

# Case Study: End of COVID-19 Public Health Emergency Organizational Change Management

## CHALLENGE

During the COVID-19 Public Health Emergency (PHE), the U.S. Congress passed legislation requiring that State Medicaid programs keep people continuously enrolled, overriding the State's normal re-enrollment process. As a result, enrollment in Medicare increased. In 2022, the federal government announced plans to end the PHE, which prompted the Centers for Medicare and Medicaid Services (CMS) to require states to plan for returning to normal Medicaid services.

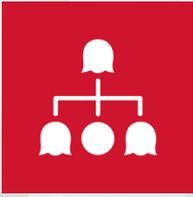
This announcement created multiple challenges for those organizations, such as netlogx' clients, that serve Medicaid populations. Approximately 25% of recipients enrolled in State of Indiana Medicaid health plan benefits were unfamiliar with the process for redetermining eligibility for coverage. Participants who did not successfully complete this complex process could lose their health plan coverage, despite meeting the coverage requirements.

## PROBLEM

- The client identified sixteen (16) key areas that required proactive project management in order to successfully complete the transition back to normal Medicaid requirements
- The client's Project Management Office (PMO) was stretched beyond capacity at the time and did not have the resources to successfully manage the process
- The anticipated date for the end of the PHE kept changing due to increases in COVID cases, making it challenging to finalize communications and transition plans

## SOLUTION

Thanks to prior experience working with netlogx, the client sought our assistance to drive project progress and enhance communication, awareness, and visibility across the organization, while documenting action items, risks, and issues and providing operational support.



## SOLUTION (Continued)

netlogx consultants engaged as members of the client's team to produce the deliverables and work product requested by the client's leadership as the organization developed plans to transition back to normal Medicaid requirements. This included:

- The development of a Project Plan in collaboration with the client's leadership for the PHE unwind
- The development of a Communication Plan in collaboration with the client's leadership for the PHE unwind
- The production of a monthly status report to update project stakeholders and leadership on project progress
- The identification of risks, issues, and action items, and developing and implementing resolutions and mitigation approaches

In addition, netlogx would assist in the development and execution of a transition plan at the end of the project.

## HIGHLIGHTS

- netlogx collaborated with project leadership to create a Project Plan to meet Federal and State compliance requirements at the end of the PHE, while facilitating a smooth transition for plan members
- netlogx' experienced project managers pulled together a diverse client team, whose members were initially hesitant to participate due to their workload and the changing date for the end of the PHE
- netlogx assisted team members with exploring and documenting how the end of the PHE would impact their business processes
- netlogx helped team members identify the impacted communications, marketing materials, presentations, online content and websites that would need to be updated at the end of the PHE. This information served as the basis for the Communication Plan

## RESULTS

netlogx assisted the client with creating a Project Plan and a Communication Plan for transitioning to normal Medicaid requirements at the end of the PHE, while complying with Federal and State requirements and minimizing the number of eligible participants who lost coverage when the PHE ended. The final result was that the client was able to successfully transition the targeted Medicaid population back to Pre-PHE status without the loss of coverage.