

LDH Business Plan

TOGETHER

Building a Stronger LDH and a Healthier Louisiana

FY **2022**
OUTCOMES REPORT

“Through teamwork and intentionality, we can achieve measurable results that make real impacts on Louisiana.”

LDH SECRETARY DR. COURTNEY N. PHILLIPS



258

FY22 deliverables

*Number of deliverables has been adjusted since original print of Business Plan**



246

deliverables completed (95%)



42

Business Plan goals

Data currently available on 40 goals



37

goals completed (88%)

**Deliverables adjusted since original print of Business Plan:*

- Initiative 1 — One deliverable was moved from Goal 1 to Goal 2.
- Initiative 6, Goal 2 — One new deliverable replaced two deliverables that were printed in the original plan.
- Initiative 16, Goal 3 — One deliverable was N/A as it relates to the ending of the COVID-19 Public Health Emergency.

COMMITMENT 1: Improve the Health and Well-being of Louisianans with an Emphasis on Prevention

INITIATIVE 1: Assess Dental Coverage and Services for Adult Medicaid Enrollees to Improve Health Outcomes

Preventative dental care for the 864,000 Louisiana Medicaid recipients over age 21, including those in the intellectual/developmental disability (I/DD) waiver, has been shown to improve health outcomes and save public dollars by reducing emergency care, complicated treatments, and hospitalizations. LDH worked closely with stakeholders to align goals and design comprehensive dental services.

Goal 1: Conduct needs and costs assessment for covering comprehensive dental services for adult Medicaid members.

Status: Met



Goal 2: Develop a comprehensive dental program for adults over age 21 enrolled in an I/DD waiver.

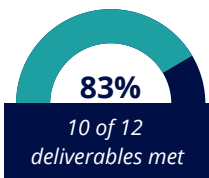
Status: Met

INITIATIVE 2: Improve Access to Substance Use Disorder Treatment and the Quality of Care

Opioid overdoses, a consistently grim symptom of a larger substance use problem in Louisiana, have shown no signs of slowing. Improved evidence-based treatments are often difficult to find and continuity of care is a challenge. This initiative was created to expand opioid treatment programs, which have significant access barriers given about 25% of residents receiving treatment live beyond a 35-mile radius of a program.

Goal 1: Increase access to Medication for Opioid Use Disorder (MOUD) by increasing the use of evidence-based behavioral health treatment services.

Status: Unmet — *Weather and supply issues have delayed construction, licensure, and accreditation.*



Goal 2: Increase access to MOUD by expanding hours of operations at two existing OTP clinics to 24 hours, 7 days per week. The two new 24/7 extended-hour opioid treatment provider (OTP) initiatives are projected to serve 600 individuals per site per year, to serve a total of 1,200 individuals.

Status: Met

Goal 3: 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.

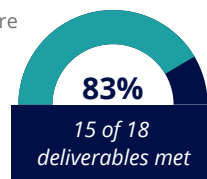
Status: Met

INITIATIVE 3: Improve Care for Individuals with Serious Mental Illness

In 2019, 40,000 Medicaid enrollees were hospitalized for serious mental illness, with most of these stays being involuntary. To help address this problem, and steer Medicaid recipients to more voluntary and therefore more effective treatment, this initiative is designed to implement a crisis system of care to reduce the number of emergency room visits and to treat the patient as a partner in offering more comprehensive options.

Goal 1: 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% in FY22. 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.

Status: Met — *Crisis services were implemented in six regions of the state. LDH is continuing to recruit and identify providers in regions without services.*



Goal 2: In FY20, the Office of Behavioral Health (OBH) determined that approximately 6,800 individuals enrolled with the managed care organizations (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.

Status: Met

Goal 3: 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%.

Status: Met

INITIATIVE 4: Improve Early Detection of Colorectal Cancer and Treatment of High Blood Pressure and Diabetes

Louisiana's screening rates for colorectal cancer are among the lowest in the nation, and high blood pressure and diabetes drive some of the worst health outcomes for chronic diseases. Under this initiative, LDH designed innovative strategies for boosting screenings of chronic diseases. By meeting people where they are, including with community health workers and in community settings, this initiative was aimed at promoting new ways to have conversations with people about their health, get them screened, and help them stick to a plan for a healthier future.

Goal 1: 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.

Status: Met



Goal 2: By June 30, 2022, establish 12 new community-based blood pressure monitoring and diabetes prevention programs.

Status: Met

Goal 3: 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 in 2022, increasing from 37% and 69% in calendar year 2021 to at least 39% and 71%, respectively, in calendar year 2022. LDH recommends beginning screening at age 45 for colorectal cancer for those individuals at average risk to be consistent with the United States Preventive Services Task Force updated recommendations. Our baseline data are among 50-year-olds so LDH will use that as a reference until a new baseline is established.

Status: Met

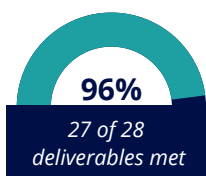
COMMITMENT 1: Improve the Health and Well-being of Louisianans with an Emphasis on Prevention

INITIATIVE 5: Improve Health Outcomes from Pregnancy through Childhood

Maternal morbidity and mortality in Louisiana is higher than much of the U.S., ranking 47th out of 48 states in 2018 for maternal mortality. In 2021, Louisiana ranked 47th out of 50 states for infant mortality. As a result, LDH assembled a comprehensive plan to improve the quality of care in the hospital, provide the support women need when they return home with their new infant, and provide pathways to ensure a healthier baby. We are also trying to treat the whole person, whether through mental health screening, nutrition, or enhanced screenings, creating new and more effective ways to meet and support families where they are.

Goal 1: By June 2022, LDH will launch and create sustainability for four statewide initiatives to address the leading clinical contributors to preventable maternal deaths.

Status: Met



Goal 2: By January 2022, enact three substantive policy changes to strengthen the state's maternal systems of care.

Status: Met

Goal 3: By June 2022, implement four policy and programmatic changes to increase access to maternal care services.

Status: Met

Goal 4: 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.

Status: Data will be available December 2022-March 2023.

Goal 5: Increase the number of all mothers breastfeeding their infants at eight weeks of life by 1,120 (4%) to a total of 29,062.

Status: Data will be available December 2022-March 2023.

Goal 6: 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 (ACEs).

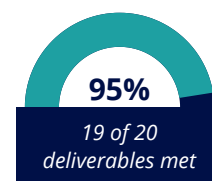
Status: Met

INITIATIVE 6: Increase and Strengthen Service Delivery for Vulnerable Residents

For our residents who live with intellectual/developmental disabilities, as well as our elderly population, LDH has prioritized avoiding institutionalization of this vulnerable population. The Department's goal is to keep these residents living at home and in their communities wherever possible, especially through increased access to care. Through this initiative, LDH is committed to expanding services as well as stabilizing and expanding the workforce that helps this population.

Goal 1: 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.

Status: Met



Goal 2: 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.

Status: Unmet — LDH successfully reduced the turnover rate by 2.5% but did not increase the number of new direct support professionals by 5%.

Goal 3: 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.

Status: Met

COMMITMENT 2: Reshape #TeamLDH Culture

INITIATIVE 7: Advance Equity, Diversity, and Inclusion within LDH

LDH is committed to a diverse workforce, knowing that the policies the Department develops will include a variety of ideas and perspectives, and lead to increased innovation when our workforce better reflects the communities we serve. We are not stopping with our staff, either. This initiative also includes promoting diversity on LDH-led boards and commissions.

Goal 1: Advance diversity throughout all levels of the LDH workforce.

Status: Met



Goal 2: Foster and advance diverse representation through healthcare governance.

Status: Met

INITIATIVE 8: Improve #TeamLDH Culture, Recruitment, and Retention

It is imperative that LDH has a strong workforce, and to do that, we recognize that if we want to improve performance, we need to focus on retention and the Department's ability to attract new talent. This initiative focuses on enhanced hiring processes, training opportunities, and recognizing team member contributions.

COMMITMENT 2: Reshape #TeamLDH Culture

Goal 1: Decrease the employee turnover rate by 1% from FY20 to FY22.

Status: *Unmet* — Similar to national workforce trends, especially the healthcare workforce, LDH did not achieve a reduction in employee turnover rate between FY20 and FY22.



Goal 2: Implement a streamlined hiring process that reduces the time from posting to hiring a position to an average of 60 days by February 2022. This represents a decrease from an average of 90 days in FY21.

Status: *Met*

Goal 3: 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.

Status: *Met*

Goal 4: Develop and implement a departmental leadership training program that identifies emerging leaders by June 2022.

Status: *Met*

COMMITMENT 3: Enhance Customer Service, Partnerships, and Community Relations

INITIATIVE 9: Forge New Strategic Partnerships with Public Universities

The Louisiana Department of Health has long relied on close communication and partnership with the individuals, institutions, and communities we serve. That includes public universities, who are critical to helping LDH understand data, make data-driven decisions, and improve the quality of services to the people we serve. These partnerships will, in turn, lead to more targeted ways of pursuing and receiving federal funding.

Goal 1: Establish university partnerships in FY22 to conduct projects that identify and address three challenges or opportunities in LDH.

Status: *Met*



INITIATIVE 10: Improve the Sustainability of Public Water Systems

With the help of the Louisiana Legislature, the Louisiana Department of Health has created a new accountability measure for water systems in the state: letter grades for water systems, issued on an annual basis. To help water systems improve their infrastructure, LDH also developed a funding structure to incentivize consolidation projects where appropriate.

Goal 1: 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.

Status: *Met*



Goal 2: Develop a plan to prioritize funding for consolidation projects and infrastructure improvements to maximize available funding.

Status: *Met*

INITIATIVE 11: Leverage Community Partnerships to Improve Participation in LDH Programs and Improve Program Design

During the COVID-19 crisis, the importance of community partnerships was never more clear. In the Business Plan, LDH prioritized continuing its goal of being informed by the individuals, populations, and communities we serve. Whether it is through community-facing events, creating community toolkits and databases for keeping in touch with stakeholders, or utilizing our state health assessment data, LDH will meet people and serve them where they need us most.

Goal 1: 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.

Status: *Met*



Goal 2: 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.

Status: *Met*

INITIATIVE 12: Pilot a Workforce Development Program

Helping Louisiana residents understand Medicaid eligibility requirements has been a long-standing challenge in our state, especially with Medicaid expansion. As a result, LDH decided to pilot a workforce development program focused on eligibility, which included hiring 100 Medicaid analysts — some of whom were formerly Medicaid beneficiaries themselves.

Goal: 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.

Status: *Met*



COMMITMENT 3: Enhance Customer Service, Partnerships, and Community Relations

INITIATIVE 13: Support Efforts to Increase Diversity in the State's Healthcare Workforce

Just as LDH is focused on improving diversity within the Department, diversifying the healthcare workforce in Louisiana is also critical — particularly in the area of addressing the problem of implicit bias. Studies and surveys have made clear that implicit bias degrades the quality of clinical care, and it's something we've already begun to address in maternal care. This is also particularly important in developing the state's healthcare workforce at large, and ensuring that we have enough workers

in our rural areas to deliver care to residents who struggle to access healthcare services.

Goal 1: Increase the number of clinicians of color who provide healthcare in Louisiana.

Status: Met

Goal 2: Reinstate 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.

Status: Met



COMMITMENT 4: Promote Transparency, Accountability, and Compliance

INITIATIVE 14: Develop and Implement an Annual Comprehensive Medicaid Provider Rate Review Process

This initiative seeks to solve a longtime problem among providers of deciding not to accept Medicaid because of low rates. Rate review requires a collaborative process that involves the Department, the Governor, and the Legislature, but it also needs to account for changes in access, cost of care, actuarial soundness, and utilization across Medicaid services and providers. Rate review is a challenge, but we know the enhanced access will result in improved health outcomes.

Goal: 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.

Status: Met



INITIATIVE 15: Develop Sustainable, Equitable, and Comprehensive Supplemental Payment Systems

Increased scrutiny on states' supplemental payment programs has made it clear that the Department needed to take a closer look at how providers are being paid. This includes Disproportionate Share Hospital payment programs and pending reductions in Upper Payment Limit and Full Medicaid Pricing (FMP) caps. Changes that will help us address concerns about payment systems include transitioning to payments based on Medicaid utilization.

Goal: 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 the Centers for Medicare and Medicaid Services (CMS).

Status: Met



INITIATIVE 16: Improve LDH Compliance with State, Federal, and Agency Requirements

Compliance is a top priority for the Department, because we acknowledge that improving our efficiency and accountability to the public benefits all Louisiana residents by enhancing the stewardship of public resources. This includes identifying fraud, waste, abuse, and performance inefficiencies. Robust oversight of the Medicaid program and providers that seek reimbursement for services through Medicaid increases public confidence and provides better outcomes for all Louisiana residents.

Goal 1: 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; **and**,

Goal 2: 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.

Status: Met

**Note: One deliverable was determined N/A, related to the ending of the COVID-19 Public Health Emergency.*

Goal 3: Increase transparency, accountability, and compliance in Medicaid eligibility determinations resulting in a decrease in the case review error rate to 6% or less by June 30, 2022.

Status: Met

Goal 4: Improve third party liability (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.

Status: Met

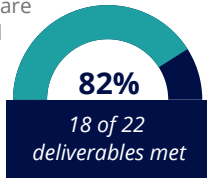




INITIATIVE 17: Increase Accountability and Transparency through Medicaid Managed Care Organization (MCO) Contract

Strengthening MCO contracts will result in higher-quality delivery of services, incorporate the latest innovations in healthcare delivery, and help meet the Department's overall goal of improving health equity.

Goal 1: 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.

Status: *Met* — Due to delays from procurement and subsequent protests, a number of deliverables were not met in FY22, including open enrollment and MCO contract go-live. The operational start date of the new MCO contracts is planned for January 1, 2023.

Goal 2: Develop a standardized funding formula relative to human services districts and authorities (HSDAs) for all newly appropriated funds utilizing FY22 funding as the base year.

Status: *Met*



LDH MISSION

To protect and promote health and to ensure access to medical, preventive, and rehabilitative services for all citizens of the State of Louisiana.



