



**Department
of Health**

Medicaid
Redesign Team

Workforce Deliverables and Deadlines

**All PPS Meeting
December 11, 2015**

December 2015

Workforce Deliverables and Deadlines

Milestone / Deliverable	AV Driving?	Prescribed Reporting / Completion Date
Workforce Strategy Spending	Yes	Baselines: DY1, Q4 Actuals: DY1, Q4 and subsequent Q2 and Q4
Workforce Staff Impact Analysis (Redeployment/Retraining)	Yes	Baselines: DY2, Q1 Actuals: DY2, Q2 and subsequent Q2 and Q4
Workforce New Hire Analysis	Yes	Baselines: DY2, Q1 Actuals: DY2, Q2 and subsequent Q2 and Q4
Milestone #4: Produce a Compensation and Benefits Analysis.	Yes	DY1: DY2, Q1 DY3: DY3, Q4 DY5: DY5, Q4
Milestone #1: Define target workforce state (in line with DSRIP program's goals)	No	None – Suggested completion date of DY2, Q1
Milestone #2: Create a workforce transition roadmap for achieving your defined target workforce state.	No	None – Suggested completion date of DY2, Q2
Milestone #3: Perform detailed gap analysis between current state assessment of workforce and projected state.	No	None – Suggested completion date of DY2, Q2
Milestone #5: Develop training strategy.	No	None – Suggested completion date of DY2, Q2

Workforce Strategy Spending

Prescribed Reporting / Completion Date:

- Baselines: DY1, Q4
- Actuals: DY1, Q4 and subsequent Q2 and Q4

- PPS will provide details on expected workforce spending based upon semi-annual reporting periods across the waiver period.
 - Total annual amounts must align with commitments in the PPS's DSRIP application.
 - PPS are expected to provide updates in each quarterly report on their workforce strategy spend as applicable. Updates required for Q2 / Q4 will be considered as part of AV evaluation.
- The funding type will be broken down by the PPS into four categories:
 - New Hires
 - Redeployment
 - Retraining
 - Other
- Funds may be shifted from one category to another within the Workforce budget, as long as the PPS stays true to their overall spend commitments.
- Spend should be applicable to the period in which PPS is reporting. For example, DY1 funding should represent funds spent between April 1, 2015 – March 31, 2016.

Workforce Strategy Spend UPDATES

- Change in approach for validating workforce strategy spend in DY1-3.
 - Previous guidance: For DY1-DY3, the PPS must reach the minimum spending thresholds of 80%-85% of **annual** spending in order to earn the Achievement Value.
 - New guidance: For DY1-DY3, the PPS must reach the minimum target of 80%-85% of **cumulative** spending in order to earn the Achievement Value (see chart below).
- Enables PPS to spend over 100% of its workforce spend in a given year and be credited for the surplus.

DSRIP Year	Previous Validation	New Validation (using cumulative spending)
DY 1	80% of DY1 spending commitment	80% of DY1 spending commitment
DY2	80% of DY2 spending commitment	80% of cumulative DY1 + DY2 spending commitment
DY3	85% of DY3 spending commitment	85% of DY1 + DY2 + DY3 spending commitment
DY4	90% of total spending commitment	90% of total spending commitment

Workforce Strategy Spend UPDATES

- Due to PPS concerns of hitting their workforce spend commitments in DY1, DOH will apply a 25% discount factor to the DY1 Workforce Strategy Spend target.
 - The amount that comes off the DY1 commitment would need to be re-allocated across the DY2-4 commitments to ensure that PPS are on track to hitting their overall spend by DY4. PPS should reallocate the funds appropriately to ensure they can meet the revised spending commitments in DY2-4.
 - A 25% discount provides an average discount of about \$865,000 that will need to be reallocated to DY2-4 commitments at PPS discretion.
- The proposal gives PPS flexibility in DY1, while still holding to overall workforce spending commitments.
- PPS will need to spend 80% of reduced DY1 spending commitment to earn the Achievement Value in DY1.

Workforce Strategy Spend: Example of 25% Discount

Original DY1 Spend Target: \$3,500,000

Step 1: New DY1 Spend Target

- Original DY1 Spend Target – (Original DY1 Spend Target * 25%) =
New DY1 Spend Target

$$\$3,500,000 - (\$3,500,000 * 25\%) = \$2,625,000$$

Step 2: Total Discount (amount to be reallocated in DY 2-4)

- DY1 Spend Target – New DY1 Spend Target = Total Discount
- Amount needs to be reallocated across DY2-4 at PPS discretion.

$$\$3,500,000 - \$2,625,000 = \$875,000$$

Step 3: To earn AV, PPS must spend 80% of their New DY1 Spend Target

- New DY1 Spend Target * 80% = Minimum amount PPS needs to spend in DY1 to earn Workforce Strategy Budget AV

$$\$2,625,000 * 80\% = \$2,100,000$$

Workforce Staff Impact and New Hire Analysis

Prescribed Reporting / Completion Date:

- Baselines: DY2, Q1
- Actuals: DY2, Q2 and subsequent Q2 and Q4

- PPS will provide details on annual staffing impact broken down by staff type.
 - PPS should report any updates to workforce staff impact and new hire analysis modules on a quarterly basis as applicable.
- Reporting will be entered into a matrix of *Job Titles* vs. *Facility Types*.
- These tables will be built into MAPP for PPS reporting.
- The following are required data elements for measuring and reporting Staff Impact:
 - New hires
 - Redeployed
 - Retrained
 - Other
 - Full placement (compensation \geq 95%)
 - Partial placement (75%-95% compensation; i.e., \geq 75% and $<$ 95%)

Milestone #4: Compensation and Benefits Analysis

Prescribed Reporting / Completion Date:

- DY1: DY2, Q1
- DY3: DY3, Q4
- DY5: DY5, Q4

- The purpose of the Compensation & Benefits Survey is to capture a *snapshot in time* and examine workforce trends within each PPS in order to:
 - Inform education and training requirements for PPSs and their partners,
 - Guide retraining for redeployed workers and employee support programs, and
 - Advance health care workforce research and policy development while demonstrating DSRIP impact.
- The State is requesting a consistent set of data elements to be collected and reported by all PPS.
- PPS will collect a set of required elements, but are also encouraged to collect additional data fields that are appropriate for a complete understanding of the workforce (and impact of DSRIP on the workforce) in the PPS.

Additional Prescribed Milestones: Milestones 1, 2, 3 and 5

Prescribed Reporting / Completion Date:

- None

- For milestones that are due within the reporting period, documentation will be required to provide evidence of milestone achievement.
- PPS have identified completion dates for the non-AV driving milestones in their Implementation Plans, and the IA will be monitoring PPS progress towards the completion of the milestones against those dates. However, given the direct connection between the Workforce Staff Impact baseline data (due DY2 Q1), the Compensation & Benefits analysis (due DY2 Q1), and the remaining workforce milestones, it is suggested that the other workforce milestones be completed on a schedule consistent with the due dates for the AV driving milestones:
 - Milestone #1 (target workforce state): DY2 Q1
 - Milestone #2 (workforce transition roadmap): DY2 Q2
 - Milestone #3 (gap analysis): DY2 Q2
 - Milestone #5 (training strategy): DY2 Q2
- PPS will be able to provide narrative updates to the IA for instances when they are unable to complete a milestone by the committed completion date.

Questions?

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