



PATH SUPPORT FOR IMPLEMENTATION OF ECM AND COMMUNITY SUPPORTS GUIDANCE: COLLABORATIVE PLANNING AND IMPLEMENTATION INITIATIVE

Introduction

CalAIM is designed to build a whole system, person-centered approach to care, in which clinical and social services are integrated to support people's health and wellbeing throughout their lives. As a statewide, population health initiative, CalAIM will reach all Medi-Cal members while focusing particularly on advancing health equity by expanding resources available to populations and communities that have been historically under-resourced and under-served. CalAIM is an evolution of the intense work DHCS and its partners have been supporting in providing whole person care. California has been innovating in the delivery of integrated physical, behavioral and social services particularly through the Whole Person Care (WPC) and Health Homes Pilots in select regions of the state. Based on the success of these pilots and experience in Home and Community Based Services (HCBS) programs, a first stage of CalAIM implementation involves scaling impactful services from these initiatives statewide through Enhanced Care Management (ECM) and Community Supports (California's nomenclature for the proposed list of state approved In Lieu of Services/ILOS).

California has received targeted expenditure authority for the "Providing Access and Transforming Health" (PATH) initiative as part of its section 1115 demonstration renewal to scale whole person approaches to care statewide with a clear equity lens, ensure a strong foundation for integrated, comprehensive care, and a smooth transition from WPC and Health Homes that retains investments made by the state, local partners, and the federal government. PATH will provide services to members during the transition to CalAIM and will also provide tools and resources to county and community-based providers including public hospitals, county, city and other government agencies, justice agencies, community-based organizations (CBOs), Medi-Cal Tribal and Designees of Indian Health Programs and others to ensure a successful implementation.

PATH is comprised of multiple aligned initiatives that will support implementation of ECM and Community Supports services in varying ways. See the DHCS Funding Opportunities summary document [here](#) and California's approved 1115 Waiver [Special Terms and Conditions](#) for additional detail on the various PATH initiatives.

This document is solely focused on the PATH Collaborative Planning and Implementation (CPI) Initiative. This guidance captures the latest program design elements of this initiative as of 05/02/2023. Updated guidance for this initiative may be disseminated in future webinars, guidance memos, FAQs, or application/registration forms. Any future guidance will supersede this guidance document and will be posted on the [PATH section of the DHCS CalAIM](#) website. Stakeholders are encouraged to visit the website to view the latest guidance available for this initiative.

Collaborative Planning and Implementation Initiative

Overview

The PATH Collaborative Planning and Implementation (CPI) Initiative will provide funding to support regional CPI efforts among managed care plans (MCPs), providers, community-based organizations, county agencies, public hospitals, Medi-Cal Tribal and Designees of Indian Health Programs, and others to support implementation of ECM and Community Supports. The PATH third party administrator, Public Consulting Group (PCG) will work with stakeholders in the region to convene county or regional CPI efforts. Stakeholders in a region will form CPI groups that work together to identify, discuss, and resolve implementation issues and identify how PATH and other CalAIM funding initiatives—including the CalAIM Incentive Payment Program (IPP)— may be used to address gaps identified in MCP Needs Assessments and Gap Filling Plans. Each PATH CPI group will have a designated facilitator that will be responsible for managing programmatic activities and regularly convening groups. Entities that do not participate in CPI efforts will still be able to apply for PATH Capacity and Infrastructure Transition Expansion and Development (CITED) funding and/or other PATH funding.

CPI groups may operate at the county or regional (i.e., multi-county) level. In general, DHCS anticipates that there will be a single, PATH-funded CPI group in each county or region. Funding will be disbursed to the designated CPI facilitator in each county or region. Individual participants in CPI groups will not receive funding via this initiative. While MCPs are strongly encouraged to participate in PATH-funded CPI groups, they are not eligible to serve as facilitators of these groups in an effort to ensure CPI facilitator organization are deemed to be neutral entities in the state of California.

PATH-funded CPI groups may leverage existing, non-PATH CPI efforts if they align with PATH program parameters and CPI initiative requirements. Lessons learned and best practices from existing collaborative planning efforts will help accelerate participation in and programming for PATH-funded CPI groups.

CPI Facilitators

Each CPI group will have a designated facilitator approved and assigned by the PATH third party administrator, PCG, in conjunction with DHCS. Facilitators will be responsible for hosting, facilitating, convening, and developing programmatic activities for county and regional CPI groups. One entity may serve as a facilitator for multiple CPI groups. Entities that serve as facilitators for PATH CPI groups may not serve as CPI participants, to prevent conflict of interest. Entities eligible to serve as PATH-funded CPI facilitators include but are not limited to the following:

- » Technical assistance vendors
- » Consulting companies
- » Foundations or non-profits
- » Other entities approved by DHCS

PCG, with DHCS and stakeholders, has identified multiple entities to serve as facilitators of PATH CPI groups.

PCG, in conjunction with DHCS, has approved and assigned a facilitator to each PATH CPI group. If participants in a CPI group collectively prefer to work with an alternative facilitator – including those that have established regional collaboratives focused on ECM and Community Supports Implementation – then they may propose an alternative facilitator for their local CPI group. If the CPI group believes an alternative facilitator would be a better choice to facilitate the CPI, participants should initiate and complete the following steps:

1. Collect letters of support from 75% of participating organizations within the CPI. Letters should include specific reasons as to why an alternative facilitator is required.
2. Notify PCG of the request for an alternative facilitator, in writing, and provide letters of support to the CPI inbox at: collaborative@ca-path.com.
3. Upon review of the submitted documents, PCG will work with DHCS to review and approve or deny the request. If approved, PCG will work with DHCS to assign a new facilitator.

If the CPI group has a preference, it can specify the desired facilitator. If the CPI group does not have a preferred facilitator, PCG will assign an alternative as appropriate using the facilitator selection criteria:

1. Organization is deemed to be a neutral entity in California

2. Experience and demonstrated success in facilitating large scale collaboratives
3. Experience in the State of California related to CalAIM, Enhanced Care Management (ECM), and Community Supports.
4. Organization's approach to facilitation
5. Organization's capacity for facilitation
6. Current collaborative efforts
7. Availability and timeline to begin CA PATH CPI facilitation

Mitigating Facilitator Conflict of Interest

Upon application, each facilitator is required to sign an attestation stating that there are no conflicts of interest and that funding received through the Collaborative Planning and Implementation initiative will not duplicate or supplant reimbursement through other programs/initiatives (e.g., the Incentive Payment Program). If a potential conflict of interest is presented, PCG will work with the facilitator and DHCS to investigate the potential conflict. If needed, PCG will support a transition plan that will be least disruptive to the Collaborative convening efforts. In the event an alternative facilitator is required, the Alternative Facilitator process will be initiated.

Application Process for CPI Facilitators

Entities interested in serving as CPI facilitators may submit inquiries to the CPI initiative inbox at collaborative@ca-path.com. DHCS will work with PCG to evaluate potential CPI facilitator applicants. Entities that are invited to apply to serve as CPI facilitators will be asked to complete a standardized application to be reviewed by PCG. PCG will review applications and provide its recommended applicants for DHCS approval. Applications will request the following information:

- » Previous experiences hosting collaborative groups or learning networks with diverse participants.
- » Description of the proposed approach to collaborative facilitation.
- » Description of the process to engage potential collaborative participants that addresses the following:
 - » Inclusion of a diverse set of participants in order to meet collaborative goals and objectives, including: MCPs; city, county, and other government agencies; community-based providers including, but not limited to, public

hospitals, Community-Based Organizations (CBOs), and Medi-Cal Tribal and Designees of Indian Health Programs; and others as specified by DHCS.

- » Approach for engaging and including providers/organizations that are under-resourced and/or serve historically underserved populations.
- » Proposed funding milestones (e.g., execution of contract with DHCS to facilitate CPI groups, hosting first meeting with CPI participants completion of quarterly progress reports, etc.

PCG will provide initial funding to CPI facilitators upon contract execution, and additional funding upon achievement of milestones. The amount of funding available to facilitators will be determined by several characteristics related to that collaborative's county/region. Funding will be used by facilitators to convene and facilitate CPI groups. As a reminder, individual participants will not receive direct funding from PCG for this initiative although the PATH-funded facilitator may pass through funding to individual participants as needed.

CPI Participants

The following entities are eligible and strongly encouraged to participate in the CPI initiative:

- » Community-based organizations (CBOs)
- » County, city, and local government agencies
- » Federally Qualified Health Centers (FQHC)
- » Managed Care Plans (MCPs)
- » Medi-Cal Tribal and designees of Indian Health Programs
- » Providers (including but not limited to hospitals and provider organizations)
- » Others as approved by DHCS

PCG and CPI facilitators will work with key stakeholders in each county or region to identify and invite entities to participate in local CPI efforts, including entities that are contracted with MCPs to provide ECM/Community Supports services. Other entities may proactively register to participate via the "Register to Participate" link on the [CPI initiative website](#). All entities that apply for PATH funding through other initiatives (e.g., CITED or TA Marketplace) will be invited to participate in their county or regional CPI group.

Registration Process for CPI Participants

Entities will be able to register to participate on an ongoing basis. Entities interested in participating in CPI groups will complete a standardized registration form to indicate their interest and intent to join a collaborative in the community in which they operate. Entities may participate in more than one county/regional learning collaborative if they operate in multiple counties/regions. CBOs and under-resourced entities will be supported by PCG throughout the registration process. CPI registration can be accessed by clicking “Register to Participate” on the [CPI page](#) of the PATH website.

Role of MCPs in PATH-Funded CPI Groups

MCPs will be encouraged to participate in and support PATH CPI efforts in the counties they serve. MCP participation is not required and will not impact whether a CPI group is launched or continues. MCPs will be expected to work with the CPI facilitator in their county/region to identify entities that participated in the development of IPP Needs Assessment and Gap Filling Plans as well as contracted ECM/Community Support network providers that may benefit from participation. CPI Facilitators will ensure that these entities are invited to join local PATH-funded CPI groups. MCPs will be eligible to earn IPP funding by participating in the PATH CPI groups. MCPs may not serve as the facilitators of PATH CPI groups.

Role of PCG as the PATH Third Party Administrator

DHCS has engaged PCG to support the administration and management of the Collaborative Planning and Implementation initiative. PCG will serve the following roles and responsibilities for this initiative:

- » Work with CPI facilitators to identify and invite entities to participate in local CPI groups.
- » Ensure that CPI efforts are open to all eligible participants, non-discriminatory, and support an unbiased and constructive approach to collaboration.
- » Identify vendors to serve as designated facilitators and alternative facilitators for county or regional CPI groups.
- » Review applications for CPI facilitators and recommend applications for approval to DHCS.
- » Manage a standardized registration process for CPI group participants.
- » Support content development for CPI groups/convenings.
- » Draft, maintain, and update public facing documentation.

- » Report to DHCS on best practices and uses of CPI funds, including for CMS-required progress reports.
- » Serve as the fiscal intermediary for payments.
- » Monitor progress on CPI goals.
- » Work with participants to understand and provide guidance on how PATH and other CalAIM funding opportunities may be used to support implementation of CalAIM.
- » Manage the alternative facilitator process.
- » Troubleshoot issues as they arise.

Sample Uses of Funding

The needs of local providers and stakeholders will shape CPI activities by county and region. The table below provides select examples of potential activities that may be funded using CPI initiative PATH Funding. The table is meant to be illustrative and is non-exhaustive.

Category	Potential Activities
Identifying ECM/Community Supports needs and gaps within the community	<ul style="list-style-type: none"> • Participants may assess current ECM/Community Supports services provided in the county/region and PCG will work with them to identify pressing needs and gaps. • Participants may work with MCPs to review Incentive Payment Program (IPP) Needs Assessment and Gap Filling Plans. • PCG may work with CPI facilitators and participants to understand how PATH and other CalAIM funding may be used to address needs and gaps within the county/region.
Identifying and resolving implementation issues	<ul style="list-style-type: none"> • PCG and CPI facilitators may host regular meetings for entities to identify, discuss, and resolve local implementation issues that arise as CalAIM is rolled out across a county/region. • PCG and CPI facilitators may work with participants to identify opportunities to use PATH and other CalAIM funding sources to address CalAIM implementation issues.

Monitoring how PATH funds are used to address implementation issues and disseminating best practices	<ul style="list-style-type: none"> • Proactively monitoring how entities are using PATH funds to address implementation issues and reporting on uses of funds to PCG or DHCS as needed. • Disseminating best practices that address implementation issues both within and across CPI groups.
---	--

Initiative Oversight

DHCS is committed to the robust oversight of all PATH programs and initiatives, including the CPI initiative. PCG will ensure that information on participants in county/regional collaboratives will be publicly available. In addition, CPI facilitators will be responsible for submitting progress reports to PCG every quarter that document the following:

- » Entity participation in CPI groups.
- » Successes and challenges experienced by participants in CPI groups.
- » Lessons learned and best practices identified by MCPs and other entities in the CPI group.

PCG will also track and report funding on a monthly basis to DHCS. PCG will report the following performance measures to DHCS, including, at a minimum:

- » Entity participation in CPI groups, including which entities are under-resourced, and/or serve historically underserved communities (as defined by the State).
- » Agendas, attendee lists, and meeting summaries of CPI convenings.
- » Identified successes and challenges experienced by participants in the CPI initiative.
- » Lessons learned and best practices identified in the CPI groups.
- » Results from a participant experience survey assessing satisfaction with CPI facilitators and recommendations for future topics and convenings.
- » Summary of complaints/grievances received related to the initiative.
- » Other metrics as defined by DHCS and PCG.

DHCS or PCG, as appropriate, may perform spot audits of funding disbursements across all PATH initiatives. DHCS and PCG may utilize a standardized Corrective Action Plan process for facilitators who are not meeting progress reporting or other requirements for receipt of PATH funding.

To Date:

DHCS will continue to provide CPI initiative updates in PATH All-Comer webinars and future guidance documents. These documents will be publicly posted on the PATH section of the DHCS CalAIM web page when available. Any future guidance will supersede guidance described in this document. If you have questions regarding the PATH CPI initiative, please email collaborative@ca-path.com and include 'PATH Collaborative Planning and Implementation' in the email subject line.

2022 Completed Activities for PATH CPI Initiative

Activity	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Draft guidance released							
Open application period for CPI Facilitators							
DHCS / PCG executed CPI facilitator contracts and completed initial funding disbursements							
DHCS announced 'designated' collaborative planning facilitators and assigned counties / regions							
Registration template for Collaborative Planning Participants released							
Open registration period for collaborative planning participants							

Next Steps: 2023 Timeline for PATH CPI Initiative

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Inaugural CPI convening kickoff meetings												
Ongoing monthly CPI convenings												
Open registration period for CPI participants												