



Colorado Case Management (CMA) Change Management and Transition Plan Template

The CMA Change Management and Transition Template is designed to help you identify critical aspects of change your agency will need to navigate as part of the Colorado Case Management Redesign (CMRD). Carefully read each section and provide a brief response or fill in the information requested. Support for completing this template is available through the Department contractor, Health Management Associates, and their assigned CMA coaches.

SECTION A: Contact and Background

Organization Name:	Envision Creative Support for People with Developmental Disabilities
Address:	1050 37 th Street / PO Box 200069 Evans, CO 80620
Phone Number:	(970)339-5360 / (970)313-2603
Email:	cewert@envisionco.org

Current contract(s) for case management:

Contract type:	Community Centered Board
Current catchment area:	Weld County

Key personnel responsible for CMRD transition processes, including staff responsible for continuity of current contracts and transition responsibilities (incoming or outgoing) during closeout or new contract award:

Linda Medina, CM & QA Director
Celeste Ewert, Executive Director
RuthMary Lyons, Finance & Administration Director
VACANT, Transition Navigator

Number of current members receiving case management, by county (by type: SEP, CCB, PCMA) as of November 1, 2022:

County	Type of CMA (SEP, CCB, PCMA)	# Enrolled Members as of 11/1/22
Weld	CCB	842

SECTION B: Operational Continuity Through CMRD Transition

1. What structural changes will your agency employ between now and July 1, 2024, including but not limited to subcontracting, organizational changes, or divesting of services? If so, describe anticipated changes, including timeframe and any other key partners involved.

Envision will be divesting Case Management Services and working with the new Case Management Agency (CMA), the Area Agency on Aging (AAA) to transition people/families currently served through Envision CM to the new CMA. Our primary goal and focus are to ensure a smooth transition assuring no gaps or disruption of services to anyone. Our preferred timeframe is ASAP (preferably cohort 1) as we are struggling to maintain case managers in the current climate of uncertainty. In addition to Envision (staff and Board of Directors), and the AAA, Envision will involve Health Management Associates, HCPF, people supported and their families/guardians, the Arc of Weld County, Program Approved Service Agencies (PASAs) currently serving people in Weld County, OHCDs, RAE, and General Vendors.

2. Briefly describe your continuity strategy for each of the following processes and functions through June 30, 2024, and list key personnel (management) responsible for each:

Function	Key Personnel	Contact Info	Description
Information, Screening and Referrals	Lori Ruscko, Intake CM Supervisor Linda Medina, CMQA Director Vicky Jacobson, Intake Technician VACANT NEW POSITION, Transition Navigator	lruscko@envisionco.org (970)652-3838 lmedina@envisionco.org (970)313-2659 vjacobson@envisionco.org (970)313-2606 To be determined (new position)	Continue providing information about applying for services, services available, processing applications and completing eligibility determination, referring for community and State or Medicaid funded services as appropriate.
Intake/Eligibility Determinations	Lori Ruscko, Intake CM Supervisor Linda Medina, CMQA Director	lruscko@envisionco.org (970)652-3838 lmedina@envisionco.org (970)313-2659	Continue providing information about applying for services, services available, processing applications and completing eligibility determination, referring for community and State or Medicaid funded services as appropriate.
New Enrollments	Anissa Gonzales, Children’s CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor Lori Ruscko, Intake/SGF CM Supervisor Linda Medina, CMQA Director	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625 lruscko@envisionco.org (970)652-3838 lmedina@envisionco.org (970)313-2659	The CM Supervisors will continue to enroll all people determined eligible into the appropriate Medicaid Waiver or State General Funded Program. This will occur for all new referrals while we are still the CMA. Information regarding CFCM/CMRD will also be provided to all new people/families enrolled into services.
Community Transitions from Institutional Settings	Linda Medina, CMQA Director	lmedina@envisionco.org (970)313-2659	If a referral for Community Transition from an Institutional Setting is received, the CM Director will assign a CM and work with them to complete necessary steps to assist the individual to complete a transition.

Functional Assessments	Anissa Gonzales, Children's CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625	Completed by all Medicaid Waiver case managers as needed.
Annual Support Plan Development	Anissa Gonzales, Children's CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor Lori Ruscko, Intake/SGF CM Supervisor Linda Medina, CMQA Director	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625 lruscko@envisionco.org (970)652-3838 lmedina@envisionco.org (970)313-2659	Completed by all Medicaid Waiver and State General Fund case managers as needed.
Prior Authorizations	Anissa Gonzales, Children's CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor Linda Medina, CMQA Director	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625 lmedina@envisionco.org (970)313-2659	Completed by all Medicaid Waiver case managers as needed.
In-person Monitoring	Anissa Gonzales, Children's CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625	Completed by all Medicaid Waiver and State General Fund case managers as needed.
Client Notices and Appeals	Anissa Gonzales, Children's CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor Lori Ruscko, Intake/SGF CM Supervisor Linda Medina, CMQA Director	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625 lruscko@envisionco.org (970)652-3838 lmedina@envisionco.org (970)313-2659	Completed by all Medicaid Waiver and State General Fund case managers as needed.
Critical Incident Reporting and Management	Anissa Gonzales, Children's CM Supervisor Susan Brennan, Adult CM Supervisor Sahrah Bliss, Adult CM Supervisor Lori Ruscko, Intake/SGF CM Supervisor	abillianor@envisionco.org (970)313-2679 sbrennan@envisionco.org (970)313-2677 sbliss@envisionco.org (970)313-2625 lruscko@envisionco.org (970)652-3838	Completed by all Medicaid Waiver and State General Fund case managers as needed. Anissa Gonzales will monitor for timely follow up.

	Linda Medina, CMQA Director	lmedina@envisionco.org (970)313-2659	
Human Rights Committee (CCB only)	Susan Brennan, Adult CM Supervisor Linda Medina, CMQA Director	sbrennan@envisionco.org (970)313-2677 lmedina@envisionco.org (970)313-2659	Referrals to HRC completed by all Medicaid Waiver and State General Fund case managers as needed.
Waiting List Management (CCB only)	Linda Medina, CMQA Director	lmedina@envisionco.org (970)313-2659	As the CCM is populated with WL information, all CMs will begin update WL records as needed.

3. Describe your agency’s strategy to ensure operational continuity for the delivery of all your current case management services and functions through June 30, 2024. What risk mitigation strategies is your agency using?

We pray a lot! We also provide recognition and appreciation to staff to try to encourage them to stay with us until the transition occurs, and to go to the new CMA. Envision paid “retainer” bonuses of a half month’s wages in December 2022, \$500 in March 2023, and a half month’s wages minus the \$500 given in March, in June 2023. Additionally, the Executive Director and Human Resources Director offer “CM Huddles” every-other week to provide updates, answer questions, and allow staff to discuss how they are feeling. Since the Intent to Award was announced, we are also inviting leadership from AAA to these meetings. Because of the staffing crisis we have had and are continuing to experience, we have “called back” some former case managers who are willing to help us through the CM transition, although we are still short staffed and these people do not intend to continue to move over to the new CMA, which is still a challenge. We have been meeting with the AAA to discuss collaboration efforts regarding hiring/retaining staff, and ensuring a successful transition of all people/families.

4. Describe your agency’s plan for ensuring continued member choice of case manager through July 1, 2024.

Because we are short-staffed in Case Management, and caseloads are extremely high, movement between caseloads is an even bigger challenge. We do however still allow people/families a choice in case manager or changing case managers if they are not satisfied with the one with whom they are working. Often times, although also carrying a case load, people/families may be given a CM Supervisor or even the Director as an option for their case manager. Envision encourages all case managers to be thoughtful, responsive and timely to all people/families receiving or seeking services.

SECTION C: Ensuring Conflict-Free Case Management

1. Does your organization currently deliver any direct home and community-based services within the same area where your organization currently delivers, or plans in the future to deliver, case management services?

Yes No

- a. If yes, describe your plan for compliance with Colorado Conflict-Free Case Management requirements effective July 1, 2024.

Envision will cease provision of case management services upon transition to the new CMA, the Area Agency on Aging.

- b. If applicable, list the specific direct services your organization intends to deliver under the exception policy, by county, as described in [HCPF Informational Memo HCPF IM 22-014](#).

N/A

SECTION D: Staff Retention and Capacity through CMRD Transition

1. Describe your current staff capacity for the delivery of all case management functions under your current case management contract, including executive, administrative, supervisory, and case management services, listing the number of FTE and vacancies over time.

Staff Role/Location	Number of FTE/Vacancies							
	July 1, 2022		Oct. 1, 2022		Jan. 1, 2022		March 15, 2023	
Case Managers	16	4	17	3	17	3	15	5
Case Management Supervisors	5	0	5	0	5	0	4	1
Case Management Technicians	3	1	4	0	4	0	4	0

2. Describe transition plans for any case management staff moving between your organization and any other case management organizations that will occur before July 1, 2024.

There has been consistent communication between Envision and the Area Agency on Aging regarding staff intending to transition from us to them. The AAA has agreed to do “early hiring” in which they will post positions, Envision employees who are interested in moving to the AAA will apply, and possibly be offered a position with AAA, that would be contingent upon their continuing with Envision until their caseload transitions. We are in the middle of a survey of staff to find out what everyone’s intentions are, and communicating with AAA so they know how many other positions they may have open, even after making offers to staff currently with Envision. We are encouraging all staff effected by CFCM/CMRD to consider the people/families with whom they work, and how much better it would for them to transition to the new agency while still maintaining stability with the case manager with whom they have been working. We have also discussed with the AAA about the possibility of sub-contracting some of the services until the full transition occurs.

3. Describe strategies you have deployed or plan to deploy to maintain case management capacity through June 30, 2024, including personnel recruitment and retention efforts.

Envision continues actively recruiting for vacancies, and is transparent with all candidates regarding the changes that are occurring. We also reassure those candidates, and all current staff, that the AAA needs trained professional staff experienced in I/DD case management to continue doing the work that they have been doing with us, and will need to hire even more people that we currently have. We successfully convinced two former Envision case managers to return for time-limited, temporary positions that are working well for their current life circumstances. While this is helping Envision until the transition occurs, this does not help AAA when they become the new CMA. We have provided two pay increases since the announcement that our agency was not bidding on the CMA RFP, and we have paid two retainer payments to affected staff with each one equal to a half-month's wages. We hosted "Coffee Talks" with board members, we offer a "CM Huddle" every-other week, the Executive Director is more frequently attending department team meetings, we allow for remote work/flexible schedule when possible, have a case management appreciation day in July, and employee appreciation lunch in September. Through a grant with Northeast Health Partners, Envision will be hiring a Transition Navigator to help during and after the transition of case management to the new CMA. This position will be responsible for responding to walk-ins, emails, mail and phone calls/voicemail of people needing services or seeking a case manager, and providing them with updated contact information and processes. If it is a new person/family seeking services, they may be able to provide the application/intake paperwork, and direct them to submit it to the AAA when complete.

SECTION E: Change Management and Communications Plans for CMRD

Change Management Plan

1. Describe your organization's change management plans effective through July 1, 2025 (one year after CMRD implementation). Consider the following in your response:
 - a. Does your organization have a written change management plan, inclusive of both technical change and adaptive change?

Yes No

- a. If so, briefly describe the elements of the plan and how your organization is tracking and measuring progress of the change management plan.

Change Management Plan is attached.

- b. If you prefer, feel free to attach a copy of your change management plan and tracking process to this change management and transition plan.
 - b. What is the shared vision/purpose for the upcoming changes as articulated in your change management plan?
 - a. Who was involved in defining this vision?

The goals of our Change Management Plan that were developed with the Board, staff and AAA are to:

- Ensure a smooth transition for people and families receiving services from Envision to the AAA.
- Mitigate any disruption to services.
- Build trust and confidence with people and families receiving services.

- c. How are staff and external stakeholders engaged in change management and sustaining the planned changes?

At least weekly updates are provided by the Executive Director in both verbal and written communications, CM Huddles happen every-other week, updates are provided at the monthly board meeting and through the Executive Director’s written monthly reports. Additionally, case management meets every 2-3 months with PASAs who serve most of the people/families in Weld County, and updates are provided during those meetings. We are developing a survey that will be sent to all staff, people/families supported, PASAs and Vendors about what works well, what could be improved, and other thoughts/suggestions to be considered during the transition and redesign. The survey will be developed and sent to stakeholders with the communication information for the new CMA, and the timeframes we are expecting to begin moving people. Ideally, we will know all of this information and send communication and the survey out before the end of July, 2023.

- d. Describe any particular concerns or fears about change management in your community during the period June 1, 2023 – June 30, 2024 and how your agency is addressing these issues.

There is significant concern about our ability to retain the staff that we still currently have, especially the longer that it takes for us to transition. We are also concerned that even if we can maintain employees, there are several who currently do not have a desire to move to a county entity; although they will be making significantly more money, they are hesitant because of the lack of flexibility with schedules and remote work that many are accustomed to. Losing that knowledge and the relationships with people/families would be a big challenge. There is uncertainty about how records will be transferred to the AAA, especially the notebooks and boxes of many paper files. We are addressing these issues through ongoing, open communication with the AAA, employees, and stakeholders.

Communication Plan

1. Does your organization have a Communications Plan that is part of your overall Change Management Plan? Consider the following in your response: **Yes – please see attached Communication Plan.**
- a. Describe your external communication, engagement and outreach strategy, with timelines through June 30, 2024, for each of the following audiences. Include a description of key types of information to be communicated (e.g., CMRD updates, organizational plans at different stages, opportunities for input on decisions, upcoming changes), processes and modalities (including non-electronic forms of communication, staff responses to inquiries, and ensuring equitable access to information).

Audience	Communication, Engagement, and Outreach Strategy
People receiving services	Addressed in the Communication Plan.
Families of people receiving services	
Home and community-based service providers	
County or local government entities	
Key partners and community	

resources (schools, vocational rehabilitation, early intervention/ early childhood programs, child welfare, housing programs)	
Consumer/family advocacy organizations	
General public and local community	
Other (if any)	

- b. Describe your internal communication and engagement strategy with staff about your transition plans and key personnel responsible (and subcontractors, as applicable). Include timelines through June 30, 2024 and a description of engagement and input opportunities for staff, and both formal and informal communication processes.

Audience:	Communication and Engagement Strategy
Staff	
Key Personnel	
Subcontractors	
Other (if any)	

Unwinding from the Public Health Emergency

Please describe your efforts related to supporting members to renew Medicaid eligibility and ensure smooth transitions during the Colorado post continuous coverage period (through April 2024).

Case managers will continue to remind individuals and families to respond immediately when receiving Medicaid Redetermination paperwork, completing and submitting as soon as possible to reduce the chance of experiencing a lapse in Medicaid, due to the current workload causing extensively long processing periods. Case managers will continue to monitor our internal tracking and the tracking provided by HCPF of the annual Medicaid redetermination dates for individuals, reaching out two months prior to remind them to complete paperwork, if information is available. We continue to work with DHS on those that have lapsed eligibility, to keep the names on the forefront and ask DHS to address ASAP.