CMS Update: An Overview of OPOLE / LEA

2020 SMP/SHIP National Conference
July 22, 2020

John Hammarlund
Deputy Director
Office of Program Operations and Local Engagement
We launched the One CMS initiative with three clear objectives:

- Make CMS more accessible to external partners & stakeholders.
- Ensure coordinated approach across regional locations & programs.
- Ensure consistent application of policies.
- Provide for greater accountability to internal and external stakeholders on agency’s key priorities.
- Adopt common performance objectives, metrics, and best practices.

Addressing the regional operating model was a core component of One CMS.
CMS Organizational Chart
CMCS Medicaid & CHIP Operations Group
Provides operational support for states’ managed care programs, processes state amendments, and provide serves as Native American Contacts.

CCSQ Survey Operations Group
Conducts the quality and safety surveys of health care facilities and oversees the enforcement of the quality and safety standards.

Office of Program Operations and Local Engagement (OPOLE)
Combines the regionally-based Medicare operations work, local oversight of Federally-facilitated Exchange plans, and external affairs.
New regional operating model combines cross-cutting and direct program operations, and consolidates local engagement

**Legend**

- **DHPO Functions**
- **IFM Functions**
- **LEA Functions**

**Office of Program Operations & Local Engagement (OPOLE) Director, Nancy O’Connor**

Nancy O’Connor, Deputy Director of Drug & Health Plan Operations (DHPO)*
Greg Dill, Deputy Director, Innovation & Financial Management (IFM)
John Hammarlund, Deputy Director, Local Engagement & Administration (LEA)
Ray Hurd, Deputy Director, Strategy and Business Operations (SBO)

* Acting

**Strategy and Business Operations Staff**
OPOLE Leadership

Nancy O’Connor
OPOLE Director
Acting Deputy Director, Drug and Health Plan Operations (DHPO)
CMS Philadelphia

Ray Hurd
Deputy Director, Strategy and Business Operations (SBO)
CMS Boston

Greg Dill
Deputy Director, Innovation and Financial Management (IFM)
CMS Chicago

John Hammarlund
Deputy Director, Local Engagement and Administration (LEA)
CMS Seattle
Drug & Health Plan Operations (DHPO)

- Relationship management and communication channel between CMS and plans.
- Daily account monitoring, including data analysis of plan performance metrics.
- Annual applications review and approval of plan marketing materials.
- Routine plan audits to assess compliance with CMS regulations.
  - Day-to-day casework handling and resolution.
  - Coordination with appropriate CMS Baltimore/Bethesda components on compliance activities and enforcement referrals.
Innovation & Financial Management (IFM)

Contract Oversight

Customer Service

Fiscal Stewardship

Fee for Service Medicare
- Coverage / Payment Policy Issues (CM)
- Eligibility / Entitlement / Premium Issues (CM)
- Beneficiary / Provider Customer Service (OHI, CM)
- FOIA (OSORA)
- Accountable Care Organization Coordinators / Agency Reconsideration Official (CM)
- Innovation Model Points of Contact / Agency Reconsideration Official (CMMI)

Financial Management
- Medicare Secondary Payer (OFM)
- Chief Financial Officer Act (OFM)
- Bankruptcy Management (OFM)
- External Audits (OFM)
- Audit and Reimbursement (OFM, CM)
- Civil Monetary Penalty Review (OFM)
- Debt Management (OFM)

Program Integrity
- Provider Enrollment (CPI)
- Medical Review (CPI)
- Petitions for Remission (CPI)
- Law Enforcement Liaison (CPI)
Strategy & Business Operations (SBO)

Core Functions

- IT
- LEAN
- Correspondence
- Executive Officer Coordination
- HR Management
- COOP
- Budgeting

COOP
Local Engagement & Administration (LEA)

- **RO Support**
  - Provides excellent operational support and customer service to all regional employees.

- **Cohesion**
  - Promotes cohesion and collaboration among all staff working in the regional locations. No silos.

- **Collaboration**
  - Continuously improves working relationships with relevant CMS headquarters’ components.

- **Engagement**
  - Operates outreach in lock-step with the Office of the Administrator, Office of Communications, and CMS’ policy Centers and Offices.
Region 1 – CMS Boston
Katherine McDowell
Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Region 2 – CMS New York
Michelle Baker-Bartlett
New Jersey and New York.

Region 3 – CMS Philadelphia
Sharon Graham
Delaware, the District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia.

Region 4 – CMS Atlanta
Sherard McKie
Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.

Region 5 – CMS Chicago
Pam Thomas
Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin.

Region 6 – CMS Dallas
Lisa McAdams, M.D.
Arkansas, Louisiana, New Mexico, Oklahoma, and Texas.

Region 7 – CMS Kansas City
Kim Stupica-Dobbs
Iowa, Kansas, Missouri, and Nebraska.

Region 8 – CMS Denver
John Hannigan
Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming.

Region 9 – CMS San Francisco
Cate Kortzeborn
Arizona, California, Hawaii, Nevada, American Samoa, the Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Guam, Marshall Islands, and the Republic of Palau.

Region 10 – CMS Seattle
Darryl Means, Sr.

CMS Puerto Rico and the U.S. Virgin Islands
Marina Diaz (Staff Director)
Puerto Rico and the U.S. Virgin Islands.
LEA “Front Office” Team

**Manning Pellanda**  
Senior Technical Advisor  
CMS Seattle

**Maureen Kerrigan**  
Engagement Program Advisor  
CMS Boston

**Charla Jordan**  
Management Analyst  
CMS Chicago
LEA’s **Vision & Mission**

**Vision**

Lead the federal government in providing excellent customer service and accountability at the local level to those who participate in and benefit from our Agency’s programs.

**Mission**

We improve the health of Americans by helping consumers access quality health care coverage and by educating health care providers that provide care under our programs.
These core values define who we are, what we stand for, and how we work.

I. **Service.** We are committed to public service.
II. **Respect.** We have respect for all.
III. **Accountable.** We operate with personal and organizational accountability.
IV. **Excellence.** We provide excellent service and meaningful engagements.
V. **Communication.** We are open and effective communicators.
VI. **Teamwork.** Our teamwork is essential to our success.
VII. **Innovative.** We are eager to innovate and continuously improve.
Some of LEA’s Key Objectives

1. Consistently achieve high performance in our customer service: quality, integrity, consistency, and timeliness.

2. Produce bold and impactful regional outreach strategies that make the case for CMS’ initiatives, help consumers make sound choices, and demonstrate to stakeholders that CMS is listening to them.

3. Increase consumer use of CMS developed tools to make informed choices.

4. Responses to stakeholder questionnaire indicate that CMS is a valued and trusted ambassador of our programs and that our outreach inspires action.
LEA: A new, bolder approach to local engagement

LEA is a Center of Excellence for:
- Outreach and education
- Stakeholder engagement
- Environmental scanning

✓ The LEA organizational structure unites professional relations and regional external affairs staff, including SHIP/SMP relations and Congressional affairs.

✓ Each regional location has a multi-disciplinary coordination team – a Local Engagement Governance Group (LEGG) – that oversees and facilitates that office’s outreach/engagement and environmental scanning portfolio.
Improved SHIP/SMP Liaison Role: **Our Goals**

- **You need good information, timely.** In coordination with ACL, we get timely programmatic information to the SHIPs and SMPs when you need it.
  - Consistent, unambiguous, accurate messaging.
  - Monthly meetings for sharing and give-and-take.

- **We need to listen to you.** In coordination with ACL, we solicit and gather timely feedback from SHIPs and SMPs and forward it to the decision makers in CMS HQ.
  - We do the analysis (trending, etc.) along the way.

- **We are aware of regional/local differences.** We tailor our engagements to your needs when we can.

- **No wrong door.** When you bring issues/casework to our attention, we get it to the right place for resolution.

- **We rely on and appreciate you.** SHIPs and SMPs are critical partners for CMS. You extend our reach and you touch the lives of beneficiaries in meaningful ways.

- **We respect lines of authority.** SHIPs/SMPs partner with CMS and are grantees of ACL. We don’t overstep the boundaries; we coordinate regularly with ACL.

- **Continuous quality mindset in partnership with ACL.** Working closely with ACL, we strive to improve our service until we get it right.
OPOLE/LEA, in conjunction with our CMS colleagues in the Office of Communications, Office of Hearings and Inquiries, and other CMS HQ components, has started meeting regularly with ACL officials in order to:

❖ Understand and clarify roles under the One CMS reorganization;
❖ Coordinate messaging; and
❖ Agree on improved processes for communications and casework resolution.

*CMS and ACL are jointly committed to getting it right.*
THANK YOU!

... and stay in touch, please.

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Office of Program Operations & Local Engagement  

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