

# Cardinal Innovations Update

Joint Legislative Oversight Committee

March 13, 2018

# 120 Day Snapshot

Over 200 listening and learning meetings with employees, providers and stakeholders since December 1

Met with  
representatives of all  
19 internal  
departments

Over 80 feedback  
meetings with  
employees and teams

Town Halls with Care  
Coordination, IT,  
Finance and  
Utilization  
Management

Served breakfast to  
employees in  
Charlotte and Chapel  
Hill

Attended CFAC  
Retreat in Raleigh &  
CFAC Summit in  
Burlington

Meetings with  
legislators

Regular meetings with  
DHHS Leadership

Meeting with  
Mecklenburg and  
Alamance County  
officials

Care Coordination  
Ride-alongs to meet  
members in their care  
settings

Meetings with  
Minority Providers,  
Provider Council and  
Coalition Executive  
Members

Meetings and calls  
with key providers

Meeting with the  
other LME/MCO  
CEOs

# What I've Learned



Frustration with previous  
leadership decisions



Need for transparency,  
communication & inclusiveness



Culture of fear and mistrust



Know our members &  
how best to serve them



Proud of our work



Commitment to our mission



Looking for strategic direction



Want to build connections &  
have voices heard



Optimistic about the future  
& want to move forward

# Project Future

Initiative	Project Description
Develop Strategic Plan	Create and share Cardinal's vision and strategic plan for the organization, and align our efforts, resources and investments accordingly
Corrective Action Plan	Implement policies, procedures and internal controls to address concerns related to the audit findings
Restore Credibility & Reestablish Trust	Create and execute strategies that demonstrate our ongoing commitment to our members
Recruit, Retain, and Develop Talent	Attract the right talent to fill top leadership vacancies while retaining and developing our employees
Super Measures	Develop plans that measure, monitor, meet and sustain high performance levels relative to DMA and DMH measures
Medical Team Strategy	Develop and implement clinical plan that encompasses medical team goals, performance measures, structure, processes and training plans
IT Transformation	Develop and implement a plan that builds IT skills to respond to changing needs
Cardinal Innovations Accelerator	Launch a Lean Six Sigma project that will streamline and improve key member and provider-related processes

Project Future is a series of initiatives that will address high-priority issues and enable us to better fulfill our mission and serve members.



# Corrective Action Plan

- Following audits by OSA and DHHS, the Department requested that Cardinal Innovations develop and implement a Corrective Action Plan.
- Final Corrective Action Plan was approved by both the Cardinal Innovations Board of Directors and the Department
- 13 areas have been identified and addressed, and an internal audit of compliance will take place in 6 months

Identified Issues	Actions Taken
Board Activities	Cardinal Innovations and the Board have revised Board policies to have all meetings at appropriate locations in North Carolina with specific attention to costs
Governance	Active & ongoing consultation with NC General Assembly and DHHS
Personnel Practices	CEO Salary is aligned with state law; CEO-only perks have been eliminated; Policies regarding employee compensation, incentive pay, and benefits subject to Board approval; Policy on documentation for expense reimbursement has been strengthened and is actively monitored for compliance
Spending	Cardinal has amended its policies to exclude spending deemed inappropriate, including first class airfare, alcohol, chartered flights, etc.

# Community Reinvestment Initiative

Currently soliciting proposals to fund high-impact initiatives that will positively affect our members and our communities.

Will be accepting Requests for Proposals (RFPs) to fund capital, equipment, and/or programmatic needs over the next 12 months with BOD heavily involved in the review process, and final approval by DHHS

Eligible entities may include:

- Counties
- Local Public School Systems/Districts and/or Higher Education Institutions
- Municipalities
- Well-established non-profit organizations

Key Dates	
February 1	Initiative launched, began accepting proposals
March 31	Deadline to submit questions
May 1	Deadline to receive requests
June 29	Funds awarded for approved requests