



Connecticut Department of Developmental
Services (DDS) Transformation Initiative

October 4th, 2022

Project Approach and High-Level Timeline

Project Phases

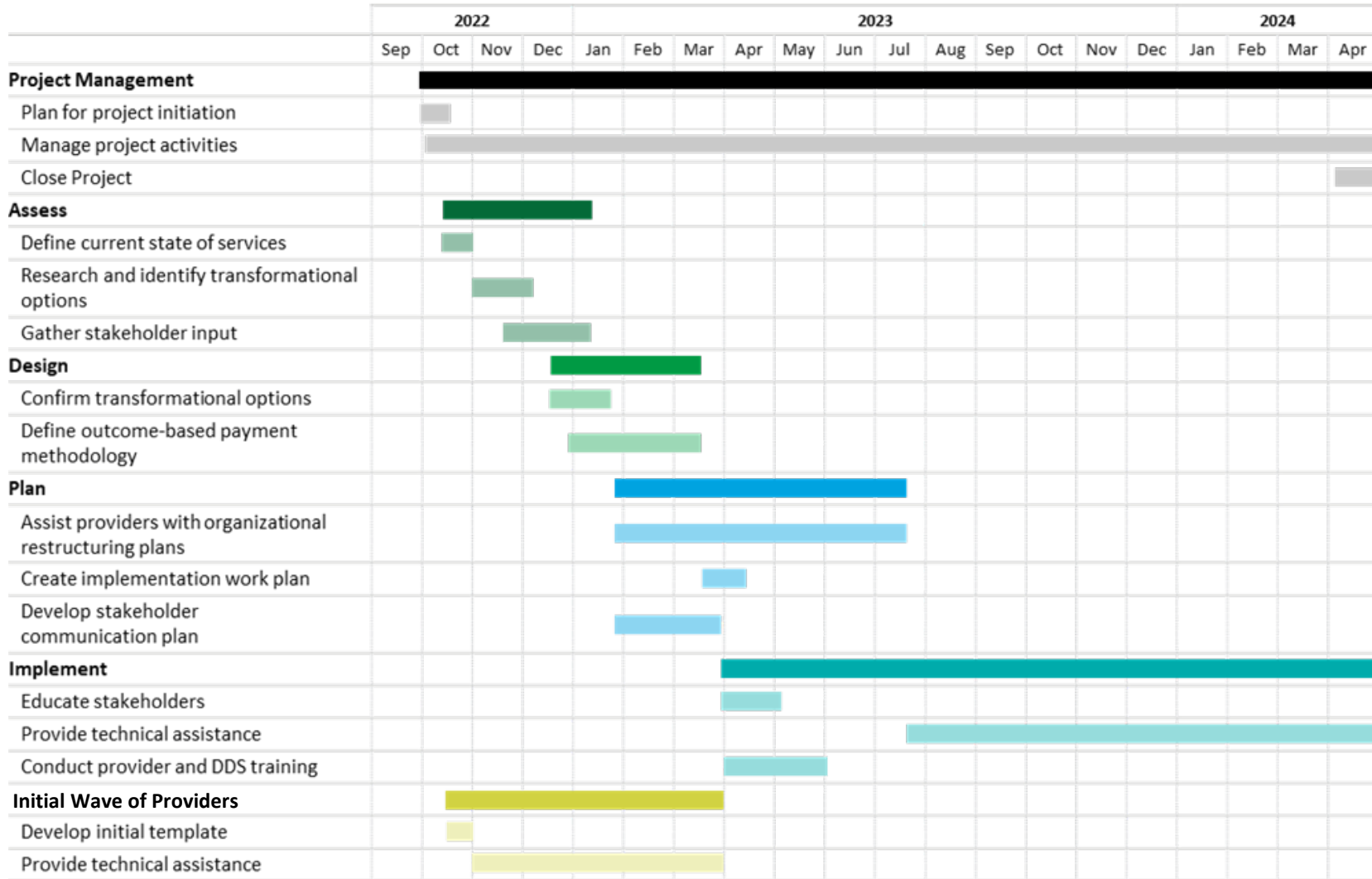
We will engage in key project phases or areas: Project Management, Assess, Design, Plan, Implement, and Initial Wave of Providers.



- **Project Management:** Plan for and guide efforts
- **Assess Phase:** Review the current state of Connecticut services and examine best practices from other states
- **Design Phase:** Identify and support DDS to select a transformational approach and develop necessary payment framework
- **Plan Phase:** Create guidance and communications to support providers to develop plans to implement the transformational model. Communicate updates to other stakeholders
- **Implement Phase:** Educate and support stakeholders through the transformational process through materials, trainings, and technical assistance
- **Initial Wave of Providers:** Support providers to get an early start on preparing for transformation

High-Level Project Timeline

Below our team has outlined the overall project support by month.



Key Delivery Periods

- **Assess Phase:** October 2022 – January 2023
- **Initial Wave of Providers:** October 2022 – March 2023
- **Design Phase:** December 2022 – March 2023
- **Plan Phase:** January 2023 – July 2023
- **Implement Phase:** April 2023 – April 2024

SOW Highlights

SOW Highlights

The Statement of Work contains the following key elements and associated work products:

Project Management Phase

Phase Overview: Develop a work plan with timelines and start-up activities to develop, implement, train, and communicate the transformational planning process. Use the approved work plan to manage project activities over the duration of the engagement.

Work Product Name	Description
Project Work Plan	Detailed project plan documenting project phases, activities, assigned resources, start and end dates, dependencies, and milestones
Project Governance Structure	Framework detailing the set of activities and guidelines that determine how the project will be planned, executed, and managed
Status Reports	Document covering a range of topics including overall project status, key decisions, changes, timeline, and risks and issues
Final Project Report	Detailed report highlighting accomplishments, deliverables and timelines, and summary of project efforts

SOW Highlights

The Statement of Work contains the following key elements and associated work products:

Assess Phase

Phase Overview: Assess current system, including existing policies, reimbursement methodology, and service delivery plan. Research up to five other states implementing transformational system changes, identify leading practices from those states, and evaluate options from other states. Gather stakeholder input through up to four virtual input sessions, develop an electronic survey tailored to diverse stakeholder groups, and provide a summary of responses/feedback.

Work Product Name	Description
Current State Review	Environmental scan of HCBS transformational initiatives across identified states
Stakeholder Feedback Summary	Document providing a summary of stakeholder feedback on HCBS redesign, including transformational options
Stakeholder Survey	Tool to collect inputs regarding alternative community-based settings

SOW Highlights

The Statement of Work contains the following key elements and associated work products:

Design Phase

Phase Overview: Provide transformational options, assist the State’s ARPA team in understanding how these options would fit into the DDS system including required changes to 1915(c) applications and impacts to budget neutrality, and support DDS in selecting a final option.

Create recommendations for outcome-based incentives with appropriate metrics for DDS qualified providers to achieve in order to receive future payments. Develop a high-level transition plan focused on the operational changes required for DDS to implement the payment model changes.

Work Product Name	Description
Option Summary	Description of the DDS selected transformation model payment method that can be used for internal and external education
Transition Plan	Document, including prompts, to help providers think through changes needed to implement the payment model changes

SOW Highlights

The Statement of Work contains the following key elements and associated work products:

Plan Phase

Phase Overview: Assist providers with organizational restructuring plans by developing a template and guidance materials, facilitating virtual sessions to review guidance, and facilitating office hours to support providers in developing their plans. Develop an implementation work plan to identify the required activities to guide the implementation of the transformational model. Create a stakeholder communications plan that describes the target audience, type of information communicated, frequency, channel, and owner.

Work Product Name	Description
Transformational Plan Template	Document, including prompts, to help providers think through changes needed to implement the transformational model
Guidance Materials	Documents created to accompany the transformational plan template to facilitate its completion through additional explanation
Implementation Work Plan	Document including the activities, milestones, dependencies, and timeline required to successfully implement the transformational model
Communications Plan	Document outlining the target audience, the information to be communicated, communication methods and timeline

SOW Highlights

The Statement of Work contains the following key elements and associated work products:

Implement Phase

Phase Overview: Educate stakeholders to facilitate the transformational process by creating up to three targeted educational materials and conducting virtual informational forums. Provide ongoing technical assistance through weekly technical assistance office hours. Develop and conduct provider and DDS training that includes up to three courses for DDS staff and up to three courses for providers

Work Product Name	Description
Targeted Educational Materials	Educational materials that describe the transformational model selected for specific audiences
Stakeholder Summaries	Report summarizing feedback shared in each stakeholder informational forum
Training Course Outlines	Map of the content to be included in the training course including modules, lessons, and topics
Training Course Materials	Documents, products, and materials to be used in the training sessions

SOW Highlights

The Statement of Work contains the following key elements and associated work products:

Initial Wave of Providers Phase

Phase Overview: Develop an initial Transformation Plan Template based on DDS initial criteria to support providers willing to begin before the transformational model has been decided. Provide technical assistance to support the initial wave of providers with completing their Transformational Plan Template and implementation through weekly technical assistance office over an approximate five-month period.

Work Product Name	Description
Initial Transformational Plan Template	Initial draft of document, including prompts, to help providers think through changes needed to implement the transformational model