

MEMORANDUM

To: Joint Fiscal Committee members

From: Sorsha Anderson, Senior Staff Associate

Date: December 2, 2021

Subject: Grant Request – JFO #3079

Enclosed please find one (1) item, which the Joint Fiscal Office has received from the Administration.

JFO #3079 – One (1) limited-service position, Administrative Services Director I, to the VT Agency of Human Services from the Centers for Medicare and Medicaid Services. Section 9817 of the American Rescue Plan Act (2021) provides states with a temporary 10 percentage point increase to the federal medical assistance percentage (FMAP) for certain Medicaid Home and Community-Based Services (HCBS) from April 1, 2021 through March 31, 2024. States must submit and receive federal approval for a spending plan that includes activities to enhance, expand, and strengthen HCBS. Vermont anticipates spending ~\$162M in funding on activities included in the spending plan. The position will help implement and administer the spending plan and will coordinate contracts and grants to a variety of parties to spend down funds in a timely manner. Position funded through March 31, 2024.

[Received November 29, 2021]

Please review the enclosed materials and notify the Joint Fiscal Office (Sorsha Anderson: sanderson@leg.state.vt.us) if you have questions or would like this item held for legislative review. Unless we hear from you to the contrary by December 17, 2021, we will assume that you agree to consider as final the Governor's acceptance of this request.

PHONE: (802) 828-2295

FAX: (802) 828-2483

STATE OF VERMONT Joint Fiscal Committee Review Limited Service - Grant Funded Position Request Form

This form is to be used by agencies and departments when additional grant funded positions are being requested. Review and approval by the Department of Human Resources <u>must</u> be obtained <u>prior to</u> review by the Department of Finance and Management. The Department of Finance will forward requests to the Joint Fiscal Office for JFC review. A Request for Classification Review Form (RFR) and an updated organizational chart showing to whom the new position(s) would report <u>must</u> be attached to this form. Please attach additional pages as necessary to provide enough detail.

| Agency/Department: Human Services/Secretary's Office | Date: | | |
|---|---|--|--|
| Name and Phone (of the person completing this rec | quest): | 802) 236-2919 | |
| Request is for: Positions funded and attached to a new gra Positions funded and attached to an existin | ant. g grant approved by | JFO# | |
| 1. Name of Granting Agency, Title of Grant, Grant I | Funding Detail (attacl | grant documents): | |
| Centers for Medicare & Medicaid Services (CMS); Medicaid American Rescue Plan Act of 2021 | | | |
| List below titles, number of positions in each title based on grant award and should match information final approval: | e, program area, and l n provided on the RF | imited service end date (information should be R) position(s) will be established only after JFC | |
| Title* of Position(s) Requested # of Positions | Division/Program | Grant Funding Period/Anticipated End Date | |
| | Health Care Reform; | March 31, 2024 | |
| 3. Justification for this request as an essential gram. This unique opportunity from CMS will bring an estimated \$1 Medicaid programs. The funding has a quick turnaround of le community partners for this program. I certify that this information is correct and that nece available (nequired by 32 VSA Sec. 5(b). | 62M to Vermont that will ness than three years. AHS | anticipates administering many contracts and grants to | |
| Junuy Samulson Signature of Agency or Department bileadsigned by Aimee | | | |
| Aimee Pope Pope Date: 2021,10.14 | | Date | |
| Approved/Denied by Department of blum an Resource Greshin Greshin Greshin Date: 2021,10,15 15:19:57 -04'00' | | Date | |
| Approved/Denied by Figure and Management Kristin | 1 | Date | |
| Date: 2021.10.18 17:10:38 -04'00' | | | |
| Approved/Denied by Secretary of Administration Approved/Denied by Governor (required as amended) | d by 2019 Leg. Session | Date 1 23/2 | |
| Comments: | - | DocuSigned by: 10/8/2021 Jracy Connell DHR - 08/12/2019 E30932098A6F482. Candace Einquis ************************************ | |

RFR Form A October 2003

VERMONT DEPARTMENT OF PERSONNEL Request for Classification Review Position Description Form A

| > | This form is to be used by managers and supervisors to request classification of a position (filled or vacant) when the duties have changed, and by managers and supervisors to request the creation of a |
|-------------|---|
| | new job class/title (for a filled, vacant, or new position), and by |
| | employees to request classification of their position. |

- This form was designed in Microsoft Word to download and complete on your computer. This is a form-protected document, so information can only be entered in the shaded areas of the form.
- If you prefer to fill out a hard copy of the form, contact your Personnel Officer.
- > To move from field to field use your mouse, the arrow keys or press Tab. Each form field has a limited number of characters. Use your mouse or the spacebar to mark and unmark a checkbox.
- Where additional space is needed to respond to a question, you might need to attach a separate page, and number the responses to correspond with the numbers of the questions on the form. Please contact your Personnel Officer if you have difficulty completing the form.
- The form <u>must be complete</u>, including required attachments and signatures or it will be returned to the department's personnel office. All sections of this form are required to be completed unless otherwise stated.

INSTRUCTIONS: Tell us about the job. The information you provide will be used to evaluate the position. It will not be used in any way to evaluate an employee's performance or qualifications.

Answer the questions carefully. The information you give will help ensure that the position is fairly evaluated. Here are some suggestions to consider in completing this questionnaire:

- > Tell the facts about what an employee in this position is actually expected to do.
- > Give specific examples to make it clear.
- Write in a way so a person unfamiliar with the job will be able to understand it.
- > Describe the job as it is now; not the way it was or will become.
- > Before answering each question, read it carefully.

To Submit this Request for Classification Review: If this is a filled position, the employee must sign the original* and forward to the supervisor for the supervisor's review and signature. The Personnel Officer and the Appointing Authority must also review and sign this request before it is considered complete. The effective date of review is the beginning of the first pay period following the date the complete Request for Classification Review is date stamped by the Classification Division of the Department of Personnel.

*An employee may choose to sign the form, make a copy, submit original to supervisor as noted above, while concurrently sending the copy to the Classification Division, 144 State Street, Montpelier, with a cover note indicating that the employee has submitted the original to the supervisor and is submitting the copy as a **Concurrent** filing.

If this is a request (initiated by employees, VSEA, or management) for review of all positions in a class/title please contact the appropriate Classification Analyst or the Classification Manager to discuss the request prior to submitting.

Request for Classification Review Position Description Form A

For Department of Personnel Use Only

| Notice of Action # | | Date Received (Stamp) |
|--|---------------------------|-------------------------------------|
| Action Taken: | | |
| New Job Title | | |
| | de | |
| Current Pay Grade New Pay Grad | | |
| Current Mgt Level B/U OT CatEEO Cat | | |
| New Mgt Level B/UOT CatEEO Cat. | FLSA | |
| Classification AnalystDate | | Effective Date: |
| Comments: | | Date Processed: |
| Willis Rating/Components: Knowledge & Skills: I Working Conditions: | Mental Demands: Total: | Accountability: |
| Incumbent Information: | | |
| Employee Name: Employee Number: | | |
| Position Number: Current Job/Class Title: | | |
| Agency/Department/Unit: Work Station: | Zip Code: 0567 | 1 |
| Supervisor's Name, Title, and Phone Number: | | |
| How should the notification to the employee be sent: address, please provide mailing address: | mployee's work lo | cation or other |
| New Position/Vacant Position Information: | | |
| New Position Authorization: TBD Request Job/Class Title | : Administrative Se | ervices Director I |
| Position Type: Permanent or Limited / Funding Sour | ce: Core, P | artnership, or Sponsored |
| Vacant Position Number: Current Job/Class Title: | | |
| Agency/Department/Unit: AHS Work Station: Waterbur | Zip Code: 05 | 5671 |
| Supervisor's Name, Title and Phone Number: Wendy Traf | fton, Deputy Direct | tor of Health Care Reform |
| Type of Request: | | |
| \boxtimes Management : A management request to review the class. | assification of an e | existing position, class, or create |
| Employee: An employee's request to review the classi | fication of his/her | current position |

1. Job Duties

This is the *most critical* part of the form. Describe the activities and duties required in your job, **noting changes (new duties, duties no longer required, etc.) since the last review**. Place them in order of importance, beginning with the single most important activity or responsibility required in your job. The importance of the duties and expected end results should be clear, including the tolerance that may be permitted for error. Describe each job duty or activity as follows:

- > What it is: The nature of the activity.
- **How** you do it: The steps you go through to perform the activity. Be specific so the reader can understand the steps.
- Why it is done: What you are attempting to accomplish and the end result of the activity.

For example a Tax Examiner might respond as follows: **(What)** Audits tax returns and/or taxpayer records. **(How)** By developing investigation strategy; reviewing materials submitted; when appropriate interviewing people, other than the taxpayer, who have information about the taxpayer's business or residency. **(Why)** To determine actual tax liabilities.

WHAT: Policy Implementation. Manage multi-disciplinary and multi-departmental workgroups for implementation of policy initiatives related to the American Rescue Plan Act and subsequent Medicaid funding opportunities.

HOW: Policy development stemming from federal and state regulatory and/or legislative direction. Identify key partners by discipline and department, including external partners. Coordinate work groups to create implementation plans, including but not limited to: State Plan Amendments (requires federal approval), Administrative Procedures Act rulemaking (requires State legislative approval), Policy, Budget, and Reimbursement (PBR) process completion (requires cross-AHS coordination and collaboration), operational procedures, programming, outreach, and extensive stakeholder communication planning. Responsible for timely and accurate completion of all workgroup deliverables.

WHY: Section 9817 of the American Rescue Plan Act (2021) provides states with a temporary 10 percentage point increase to the federal medical assistance percentage (FMAP) for certain Medicaid Home and Community-Based Services (HCBS) from April 1, 2021 through March 31, 2022 to improve HCBS under the Medicaid program. CMS expects states to demonstrate compliance with section 9817 of the ARP, beginning April 1, 2021, and until the state funds equivalent to the amount of federal funds attributable to the increased FMAP are fully expended by end of March 2024. Quarterly spending plans and spending narratives are required by CMS to report on Vermont's anticipated ~\$160 million spending to enhance HCBS programs.

WHAT: Manage Vermont efforts to implement the American Rescue Plan Act Enhanced Funding for Home and Community-Based Services initiative and ensure compliance with federal requirements.,

HOW: Direct DMH, VDH (ADAP and MCH), DAIL, and DVHA program leadership on development and refinement of multi-year proposal and work plan to leverage enhanced FMAP availability to strengthen HCBS programs. Report to AHS financial and policy leadership. Facilitate communication with the Centers for Medicare and Medicaid Services in respect to this funding. Requires expert knowledge of Medicaid programs across departments and populations, and skilled project management. Lead facilitation of departments on the RFP and procurement process, as needed.

WHY: Section 9817 of the American Rescue Plan Act (2021) provides states with a temporary 10 percentage point increase to the federal medical assistance percentage

(FMAP) for certain Medicaid Home and Community-Based Services (HCBS) from April 1, 2021 through March 31, 2022 to improve HCBS under the Medicaid program. CMS expects states to demonstrate compliance with section 9817 of the ARP, beginning April 1, 2021, and until the state funds equivalent to the amount of federal funds attributable to the increased FMAP are fully expended by end of March 2024. To demonstrate compliance with the requirement not to supplant existing state funds expended for Medicaid HCBS, states must: Not impose stricter eligibility standards, methodologies, or procedures for HCBS programs and services than were in place on April 1, 2021; Preserve covered HCBS, including the services themselves and the amount, duration, and scope of those services, in effect as of April 1, 2021; and Maintain HCBS provider payments at a rate no less than those in place as of April 1, 2021.

WHAT: Provide Project Management to implement complex HCBS enhanced funding spending plan.

HOW: Lead AHS procurement and grant processes associated with implementing the HCBS enhanced funding spending plan. Coordinate with VDH (ADAP and MCH), DMH, , DVHA and DAIL Medicaid program leadership for implementation of select activities by departments. Manage contracts and grants supported by Enhanced Funding for Home and Community-Based Services initiative. Monitor HCBS enhanced funding spending plan implementation progress and spending. Requires a deep understanding of intersects between various aspects of Medicaid specialized programs (e.g. ADAP, children's mental health, adult mental health, and developmental disabilities, and Medicaid fund sources), knowledge of procurement and grant processes, knowledge of policy processes, and ability to coordinate diverse subject matter experts in a timely and effective manner.

WHY: Section 9817 of the American Rescue Plan Act (2021) provides states with a temporary 10 percentage point increase to the federal medical assistance percentage (FMAP) for certain Medicaid Home and Community-Based Services (HCBS) from April 1, 2021 through March 31. State's must submit and receive federal approval for a spending plan that includes activities to enhance, expand, and strengthen HCBS. Vermont anticipates spending ~\$160M in funding on activities included in the spending plan.

WHAT: Design and lead ongoing, effective stakeholder engagement processes on HCBS spending plan and implementation and other federal funding opportunities.

HOW: Engaging a broad community of stakeholders—Medicaid and other state agency leadership, participants in HCBS programs, family members and other caregivers, HCBS providers, the aging and disability network, and the direct support workforce—to provide insight, ideas, and feedback to inform the state's approach to developing and implementing activities under section 9817 of the ARP.

WHY: Effective stakeholder engagement processes that can provide Vermont with varied perspectives on how to expand, enhance, and strengthen HCBS is essential to the success of the State's spending plan design, implementation, and ultimate impact on members.

WHAT: Oversee Home and Community Based Services Reporting Activities.

HOW: Responsible for drafting and submitting required reporting activities, including quarterly reports. Liaison to CMS on reporting, including being immediately responsive to CMS questions and requests for additional information. Requires direct and sensitive communication with CMS to obtain approval of quarterly reports. As part of the reporting

cycle, a quarterly HCBS spending plan and spending narrative are required by CMS.

WHY: CMS requires Vermont to submit a quarterly HCBS spending plan and narrative to CMS on the activities that the state has implemented and/or intends to implement to enhance, expand, or strengthen HCBS under the Medicaid program to demonstrate that the state is supplementing, but not supplanting, existing state funds expended for HCBS.

WHAT: AHS-wide Policy Analysis and Support.

HOW: Provide advice to AHS leadership on the Medicaid impacts of internal, federal, or state proposals. Complete analysis to evaluate policy, fiscal, and interdepartmental administrative impacts on the Medicaid program and the State as a whole. Recommend ways to improve proposals/initiatives and advise on and facilitate implementation of policy requirements and processes (examples include waiver or State Plan amendments, administrative rule making, Policy, Budget, and Reimbursement (PBR) Forms, and public notices). Requires ability to perform complex analyses to resolve issues that fall in ambiguous areas of Medicaid policy.

WHY: The Agency needs staff who have a broad and deep understanding of the Medicaid program and can quickly distill and evaluate new or proposed state and federal requirements in order to assess Agency-wide impacts and provide timely and appropriate State responses to external partners or for use by leadership internally.

WHAT: Monitor and analyze broad range of State and federal laws and regulations.

HOW: Monitor and be responsive to health care-related guidance, laws, and regulations on the State and federal level, and analyze their impact on the Medicaid program. Ensure any necessary policy and compliance actions are taken as a result of federal guidance. Raise new guidance or regulations to the attention of AHS leadership, alerting them to any impact of the change on Medicaid resources and potential risks associated with new requirements. This requires broad and deep knowledge of the Medicaid program across all departments and close relationships with department commissioners' offices and departmental staff to ensure new guidance and/or regulations are acted on. Provide expert advice on how to approach implementation and/or lead workgroups to facilitate implementation. Since last review, this role is more Agency focused as opposed to DVHAfocused. The revised tracking process better coordinates AHS staff when new federal policies are issued, and it serves as an effective tool for AHS leadership to receive a snapshot of new federal changes and their potential impact to Vermont. This position will facilitate and, when performed by another Policy Unit staff member, oversee this process to ensure that it continues to deliver the critical information needed regarding federal changes that leadership needs in a timely and coordinated manner.

WHY: AHS must be apprised of all new health care requirements and their impacts in order to maintain compliance with applicable laws and regulations, and timely updates on impacts are critical for AHS leadership when interacting the legislature and other external stakeholders.

2. Key Contacts

This question deals with the personal contacts and interactions that occur in this job. Provide brief typical examples indicating your primary contacts (**not** an exhaustive or all-inclusive list of contacts) other than those persons to whom you report or who report to you. If you work as part of a team, or if your primary contacts are

with other agencies or groups outside State government describe those interactions, and what your role is. For example: you may collaborate, monitor, guide, or facilitate change.

Extensive contact with:

Commissioners, deputy commissioners and division directors: Monthly, or more frequent, communication with DVHA, DAIL, VDH, and DMH commisioners and deputies. Communication includes attending various meetings and calls regarding HCBS funding, legislation, federal regulations, the Centers for Medicaid and Medicaid Services, policy concerns, recommendations, advising, training, and planning.

Chief Financial Officers (CFOs): Regular communication with AHS, DMH, and DAIL CFOs regarding budget impacts of HCBS proposed and ongoing spending. Other department CFOs monthly, as needed for planning and implementation.

Directors: Daily or weekly meetings, emails, and calls with Director of Medicaid Policy, Deputy Director of Healthcare Reform, Clinical Directors, DMH Children's Director, DMH Adult Services Director, DMH Policy Director, DAIL DS director, DAIL ASD Director, DAIL Policy Director. Facilitating, planning, strategizing, developing, reviewing, advising/guiding, collaborating, managing, and decision-making around HCBS programming, compliance, and implementation.

Collaboration with external stakeholders on spending plan.

The federal Centers for Medicare and Medicaid Services (CMS): Negotiation of CMS approval of Quartly reporting.

3. Are there licensing, registration, or certification requirements; or special or unusual skills necessary to perform this job?

Include any special licenses, registrations, certifications, skills; (such as counseling, engineering, computer programming, graphic design, strategic planning, keyboarding) including skills with specific equipment, tools, technology, etc. (such as mainframe computers, power tools, trucks, road equipment, specific software packages). Be specific, if you must be able to drive a commercial vehicle, or must know Visual Basic, indicate so.

Ability to develop and maintain effective working relationships with high level stakeholders, including state and federal government officials, providers, organizations serving low-income Vermonters, members and families, and the general public.

- -Ability to multi-task around numerous highly complex and potentially competing priorities.
- -Ability to think creatively and critically to problem solve around vexing health care payment and delivery issues.
- -Skilled at motivating others to work together, collaborate, and compromise on complicated policy decisions that have positives and drawbacks alike.
- -Expert knowledge of state and federal Medicaid policies and programs is needed to understand the scope and impact of the Global Commitment waiver, and to provide direction and oversight around enhanced HCBS spending.
- Knowledge of management processes and systems. Ability to plan and implement major administrative processes.
- Political savvy and understanding of political sensitivities and risks necessary to navigate negotiations with CMS, Medicaid providers, and advocates.
- -Deep and broad understanding of Vermont's complex Medicaid program and framework, as well as understanding of individual programs and how they are operationalized and

funded across Vermont government.

- Expert research and analysis skills to interpret and apply complex regulations, policies, and procedures.
- Ability to quickly learn, synthesize, and respond to complex and vastly varied Medicaid policy and program issues.
- -Heighted skills and experience in complex project management.
- Strong oral and written communication skills.

4. Do you supervise?

In this question "supervise" means if you direct the work of others where you are held **directly** responsible for assigning work; performance ratings; training; reward and discipline or effectively recommend such action; and other personnel matters. List the names, titles, and position numbers of the classified employees reporting to you:

| No. | | | | |
|-----|--|--|--|--|

5. In what way does your supervisor provide you with work assignments and review your work?

This question deals with how you are supervised. Explain how you receive work assignments, how priorities are determined, and how your work is reviewed. There are a wide variety of ways a job can be supervised, so there may not be just one answer to this question. For example, some aspects of your work may be reviewed on a regular basis and in others you may operate within general guidelines with much independence in determining how you accomplish tasks.

Operate within general guidelines with high level of autonomy in determining how tasks are accomplished. Interaction with supervisor on a daily basis for brief, informal opportunities to receive assignments, provide status updates, and discuss various (and shifting) priorities. In addition, structured check-ins every other week for more in-depth review of tasks and for collective brainstorming on ongoing priorities and challenges. This supervisory system with significant independent judgement and discretion is built on the trust that risks or issues will be raised to supervisor as appropriate.

6. Mental Effort

This section addresses the mental demands associated with this job. Describe the most mentally challenging part of your job or the most difficult typical problems you are expected to solve. Be sure to give a specific response and describe the situation(s) by example.

- For example, a purchasing clerk might respond: In pricing purchase orders, I frequently must find the cost of materials not listed in the pricing guides. This involves locating vendors or other sources of pricing information for a great variety of materials.
- Or, a systems developer might say: Understanding the ways in which a database or program will be used, and what the users must accomplish and then developing a system to meet their needs, often with limited time and resources.

The most difficult part of this job is taking on large projects or compliance issues which impact a diverse group of internal and external stakeholders for which the ultimate outcome is unclear and can or will result in winners and losers. This requires confident leadership as well as savvy interpersonal and operational skills beyond just policy expertise. Timely and successful completion of these projects is not guaranteed but is necessary to improve the

Medicaid program for Vermonters and to maintain positive relationtionships with federal partners, the state legislature, and outside advocacy organizations. The responsibility here is significant, and the pressure to succeed on time, on budget, and with accurate and smooth implementation can be taxing.

7. Accountability

This section evaluates the job's expected results. In weighing the importance of results, consideration should be given to responsibility for the safety and well-being of people, protection of confidential information and protection of resources.

What is needed here is information not already presented about the job's scope of responsibility. What is the job's most significant influence upon the organization, or in what way does the job contribute to the organization's mission?

Provide annualized dollar figures if it makes sense to do so, explaining what the amount(s) represent.

For example:

- A social worker might respond: To promote permanence for children through coordination and delivery of services;
- A financial officer might state: Overseeing preparation and ongoing management of division budget: \$2M Operating/Personal Services, \$1.5M Federal Grants.

This program is estimated to be worth \$162M over the next three years. This position will need to help coordinate contracts and grants to a variety of parties in order to spend down the funds in a timely manner.

8. Working Conditions

The intent of this question is to describe any adverse conditions that are routine and expected in your job. It is <u>not</u> to identify special situations such as overcrowded conditions or understaffing.

a) What significant mental stress are you exposed to? All jobs contain some amount of stress. If your job stands out as having a significant degree of mental or emotional pressure or tension associated with it, this should be described.

| Туре | How Much of the Time? |
|---|-----------------------|
| High workloadjuggling competing priorities under short timeframes with limited resources. | 100% |
| | |
| | |

b) What hazards, special conditions or discomfort are you exposed to? (Clarification of terms: hazards include such things as potential accidents, illness, chronic health conditions or other harm. Typical examples might involve exposure to dangerous persons, including potentially violent customers and clients, fumes, toxic waste, contaminated materials, vehicle accident, disease, cuts, falls, etc.; and discomfort includes exposure to such things as cold, dirt, dust, rain or snow, heat, etc.)

| Туре | How Much of the Time? |
|------|-----------------------|
| n/a | |

Date:

Employee's Signature (required):

Supervisor's Section:

| Carefully review this completed job description, but do not alter or eliminate any portion of the original response. Please answer the questions listed below. |
|---|
| What do you consider the most important duties of this job and why? |
| All previous responses written by Supervisor. |
| 2. What do you consider the most important knowledge, skills, and abilities of an employee in this job (not necessarily the qualifications of the present employee) and why? |
| All previous responses written by Supervisor. |
| 3. Comment on the accuracy and completeness of the responses by the employee. List below any missing items and/or differences where appropriate. |
| All previous responses written by Supervisor. |
| 4. Suggested Title and/or Day Crede |
| 4. Suggested Title and/or Pay Grade: |
| Administrative Services Director, PG28 |
| Supervisor's Signature (required):Date: |
| Personnel Administrator's Section: |
| Please complete any missing information on the front page of this form before submitting it for review. |
| Are there other changes to this position, for example: Change of supervisor, GUC, work station? |
| Yes No If yes, please provide detailed information. |
| |
| Attachments: |
| $oxed{\boxtimes}$ Organizational charts are required and must indicate where the position reports. |
| ☐ Draft job specification is required for proposed new job classes. |
| Will this change affect other positions within the organization? If so, describe how, (for example, have duties been shifted within the unit requiring review of other positions; or are there other issues relevant to the classification review process). |
| |

| Suggested Title and/or Pay Grade: |
|--|
| Administrative Services Director, PG28 |
| Personnel Administrator's Signature (required):Date: |
| Appointing Authority's Section: |
| Please review this completed job description but do not alter or eliminate any of the entries. Add any clarifying information and/or additional comments (if necessary) in the space below. |
| Suggested Title and/or Pay Grade: |
| |
| |
| Appointing Authority or Authorized Representative Signature (required) Date |