

Redesign of LTSS System

The Kentucky Department for Aging and Independent Living (DAIL) is interested in pursuing a number of activities that will strategically assist in the state's overall redesign of their long term services and supports system. The National Association of States United for Aging and Disabilities (NASUAD) proposes specific activities to support Kentucky and their contractor Navigant.

NASUAD represents the nation's 56 officially designated state and territorial agencies on aging and disabilities and supports visionary state leadership, the advancement of state systems innovation and the articulation of national policies that support home and community based services for older adults and individuals with disabilities. NASUAD brings a unique and valuable perspective through our membership, which is comprised of state aging and disability agencies; and through our engagement with federal, national, state and local aging and disability organizations. Our capacity and expertise are focused on long-term services and supports (LTSS), and home and community-based services (HCBS), policy, financing, and service delivery to older adults and persons with disabilities through multiple programs and funding sources including programs under the Older Americans Act, Medicaid, and human services programs.

The department has identified a number of key priorities for which they are seeking NASUAD's assistance including:

- Development of a state plan on aging;
- Identifying and securing Medicaid administrative claiming;
- Assessment of the current Aging and Disability Resource Center/No Wrong Door system;
- Assessment of the Department's current organizational structure;
- Analysis of performance measures for Area Agencies on Aging; and
- Business acumen training for AAAs.

NASUAD proposes to conduct this project in six phases as described below.

- Phase One-Background Review
- Phase Two -Stakeholder Engagement
- Phase Three-Defining goals and outcomes
- Phase Four-Assessing staffing and workflows
- Phase Five-Training staff
- Phase Six-Go live

Phase One

The background review will involve a detailed review of DAIL's current operations. This will include the current state plan on aging, area plans, Alzheimer's state plan (If Kentucky has one), and Olmstead Plan (If Kentucky has one). National rankings in health, hunger, rebalancing, adult protective services, guardianship, etc will be studied and compared. SAMS database information will be analyzed and compared to states of similar size, population, and socio-economic factors. Any prior redesign projects will also be reviewed to determine what steps were already adopted, what worked, and what did not work, and why. NASUAD will also review NASUAD state of the states data to determine areas for improvement.

Phase Two

Once the background materials are gathered and reviewed, we will embark on a rigorous stakeholder engagement process. It is important to note that the stakeholder process that we will undertake can supplement the stakeholder engagement processes that are required as part of the state plan on aging, the Medicaid HCBS settings rule, and the Medicaid Electronic Visit Verification regulation.

NASUAD recommends consulting with a variety of stakeholders including: internal staff, sister state agencies, legislators, consumers, providers, and the general public.

Internal staff

Many of the internal staff have been with DAIL for a long time and have significant institutional knowledge of how and why the Department operates in the manner that it does. The staff can be an asset to any changes that are instituted, but staff can also be resistant to change, especially if they do not feel that their voices were heard throughout the change process. NASUAD's process is intended to create a safe environment for the staff to feel empowered to contribute their ideas while also embracing proposed changes. Working with leadership, we will develop a list of staff that we will interview individually as well as in group settings. Depending on the information that we need to collect, we will also potentially send an electronic survey of questions to the staff. To develop trust with the staff, we will share the broad findings at the conclusion of the interview process.

Sister state agencies

For the past two years, the state has undergone significant work in redesigning the Medicaid waiver programs under the direction of the Kentucky Medicaid agency. In order to ensure the smooth delivery of LTSS services, NASUAD would meet with Secretary Meier, the Secretary of the Cabinet on Health and Family Services, Commissioner Steckel and other officials to ensure that the goals for DAIL consistent with the Cabinet's vision. The meetings will help to facilitate a broader understanding of the entire continuum of LTSS (non-Medicaid to Medicaid) and how the programs could better operate so that there is interagency collaboration and resource sharing, while avoiding unintended negative impacts and duplication of effort.

State policymakers

NASUAD, under the direction of the DAIL, proposes to meet with key policymakers to gather support from the policymakers about the changes that DAIL would like to make to the agency and better understand their goals for the agency. At those meetings, NASUAD will share national best practices that could be brought to Kentucky.

Consumers, providers, general public

Working with the state, NASUAD will host a series of in-person and video stakeholder meetings with the public to gather information about the changes they would like to see within DAIL. The meetings will share preliminary goals for the department and gather input on any additional concerns that the public may have.

Phase Three

At the conclusion of the stakeholder engagement process, we will review the preliminary findings with DAIL (and Cabinet, if desired) leadership. The summary findings developed from the background research, interviews with key informants, and stakeholder meetings will be used to prepare a strategy for change. Clear cut goals and objectives along with specific timelines will be developed. It is important to note that although the state has identified a number of priorities listed above, it is likely that the work will need to be developed in phases. In phase three, NASUAD will work with DAIL to determine the priority for each of the goals.

Phase Four

It is evident from initial meetings with DAIL to that a reorganization of the department will be required in order to achieve the Department's objectives. In this phase, NASUAD will work with the state to develop a new organizational structure that focuses on functional responsibilities that better align with the goals of the department. This new structure will be developed using data gathered in phases one and two and will be based on improved workflow and outcomes for the department.

This phase is often times an iterative process with many versions of the workflow charts going back and forth between the state and NASUAD. NASUAD will also work with key staff as outlined by DAIL leadership to ensure that when the final organizational structure is announced there is buy in for the change.

Phase four will also address the operational areas of the agency. Some key activities are listed below for each of the areas.

State Plan on Aging

- Review the current federal requirements of the state plans on aging
- Host a teleconference with 3-5 state agencies who have completed a state plan to highlight promising practices that they have found in developing a state plan.
- Share with the state a planning guide that the state can use in the development of their state plan.
- Highlight for the state how the stakeholder engagement findings could be used in the development of the state plan.
- Review the plan prior to submission.

Partnerships with Medicaid Agency

- Review opportunities for administrative claiming.
- Provide assistance with development of administrative claiming proposal to CMS.
- Provide training to CBOs on administrative claiming.
- Review areas where there may be service duplication with Medicaid-funded services and identify ways to eliminate the duplication.
- Highlight opportunities for the state to use MDS Section Q to transition people back to community from nursing facilities.

Development of a No Wrong Door System

- Review current data collection system, assessment tools, and discuss concerns with the current system at the state and community level.

- Quantify the impact of proposed changes – which require new resources and those that can be made without additional funding.
- Assist state in the development of partnerships with Medicaid agency and other sister agencies that need to be included in a NWD system.
- Highlight promising practices in other state NWD systems.
- Assist in the development of NWD processes.
- Train NWD staff on general I&R.
- Train NWD staff on how to field and refer APS calls.

AAA Performance

- Review with staff current AAA performance data to identify any outliers or areas of concern
- Highlight promising practices in a webinar with 3-5 states sharing how they measure AAA performance.
- Work with the staff and AAAs to develop a list of 3-5 outcomes that DAIL can hold the AAAs accountable for.

Business Acumen for CBOs

Onsite training will be offered to Kentucky’s AAAs and other CBOs identified by the state. The agenda will be set in collaboration with DAIL but could include:

- How to help CBOs understanding and evaluate their organization
- How to market their organization
- Highlight innovations occurring with other CBOs.

Proposed Deliverables, Timeframe and Budget

- Hold a kick-off meeting with DAIL leadership
- Gather background materials
- Develop materials to be used with internal/external stakeholder groups
- Stakeholder meetings held
- Summarize stakeholder meetings
- Ongoing review of state plan on aging
- Host webinar with 3-5 states on state plan on aging
- Host one day business acumen summit
- Develop proposal for new NWD system
- Development of new AAA performance goals
- Medicaid administrative claiming guidance, application, and training

Deliverable	Completion Date	Budget
Phase 1: Conduct kick-off meeting with DAIL leadership		

Phase 1: Gather background materials		
Phase 2: Conduct interviews with internal stakeholders		
Phase 2: Development of stakeholder materials		
Phase 2: Host stakeholder meetings		
Phase 2: Summarize stakeholder meetings		
Phase 3: Preliminary findings report		
Phase 4: DAIL reorganization plan		
Phase 4: State plan on aging webinar		
Phase 4: Host one day business acumen webinar/training		
Phase 4: Proposal for NWD system		
Phase 4: Plan for measuring AAA performance		
Phase 4: Medicaid administrative claiming guidance, application, training		