



MACPAC
Medicaid and CHIP Payment and Access Commission



Administrative Capacity Roundtable: Initial Themes

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Administrative Capacity

- June 2014 report included a chapter on Medicaid administrative capacity
- Recommended next steps:
 - examine how administrative performance should be measured
 - identify which strategies are most effective in helping states develop adequate capacity
- We convened a roundtable of experts to gain insight on the needs of Medicaid agencies and identify opportunities to develop capacity

Administrative Capacity Roundtable

MACPAC invited a diverse group of experts:

- Current and former state Medicaid directors and CMS leaders
- Representatives of other public purchasers
- Consultants and researchers
- Performance measurement experts
- Representatives from administrative capacity development organizations

Questions to Participants

- What skill sets are needed to run a successful Medicaid enterprise? To what degree are these unique to Medicaid?
- What types of outside support are effective, and (conversely) what are the limits of this approach?
- How can states demonstrate the value of Medicaid? How should Medicaid performance be measured?
- What federal policy changes could support the development of Medicaid administrative capacity?

What MACPAC Heard: Staffing

- Different types of staff are needed to run an effective Medicaid program
 - Each group has its own training needs, retention challenges
- States have many options to get access to the breadth and depth of expertise needed
- Participants did not identify a clear federal policy approach to help states develop staff capacity

What MACPAC Heard: Measurement

- Different types of measures are needed to assess Medicaid program performance
 - Operational effectiveness
 - Quality and outcomes
 - Strategic goals
- Participants agreed that consistency is preferable but there was less accord on how a consistent measure set should be developed
- Ranking/comparisons among states is inevitable, need good tools to facilitate fair comparisons

Federal Policy Opportunities

- Federal policymakers seek value in Medicaid but allow states considerable flexibility in designing policies to achieve that value
- Lack of consistent standards or measures complicates efforts to determine which state structures and policies are effective
 - Hard to hold states accountable for minimum performance or incentivize them for high performance
 - Insufficient data to determine where additional state or federal investment could be beneficial