



Together: Building a Stronger LDH and a Healthier Louisiana is the Louisiana Department of Health's first business plan in nearly a decade and defines how we will measurably improve our programs, services, and outcomes in FY22. We will accomplish this through four major commitments consisting of 17 initiatives and 42 goals, and will report on our progress at the end of FY22.

Commitment 1

Improve the Health and Well-being of Louisianans with an Emphasis on Prevention

Assess Dental Coverage and Services for Adult Medicaid Enrollees to Improve Health Outcomes

- Conduct needs and costs assessment for covering comprehensive dental services for adult Medicaid members.
- Develop a comprehensive dental program for adults over age 21 enrolled in an intellectual/developmental disability waiver.

Improve Access to Substance Use Disorder Treatment and the Quality of Care

- Increase access to Medication for Opioid Use Disorder by increasing the use of evidence-based behavioral health treatment services.
- Increase access to Medication for Opioid Use Disorder by expanding hours of operations at two existing opioid treatment provider clinics to 24 hours, 7 days per week. The two new 24/7 extended-hour initiatives are projected to serve 600 individuals per site per year, to serve a total of 1,200 individuals.
- Increase access to life-saving opioid overdose reversal treatment through the distribution of 20,000 naloxone kits, as well as training on administration, to reduce overdose rates. This is a 100% (or 10,000) increase from a baseline of 10,000 naloxone kits distributed in 2018-2020.

Improve Care for Individuals with Serious Mental Illness

- Implement a comprehensive crisis system of care resulting in a decrease in the number of emergency department visits for Medicaid members presenting with a primary behavioral health reason by 3%. This would be a decrease of 3,007 emergency department visits for behavioral health reasons from 100,240 visits in FY19 to 97,233 or fewer in FY22.
- In FY20, OBH determined that approximately 6,800 individuals enrolled with the MCOs for both physical and behavioral health services were at risk of nursing home placement given the number of hospitalizations incurred. Through this initiative, LDH will seek to divert these potentially unnecessary hospitalizations.

- Avoid unnecessary hospitalization, institutionalization, and homelessness by obtaining 150 additional permanent supportive housing units or subsidies to house persons with serious mental illness, increasing the total number of units or subsidies for this population from 500 to 650, or 30%.

Improve Early Detection of Colorectal Cancer and Treatment of High Blood Pressure and Diabetes

- Increase the number of adult Medicaid members with controlled high blood pressure by 5,100 (from 63,724 to 68,824) and increase the number of Medicaid members with controlled diabetes by 2,300 (from 24,590 to 26,890) by the end of FY22.
- Establish 12 new community-based blood pressure monitoring and diabetes prevention programs.
- Increase overall colorectal cancer screening rates among men and women ages 50-75 enrolled in Medicaid managed care plans and statewide in Louisiana by at least 2 percentage points, increasing from 37% and 69% in calendar year 2021 to at least 39% and 71%, respectively, in calendar year 2022.

Improve Health Outcomes from Pregnancy through Childhood

- LDH will launch and create sustainability for four statewide initiatives to address the leading clinical contributors to preventable maternal deaths.
- Enact three substantive policy changes to strengthen the state's maternal systems of care.
- Implement four policy and programmatic changes to increase access to maternal care services.
- Improve systems that support breast milk as first food to increase breastfeeding initiation among Medicaid beneficiaries in Louisiana by 700 (8%) to a total of 9,824, with a specific focus on non-Hispanic Black women.
- Increase the number of all mothers breastfeeding their infants at eight weeks of life by 1,120 (4%) to a total of 29,062.
- Strengthen Louisiana's Early and Periodic Screening, Diagnostic and Treatment system by increasing the provision of necessary but underutilized preventive services in the following four areas of child health: developmental screening, immunizations, oral health, and Adverse Childhood Experiences.

Increase and Strengthen Service Delivery for Vulnerable Residents

- Improve access and prevent unnecessary institutionalization of children with disabilities not otherwise eligible for Medicaid through the development and implementation of a new eligibility group that will keep children in their homes and communities by providing necessary Medicaid services.
- Improve workforce capacity and competency for home and community-based long-term supports and services by reducing turnover rate of direct support professionals by 2.5% in a one-year period and increasing the number of new direct support professionals by 5% in a one-year period.
- Increase access to home and community-based care for an aging population by adding an additional Program for All Inclusive Care for the Elderly (PACE) site.

Commitment 2

Re-Shape #TeamLDH Culture

Advance Equity, Diversity, and Inclusion within LDH

- Advance diversity throughout all levels of the LDH workforce.
- Foster and advance diverse representation through healthcare governance.

Improve #TeamLDH Culture, Recruitment, and Retention

- Decrease the employee turnover rate by 1% from FY20 to FY22.
- Implement a streamlined hiring process that reduces the time from posting to hiring a position to an average of 60 days. This represents a decrease from an average of 90 days in FY21.
- Develop and implement a formal succession planning program at LDH that results in the creation of succession plans for 10% of the positions throughout LDH.
- Develop and implement a departmental leadership training program that identifies emerging leaders.

Commitment 3

Enhance Customer Service, Partnerships, and Community Relations

Forge New Strategic Partnerships with Public Universities

- Establish university partnerships to conduct projects that identify and address three challenges or opportunities in LDH.

Improve the Sustainability of Public Water Systems

- Provide accountability measures for drinking water by issuing letter grades for water systems on an annual basis per Act 98 of the 2021 Regular Session. These deliverables may not be feasible if there are emergency response events that interfere with normal operations.
- Develop a plan to prioritize funding for consolidation projects and infrastructure improvements to maximize available funding.

Leverage Community Partnerships to Improve Participation in LDH Programs and Improve Program Design

- Develop an LDH Community Engagement Toolkit to support LDH team members in the delivery of effective community engagement as we create and improve LDH policies and services.
- Utilize the toolkit to coordinate community-facing events in collaboration with regional community partners to introduce LDH to the community while assessing opportunities and challenges.

Pilot a Workforce Development Program

- Launch the Workforce Development Training Program and train 100 individuals in the pilot phase with 25% of the pilot enrollees being a current Medicaid recipient.

Support Efforts to Increase Diversity in the State's Healthcare Workforce

- Increase the number of clinicians of color who provide healthcare in Louisiana.
- Reinstatement of the Well-Ahead Louisiana Rural Health Scholars Program in urban and rural healthcare shortage areas by recruiting healthcare students for job rotations in healthcare provider shortage areas.

Commitment 4

Promote Transparency, Accountability, and Compliance

Develop and Implement an Annual Comprehensive Medicaid Provider Rate Review Process

- Establish an annual rate review process that compares current provider rates across Medicaid, the southern average, the national average, Medicare rates, and commercial rates (if available) for all provider types on a staggered three-year cycle to allow for resourcing. A provider rate review will be completed for the first group of selected providers in FY22.

Develop Sustainable, Equitable, and Comprehensive Supplemental Payment Systems

- Develop supplemental payment systems that incorporate broad stakeholder feedback from legislative briefings, Louisiana Hospital Association subcommittee meetings, and other relevant stakeholder groups, and receive approval from CMS (Centers for Medicare and Medicaid Services).

Improve LDH Compliance with State, Federal, and Agency Requirements

- Improve the internal oversight of providers through the development of predictive analytics risk models, using an evidence-based, process-driven, algorithm-development framework, resulting in a 30% increase in cases opened on the Medicaid high-risk provider type selected by the Department.
- Improve the internal oversight of recipient fraud through the development of predictive analytics risk models, using an evidence-based, process-driven, algorithm-development framework, resulting in a 25% increase in recipient fraud investigations cases opened, or 1,250 recipient fraud investigations opened in FY22.
- Increase transparency, accountability, and compliance in Medicaid eligibility determinations resulting in a decrease in the case review error rate to 6% or less.
- Improve TPL cost avoidance and recovery capabilities, resulting in a 5% increase in total cost avoidance savings and recoveries in FY22. This is a \$27.5 million increase over FY20 savings and recoveries, which totaled \$551 million for all TPL activities.

Increase Accountability and Transparency through Medicaid Managed Care Organization (MCO) Contract

- Award MCO contracts that incorporate broad stakeholder feedback and suggestions, resulting in increased accountability, improved health management, and reduced health disparities for individuals accessing Medicaid services.
- Develop a standardized funding formula relative to HSDAs for all newly appropriated funds utilizing FY22 funding as the base year.