

Vermont State Innovation Models (SIM) Quarterly Report

First Quarter Report to CMMI: April 1 2013-June 30 2013

July 31, 2013

Section 1: Overview

Much of the first quarter of Vermont's SIM Project has involved establishing the administrative processes needed to perform the work of the grant. Three major activities dominated quarter one: 1. obtaining state approval to receive the grant; 2. developing a governance process and structure for the SIM Project; and 3. preparing the Operational Plan for CMMI. The SIM Project Team obtained legislative approval to receive grant funding on May 9, 2013 and immediately began recruiting staff to carry out the work associated with the grant. During this time and throughout May and June, the SIM Project Team started to develop a governance process for the SIM Project. Vermont also made significant progress on the Operational Plan due August 1st. Given this experience, we anticipate that we can complete all planned activities for the second quarter and beginning model testing on October 1st.

Section 2: Accomplishments

Vermont made several accomplishments in the first quarter:

- a. The Vermont Legislature formally approved the SIM grant award, allowing the state to expend SIM grant funds. Vermont statute requires that all grant awards received by any state agency go through a grant approval process before positions can be filled and funds can be expended. The SIM Project received this approval on May 9, 2013.
- b. Vermont created a draft governance structure for the SIM Project. This governance structure has undergone significant review by in-state and external stakeholders resulting in the robust governance plan described in the Operational Plan. This governance structure demonstrates Vermont's commitment to the public-private partnership required under SIM. External stakeholders are included at every level of governance and in decision-making roles.
- c. Vermont developed, and submitted, a stakeholder engagement plan to CMMI. This plan includes multiple levels of communication with SIM stakeholders. The plan identifies a SIM Steering Committee and several SIM-specific workgroups, made up of both in-state and external stakeholders. Additionally, there are several groups that will receive updates on the SIM Project and provide input through a series of regularly scheduled communications. Finally, we are reaching out to Vermonters through public engagement events around the state.
- c. We posted all positions for recruitment and began interviews for project staff.

d. We released two RFPs in this quarter: one for project management service and one for independent evaluation. Vermont released a project management request for proposals after identifying the need to prioritize project organization, and being permitted a budget reallocation in June, 2013. We anticipate being able to select a project management vendor and submit the contract for approval in July. The second request for proposals is for evaluation services; we expect that contract to be awarded in the second quarter of the SIM Project.

e. The SIM Project's governance relies on a Steering Committee to direct the work of the project. During this quarter, we appointed our Steering Committee and held two meetings. Our list of Steering Committee attendees is an attachment to this Quarterly Report.

f. The majority of the SIM work in this quarter revolved around developing the Operational Plan due on August 1st. The Operational Plan, including the Driver Diagram, is a significant undertaking that requires Vermont SIM staff to work through many key areas. Because the Operational Plan relies so heavily on the role of stakeholders, we worked through major sections of it with the Steering Committee during this quarter.

Section 3: Planned Activities Over the Next Quarter and Likelihood of Achievement

3.1 Planned activities

Vermont anticipates the following planned activities in the next quarter:

1. Continued recruitment of staff to work on the SIM Project. There are several key vacancies in process of recruitment including the Evaluation Director and the SIM Project Director. We anticipate filling these in the second quarter.
2. Submission of the Operational Plan to CMMI and discussions with CMMI about the Operational Plan.
3. Execution of the SIM Governance Plan, as described in Section A of the Operational Plan.
4. Stakeholder efforts:
 - a. Monthly meetings of Steering Committee
 - b. Identification of workgroup chairs and participants
5. Selection of vendors for the two RFPs that have been released with work to begin under those two contracts.
6. Development of draft sub-grantee program for distributing funding and technical assistance directly to providers engaged in care transformation.
7. Development of a contracting plan and release of Requests for Proposals for contracts expected to begin in the third quarter using Year 1 funds.

3.2 Likelihood of achieving next quarter's goals/objectives

Our expectation is that we will achieve next quarter's goals.

Section 4: Substantive Findings

4.1 Substantive Findings

Vermont received feedback from its Steering Committee on the governance structure and as a result modified it to strengthen the public/private partnership.

We identified the need for professional project management support to ensure the project meets all timelines and milestones.

We identified a “matrixed” staffing model as the best structure for ensuring true integration of projects across the multiple state government agencies that have committed to this work.

4.2 Lessons Learned

During this quarter we recognized the need to communicate directly and frequently across all stakeholders in state government and external to state government. Despite the pace of work on the Operational Plan, we developed a system where we “over-communicated” to ensure all parties were informed.

4.3 Suggestions/Recommendations for Current/Future SIM States

Creating a true public/private partnership requires a different approach to governance structure and engagement of private partners. If states are pursuing a public/private partnership, they should assign private partners shared accountability for the SIM project as early as possible, beginning in the grant writing stage.

4.4 Suggestions/Recommendations for CMMI SIM Team

None at this time.

Section 5: Findings from Self-Evaluation

No findings during this quarter.

Section 6: Problems Encountered/Anticipated

6.1 Problems Encountered/Anticipated

Delay in approval of grant by the state meant that we could not recruit staff for two months. This delay put substantial pressure on the limited SIM staff to develop the Operational Plan.

6.2 Implemented or Planned Solutions

We processed staff recruitment as fast as we could and pulled staff from other projects to focus on the SIM Operation Plan.

Section 7: Work Breakdown Structure

Category	Time	Payments Received	April 2013	May 2013	June 2013
Personnel	60.5 hrs	\$ 875.96		\$ 137.15	\$ 738.81
Fringe		\$ 418.19		\$ 68.58	\$ 349.61
Travel					
Supplies					
Equipment					
Contractual					
Other					
Indirect		\$ 831.67			\$ 831.67
Total		\$ 2,125.82		\$ 205.73	\$ 1,920.09