to review the plan in real time and provide updates, feedback and agreement. This includes documents, pictures and agreements that are critical for the SSA to better understand the person being served.
- **Focus on what is “important to” and “important for” the individuals:**
Many processes in place focused on routine service delivery; this focus led to a lack of input and satisfaction regarding the delivery of services for the individual. This creates a sense of disengagement from processes that affects the individual’s life.
- **Little collaboration across the team:**
When collaboration occurred it was typically done via phone or random emails. Getting the team together for meetings can be difficult while balancing schedules and resources.
- **Engaging providers and formal sign-offs on service delivery were manual processes:**
Provider engagement was limited to team meetings, monitoring of service delivery and follow-up audits. From a provider perspective, separate processes to document service delivery were cumbersome and viewed as unproductive.
- **No real-time information communication for the individual’s family and/or guardian:**
Given that many of the processes were paper based or driven via e-mail or phone calls; there was little opportunity for individuals and family to interact with the assigned SSA.

- **No document repository:**
Given much of the process was paper based or entered into local systems, there was no central electronic document repository for securely storing documents related to the individual's service plan.
- **No central location to encourage others to participate and support the individual:**
Counties had to manually track neighbors, physicians or other local service providers who may provide ancillary support to the individual.
- **No common area to adequately capture all of the services being delivered to an individual:**
Individuals receive many services and supports including Medicaid waiver, Local Services and other natural supports. There was no common repository for collecting and sharing information.
- **Lack of an integrated SSA (case management noting process):**
There was no standardized mechanism to interface with department costing, authorization and billing systems. While many counties used third party software to track SSA working hours, they did not have an electronic system that integrated with the Individual Service Plan (ISP) process and uniformly costed that work activity, including defined sampling and review of the claims submission.
- **Lack of a shared security module to support a single integrated system approach:**
All counties access the DODD's application portfolio to update data related to individual information demographics/functioning level, incidents and Medicaid related service delivery. County workers utilized an outdated security model that required yearly paper updates of security affidavits and multiple accounts depending on the county worker role. DODD was the sole approver for application access, creating delays in getting access to key applications.

Concept - Description of the Solution

With full visibility of the business challenges and clear direction on the desired end result, DODD began evaluating solution options. Given that DODD had several recent project deployments that were quite successful, including the Medicaid Service Support System (MSS) and the DODD Provider Portal DODD, the agency gave strong consideration to the development of a solution built on the .NET framework. This approach was tempered by the need to deliver the solution rapidly. The decision criteria that drove the adoption of Microsoft Dynamics CRM® were: configurability; ease of customization; time to market; out-of-the-box functionality that addressed usability and privacy concerns; and ability to interact with legacy data stores via service layer and ETL tools.

The newly designed *imagineIS* system would address issues identified in the business problem analysis. At a high level, the following goals were developed as part of the solution framework:

- Makes it easy to develop goal and outcomes by capturing information in eight key life areas, and sharing that information across the team. The team uses the information to develop the ISP.

- Design a set of process work flows to establish the foundation of a person-centered developmental disabilities system
- Establish an IT platform capable of supporting the designed work flows, which will create fidelity to the person-centered planning processes
- Provide complete information about each individual's ISP, including agreement and approval, goals, services, providers, funding sources and progress
- Provide an easy method for tracking agreement and approval of the ISP
- Track changes and create snapshots of the ISP for auditing, and consolidate reporting for easy distribution to stakeholders
- Leverage dashboards to allow caseworkers to easily see the status of ISPs and high-priority tasks
- Keep all team members informed of all outstanding tasks and key changes
- Replace manual processes for tracking and calculating local services, budgeting, funding sources and approval of services
- Integrate key data from other systems to streamline the case workers' workloads and provides a more complete view of the individual and their case

Based on the noted criteria, DODD selected Microsoft Dynamics CRM® as the primary platform for the solution development for county boards. ADX Studio®, a provider of web portal solutions based on Microsoft Dynamics CRM®, and .NET platforms were selected as the development platform for the associated individual, family, guardian and provider portal. DODD wrote customized code on the ADX® platform to provide individuals, families, guardians and providers a common look and feel that provides the necessary collaboration with county workers while utilizing dashboards, alerts and notifications. Data integration leveraged SCRIBE® software to handle complex queue-based integrations with legacy systems. DODD also used SharePoint® to manage document uploads. Team folders were setup to facilitate document storage and to allow SSA's to mark sensitive documents as confidential for restricted access. DODD also utilized the transformation and Dynamics CRM® implementation to move the field to industry accepted single sign-on security model using Microsoft® Identity Manager.

During the initial architecture review of the development processes for the *imagineIS* build, DODD included Bobby/508 compliance as part of the process. The selected Dynamics CRM platform provided the needed compliance and browser support. Follow-up testing was conducted with end users and Microsoft to validate compliance.

The *imagineIS* ITS Continuous Circle of Support (CCOS) team was created to support business transformation. Building on pilot project experience, the team developed training materials to support onsite, in-house and webinar training. The CCOS team uses a dedicated *imagineIS* training environment for scheduled events and system demonstrations. The environment can also be used by county staff, as needed and at their convenience. As adoption expands, the CCOS team is working with counties statewide to plan, prepare, train, implement and provide ITS CCOS services to county staff. Each county's staff completes three days of on-site, role-based training prior to go-live. This is complemented by the on-demand and as-needed assistance provided by the ITS Call Center and training team staff. Provider, individual and family, and

guardian trainings are completed with each county board shortly after their go-live date. Post Go-Live ITS CCOS services have been provided to over 1,000 participants through webinars; on-site training and provider, individuals and family training.

DODD is actively managing the engagement with counties to support continued adoption of the *imaginesIS* tool. As part of this adoption exercise, DODD is measuring all components of implementation, including outreach, training and support tickets. Additionally, DODD measures adoption by monitoring the number of ISPs that are completed through the *imagineIS* process. The ISPs are required as part of the Medicaid enrollment and redetermination process.

The *imagineIS* solution has received support from and been recognized by: Director Martin, county boards, stakeholders, The Administration for Community Living division of the Centers for Medicaid and Medicare Service (CMS), National Association of State Directors of Developmental Disabilities Services (NASDDDS) and the Governor's office. DODD ITS has also received requests from a significant number of government entities for information and demonstrations of the projects. The person-centered approach, software selected and development process align with IT strategic plans; enterprise architecture; agency business plans, goals and strategies.

Significance of the Improvement

The complex case management solution was developed to help individuals with developmental disabilities and their families create and coordinate service plans for skills development and achievement of individual life goals. The *imagineIS* objective was to eliminate cumbersome and disjointed county-by-county service delivery, replacing it with streamlined, person-centered case management that helps people achieve the best possible lives. The Centers for Medicaid and Medicare Services (CMS) recognized the *imagineIS* system, inviting the director and key implementers of the system to participate in a seminar in Washington D.C. entitled, *Putting the Person at the Center: Integrating Plans for Long-Term Services and Supports and Health Care Delivery through Health Information Technology*. *imagineIS* also received the Microsoft Dynamics Public Sector Industry Customer Excellence Award. DODD was recently invited by StateScoop® to provide information on the *imagineIS* system as it relates to person-centered approaches. Numerous states and government entities have also requested additional information about the system and implementation.

The *imagineIS* system and associated portal will ultimately replace the DODD Individual Demographic System (IDS) as components of IDS are re-factored into the *imagine* application. The role of IDS was to manage the demographics and associated information about individuals. The associated information includes processes and associated data stores such as waiting list (WL); Acuity Assessment (AAI); Developmental Disabilities Profile (DDP) and Patient Assessment Resident Review (PASR) data that will be placed together in an assessment center concept. Several new

assessments, including prior authorization of services, Behavior add-ons and Nursing Needs will also be added as part of the assessment center effort.

DODD is also actively working to migrate the *imagineIS* and other DODD CRM® based assessments to the Microsoft cloud. This migration will allow DODD to leverage new capabilities being offered on the Dynamics 365 CRM® platform, stay aligned with industry trends and provide customers with a positive user experience. This approach also allows DODD to explore the ability to more readily share the solution with interested entities. The transformation is a significant business evolution that not only includes the *imagineIS* case management system, but moves DODD to a place where it will have a comprehensive system that provides a one-stop view of the individual.

While *imagineIS* was deployed as a pilot in 2014, DODD continues to receive feedback from counties and stakeholders. This feedback has resulted in a metamorphous of the original design. The system today includes functionality and features that were not part of the original pilot including, case noting; operational and navigational functionality and other significant process improvements.

Impact

A staff person commented “Unlike most technology engagements,” “this one helps folks directly—it’s a story about changing people’s lives.” That quote succinctly defines the impact of the *imagineIS* system.

Notable benefits for SSA Directors and SSAs include, managing work through dashboards, alerts and notifications; giving the SSA Directors the ability to have oversight and approval over staff work; the SSA scratchpad and SharePoint® document management functionality; the ability to restrict access to uploaded SharePoint® documents that are sensitive in nature; process improvements that allow county finance managers to manage local dollars; and implementing a standard, local service taxonomy.

For providers, the system implementation means that efforts will become less focused on a “prescription” of service and more focused on what is “important to” and “for” the individual. An outcome based approach with emphasis on action steps and feedback through a learning log will become the new “norm”.

The system transparency gives individuals and families the ability to inform SSA’s what is “important to” and “important for” them; which facilitates effective communication. Additionally, behavior support committees can provide feedback and agreement to individual service plans in cases of aversive supports that may be necessary in the day-to-day support of individuals.

From a business perspective, the user base is very excited by the new imagine system. Never before in the State of Ohio have county boards of developmental disabilities had an application that used electronic processes to facilitate collaboration for team members. The new system helps individuals with developmental disabilities and their families/guardians create and coordinate service plans for skills development and achievement of individual life goals, utilizing person-centered principals. The portal

component of the imagine application allows individuals, families and guardians to collaborate with case managers. Individuals are able to share basic information about likes and dislikes and have the ability to upload pictures and can view the custom dashboards that provide alerts and notifications. These alerts facilitate timely communication to provide feedback and agreement about services received. Providers are also more integrated into the process as they now could develop action plans and steps for service delivery along with sharing feedback about outcome results. The electronic collaboration across the team not only provides more focused service delivery, but also allows county case managers and providers to focus on the individuals they serve, rather than documenting service delivery through outdated paper forms. From a county board perspective, the new process streamlines the case management assignment process for supervisors and direct day-to-day case managers.

Through the imagineIS adoption process, DODD has noted that for the 14,000 plus individuals in the 34 counties presently using *imagineIS*, over 22% of individuals have developed ISP's using the new system. For the 5,500 people that are on the waiver in these counties, almost 2,500 ISP's have been created. Beyond the waiver community, there are almost 9,000 "local" individuals utilizing the *imagineIS* system. Qualitatively, DODD has received a positive response from state, county, individuals, families and providers.