

LOUISIANA'S PLAN FOR CHOICE IN LONG-TERM CARE:



**COMPREHENSIVE
LONG-TERM CARE REFORM PLAN**

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TABLE OF CONTENTS

	PAGE
INTRODUCTION	2
Plan for Immediate Action	2
Comprehensive Long-term Care Reform Plan.....	2
WORK PLANS FOR COMPREHENSIVE LONG-TERM CARE REFORM PLAN	5
Accessible Transportation.....	6
Affordable, Accessible Housing	7
Quality Management.....	8
Information Technology.....	10
Aging and Adult Services	11
Decision Making & Guardianship	14
Developmental Disabilities Services.....	15
Educational Opportunities.....	20
Employment Opportunities	22
Licensing.....	26
Long Term Care Planning & Insurance	28
Workforce Development.....	30
EXECUTIVE ORDER KBB 2004-43.....	34

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INTRODUCTION

On October 22, 2004, Governor Blanco issued Executive Order KBB 2004-43 which required a two-stage process to reform the administration and delivery of long-term care supports and services within Louisiana. During the first stage, the “Plan for Immediate Action” was developed. This second stage resulted in the development of the “Comprehensive Long-Term Care Reform Plan” described in this document.

Plan for Immediate Action

The Plan for Immediate Action was focused on immediate reforms to be initiated within a year by the key state agencies that administer or provide long-term care services. It was also designed to address what the literature identifies as “key system components”^{*} and “hallmarks”[†] of rebalancing that states must have in place if they are to rebalance their long-term care systems and provide a choice between institutionally-based and community-based long-term supports. Though consisting of actions that could be initiated in a year, the Plan for Immediate Action has been far-reaching in scope and impact.

The Plan for Immediate Action was developed by an Interagency Team composed of executive staff from Governor’s Office of Elderly Affairs (GOEA), Governor’s Office of Disability Affairs (GODA), Office of Aging and Adult Services (OAAS), Office for Citizens with Developmental Disabilities (OCDD), Office of Mental Health (OMH), Louisiana Rehabilitation Services (LRS), and the Bureau of Health Services Financing (BHSF)/Health Standards Section (HSS) with input from stakeholders and the help of a team of national consultants. This plan was approved by submitted to Governor Blanco and the Governor’s Health Care Reform Panel in March of 2005.

Comprehensive Long-term Care Reform Plan

In late 2005 and early 2006, the Interagency Team met to determine the additional areas of reform to cover in the Comprehensive Long-term Care Reform Plan. E.O. 2004-43 specified that the Comprehensive Plan was to cover reforms that could be reasonably accomplished by 2010 and was to address, along with core supports and services, such “generic” community services as accessible housing and transportation. Following the guidance provided by E.O. 43, the Interagency Team identified the following areas for inclusion in the Comprehensive Long-term Care Reform Plan:

- ✓ Support services for the elderly and people who acquire a disability in adulthood

^{*} Steve Eiken, *Technical Assistance Guide to Assessing a State Long-Term Care System*, Thomson Medstat for U.S. Department of Health and Human Services, Centers for Medicare & Medicaid Services, December 2006.

[†] Robert Mollica and Susan Reinhard, *Rebalancing State Long Term Care Systems*, National Academy for State Health Policy and Rutgers Center for State Health Policy, October, 2005.

- ✓ Support services for children and adults who have developmental disabilities
- ✓ Educational services
- ✓ Vocational services
- ✓ Workforce development
- ✓ Housing
- ✓ Transportation
- ✓ Long-term care planning and insurance
- ✓ Decision-making / guardianship
- ✓ Quality management
- ✓ Information Technology
- ✓ Licensing

For the areas of housing, transportation, and decision-making, processes were already in place to develop goals and strategies with stakeholder input. The Governor's Office of Disability Affairs received grant funding from the Department of Transportation to bring together stakeholders to develop strategies to increase transportation opportunities for the elderly and people with disability. The Department of Health and Hospitals (DHH) Office of the Secretary received grant funding to develop and initiate strategies to improve quality management, information technology, and access to affordable, barrier-free housing. The Office for Citizens with Developmental Disabilities, as mandated by the Louisiana State Legislature, convened a group of stakeholders to develop strategies related to the needs of people with disabilities and the elderly to receive appropriate supports related to decision-making. Goals and action plans in the areas of transportation, housing, and decision-making are the result of the work of these groups.

Goals and action plans in the remaining areas were developed through the following process:

- ✓ Meetings were held with the Long-Term Care Subcommittees of each Regional Consortia to obtain input on the goals and strategies which might be pursued in Louisiana's Comprehensive Long-Term Care Reform Plan. Input was also received during a Statewide Stakeholder Meeting to which aging and disability stakeholder groups were invited.
- ✓ The Interagency Team formed small workgroups for each reform area. In addition to representative of relevant state agencies, the workgroups included wide stakeholder representation. The workgroups reviewed the input from the Regional Consortia and the Statewide Stakeholder Meeting and used that input along with their own expertise to develop recommendations for goals and strategies for inclusion in Louisiana's Long-Term Care Reform Plan.
- ✓ The Interagency Team reviewed the recommendations of the workgroups and the input from the Regional Consortia and Statewide Stakeholder Meeting. Discussions were held with the administrators of state bureaus and offices who would have a role in implementing the strategies to improve opportunities for the elderly and people with disabilities [e.g., agencies within the Department of Labor (DOL) and the Department

of Education (DOE)] to clarify commitment to the proposed goals and strategies and determine the role that they would be able to pursue in the achievement of the agreed upon goals and strategies.

The result of these activities is the plan presented herein, Louisiana's Comprehensive Long Term-Care Reform Plan.

WORK PLANS FOR COMPREHENSIVE LONG-TERM CARE REFORM PLAN

Accessible Transportation

Monitoring Agency: Governor's Office of Disability Affairs (GODA) under the auspices of the United We Ride Initiative

GOAL: To increase accessible transportation.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Create the Governor's Office of Human Service Transportation Coordination	a. Create Office of Human Service Transportation and outline structural framework	United We Ride (UWR) Steering Committee	07/06	07/08	<ul style="list-style-type: none"> Adherence to time line Payroll records 70 percent attendance by Task Force Members 	It is anticipated that the personnel and fringe for the Director of Human Service Transportation will be \$60,000
	b. Hire Human Service Transportation Coordinator (HST Coordinator)	GODA, UWR Steering Committee	07/06	09/08		
	c. Hold two United We Ride Steering Committee meetings with partners and state agencies to keep project of track to coordinate the needs of people with disabilities, older adults, and individuals with lower incomes	HST Coordinator, Inter-Agency Transportation Coordination Council (IATCC)	07/06	09/08		
2. Demonstrate a 25 percent improvement in the United We Ride (UWR) Framework for Action self-assessment tool for states and communities at the end of year one	a. Focus coordination efforts on high priority areas identified in the 2005 Louisiana Action Plan for Statewide Transportation, 2005	HST Coordinator, IATCC	Ongoing		<ul style="list-style-type: none"> One level of improvement on self-assessment tool for 50 percent of survey questions 	
	b. Utilize the UWR Steering Committee to engage local transportation programs (Region 8, Year 1) and consumers to participate in the Framework for Action Assessment Tool for Communities	UWR Consumer Task Force	09/06	07/08		
3. Strengthen the existing transportation services for persons with disabilities, older adults, and individuals by coordinating transportation planning, reporting/evaluation, and consolidated access transportation demonstration program as recommended by the Federal Interagency Coordinating Council on Access and Mobility	Re-establish the Inter-Agency Transportation Coordination Council (IATCC) by way of Executive Order	HST Coordinator	09/06	01/08	<ul style="list-style-type: none"> Executive Order posted on State Website Quarterly meetings of the IATCC to show and document increased transportation and communication coordination 	No fiscal impact is expected

Affordable, Accessible Housing

Monitoring Agency: Department of Health and Hospitals, Systems Transformation Grant

GOAL: To increase availability of and improve access to affordable, accessible housing and housing coordinated with long-term supports. [‡]						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Increase availability of affordable, accessible housing	a. Establish Community Housing Advocacy Networks (CHANs) statewide	DHH Program and Regional Offices, Systems Transformation Grant	02/07	09//10	<ul style="list-style-type: none"> • CHANs in 9 DHH Regions • Increased funding and program development targeted to housing needs of people with disabilities • Increase in the number of affordable and accessible rental units 	Cost neutral using current and federal grant-funded resources
	b. Establish Task Force on Housing for People with Disabilities	Systems Transformation Grant, La. Housing Finance Agency	10/06	Completed		
	c. Provide training and consultation to housing developers	Systems Transformation Grant , La. Housing Finance Agency	08/06	Ongoing through 09/10		
2. Improve coordination of long-term supports with affordable housing	a. Develop and implement affordable and Medicaid-funded Assisted Living (AL)	OAAS, Systems Transformation Grant	02/06	06/08	<ul style="list-style-type: none"> • Number of recipients receiving Medicaid-funded AL • Number of affordable AL units • Number of individuals in PSH • Number of regions with PSH • % of PSH services covered under Medicaid 	Statutorily, AL implementation must be cost-neutral, though program is being designed to produce cost savings
	b. Develop and implement a sustainable Permanent Supportive Housing (PSH) program statewide	BHSF, Program Offices, Systems Transformation Grant, Human Service Districts and Authorities, La. Housing Finance Agency, La. Office of Community Development	09/06	09/10		
3. Improve access to accessible, affordable housing and housing with long-term supports	Establish affordable housing database & locator service that includes information on accessibility features and "special needs" housing	Systems Transformation Grant; La. Housing Finance Agency	05/06	Completed	<ul style="list-style-type: none"> • LaHousingSearch.org fully searchable by individuals seeking housing • Increase in % of accessible units occupied by people with disabilities 	Cost of LaHousingSearch.org covered under Systems Transformation Grant through 2010 Annual cost of maintaining services estimated to be less than \$50,000

[‡] Detailed action steps and outcome measures are contained in the strategic plan for Louisiana's Real Choice Systems Transformation Grant.

Quality Management

Monitoring Agency: Department of Health and Hospitals, Systems Transformation Grant

GOAL: To implement a comprehensive, data-driven Quality Management (QM) system for long-term supports and services.*						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Develop and implement a comprehensive Quality Management (QM) system consistent with the state's transformation of its long-term support system for adults with disabilities, elders, and individuals with developmental disabilities	a. Establish QM Leadership Work Group and other steering and work groups needed to implement the QM system	OAAS, OCDD, BHSF, Systems Transformation Grant	07/06	Completed	<ul style="list-style-type: none"> • Work groups established and meeting regularly • Written vision and guiding principles for QM system • Written QM roles and responsibilities • List of priority outcomes, indicators, and data sources • Outline of QM system components • Promulgated licensing rules for HCB Services • Description of QI projects and data on outcomes of those projects 	Cost neutral Consultation and technical assistance provided through federal Systems Transformation Grant
	b. Develop a QM vision and guiding principles as the foundation for the DHH long-term support system	QM Leadership Work Group	07/06	Completed		
	c. Clarify QM roles and responsibilities at state and regional levels for major QM functions across OAAS, OCDD, BHSF/HSS	OAAS, OCDD, BHSF/HSS, Systems Transformation Grant	07/06	Ongoing		
	d. Develop priority outcomes and indicators of quality (population/program office specific and cross population/system-wide	QM Leadership Work Group, OAAS, OCDD	07/06	12/07		
	e. Design key components of a QM system that includes procedures for discovery, remediation/technical assistance, and improvement	OAAS, OCDD, BHSF/HSS,	07/06	07/08		
	f. Revise licensing for HCB Services	BHSF/HSS, Act 483 Work Group	04/06	09/08		
	g. Develop and implement quality improvement projects and initiatives	QM Leadership Work Group, OAAS, OCDD, BHSF/HSS	10/07	09/08		

* Detailed action steps and outcome measures are contained in the strategic plan for Louisiana's Real Choice Systems Transformation Grant.

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
2. Develop and routinely distribute QM reports to key entities and other stakeholders	a. Prepare QM trend reports	OAAS, OCDD, BHSF/HSS	10/07	09/08	<ul style="list-style-type: none"> Number, type, and formats of QM reports available to different audiences Number and results of QI projects initiated on basis of QM trend reports Satisfaction of consumers with availability of QM information to help them make choices 	Cost neutral Consultation and technical assistance provided through Systems Transformation Grant
	b. Convene internal and external user groups to review quality trend reports, provide feedback, and recommend quality improvement priorities	QM Leadership Work Group, OAAS & OCDD QM Steering Groups	10/07	09/08		
	c. Develop and implement plan for communicating information about development, implementation, and outcomes of the QM strategy	QM Leadership Work Group	10/07	09/09		
3. Periodically evaluate the QM strategy	Develop process of formative evaluation for ongoing revisions and improvements to the QM strategy	QM Leadership Work Group, OAAS, OCDD, BHSF/HSS	10/08	09/10	<ul style="list-style-type: none"> Written procedures for review and revision of QM strategy Number of revisions to QM strategy 	Cost neutral Consultation and technical assistance provided through Systems Transformation Grant

Information Technology

Monitoring Agency: Department of Health and Hospitals, Systems Transformation Grant

GOAL: To transform Information Technology (IT) to Support Systems Change.*						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Design Information Technology (IT) applications and system to: <ul style="list-style-type: none"> • Support individual-centered practices and processes • Improve client access to services • Monitor quality of services rendered 	a. Use Statistical Analysis Software (SAS) pilot and/or other resources to access data currently kept in multiple databases with the purpose of making that data more readily available and useful in supporting access, quality management, individual-centered service delivery	BHSF, Office of Management and Finance, Systems Transformation Grant	07/06	09/08	<ul style="list-style-type: none"> • Single record of view of data connected to an individual will be available • Decreased time between application, eligibility determination, service approval, and service delivery 	Some technical assistance and consultation to be funded through Systems Transformation Grant IT system development and maintenance should be eligible for enhanced federal match (90/10 for development, 75/25 for maintenance)
	b. Create and implement single, modularized IT framework to address gaps in data collection and to support the common and shared business processes of OAAS, OCDD, and BHSF/HSS. Common modules include: initial DHH entry/screening with single client view; Long-Term Care (LTC) provider linkage; automated Long-Term Support payment authorization, billing, and tracking	DHH IT, Systems Transformation Grant; OAAS, OCDD, BHSF/HSS	07/06	09/10	<ul style="list-style-type: none"> • State and community personnel will report satisfaction with IT support for person-centered planning approaches, individualized budgets, and QM 	
	c. Building on existing sites (e.g., LouisianaAnswers.com), develop additional web-based resources to improve public access to information and services	Systems Transformation Grant, GOEA	02/07	09/09	<ul style="list-style-type: none"> • Consumers and family members will report satisfaction with accessibility, user-friendliness and usefulness of web-based resources to support planning, provider and service choice, access, and self-direction 	

* Detailed action steps and outcome measures are contained in the strategic plan for Louisiana's Real Choice Systems Transformation Grant.

Aging and Adult Services

Monitoring Agency: Department of Health and Hospitals, Office of Aging and Adult Services (OAAS)

GOAL: To provide affordable, accessible, timely, and customer driven supports and services to the elderly and persons with adult onset disabilities in a variety of settings.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Assess the current array of supports and services to identify gaps and evaluate for effectiveness	a. Develop and conduct a survey of current services across funding sources and agencies	GOEA with Councils on Aging	05/06	07/08	<ul style="list-style-type: none"> A list of current services and supports organized by geographic region, funding source, agency, effectiveness and estimated demand Program evaluation reports that focus on duplication of services quality, timeliness, cost-effectiveness, and choice of setting 	Cost-neutral using current resources
	b. Identify gaps, or unmet needs based on survey results and stakeholder input	OAAS, GOEA	10/06	07/08		
	c. Conduct program evaluation of current programs focusing on how well they meet the goal	OAAS	05/06	07/08		
	d. Recommend modifications to current programs based on evaluation results	OAAS	10/06	07/08		
2. Identify, evaluate and propose new or improved services and supports consistent with the stated goal	a. Review and prioritize best practices and service options nationally. Focused reviews should be conducted on Assisted Living, other congregate housing programs that include services, Program of All-Inclusive Care for the Elderly (PACE), self-directed service options, adult education, employment, Single Point of Entry (SPOE) for Aging Services, and chronic disease management	OAAS, GOEA	05/06	07/08	<ul style="list-style-type: none"> A list of cost-neutral modifications to current programs A prioritized list of service and support options that have demonstrated customer demand, quality / effectiveness, and cost-effectiveness. The listed services should comply with current regulations and include recommended evaluation standards. Access to funding for the programs must be assured 	Minimal with existing \$4800 contract for consultation and \$5000 for the costs of stakeholder participation (travel, meeting rooms, meeting materials etc.)
	b. Conduct market or needs analysis to estimate the demand for services and supports including self direction options	GOEA with Councils on Aging	01/07	07/08		
	c. Analyze the Deficit Reduction Act for opportunities for service options such as 'Money Follows the Person' and self direction options	OAAS, OCDD	05/06	Completed		

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
	d. Propose amendments to the E/DA waiver which will optimize current options and include additional services	OAAS	11/07	03/08	<ul style="list-style-type: none">Communications with and involve stakeholders such as other agencies, Support Coordination Agencies, Direct Support Provider Agencies, advocacy groups, families, and participants	Minimal with existing \$4800 contract for consultation and \$5000 for the costs of stakeholder participation (travel, meeting rooms, meeting materials etc.)
	e. Propose a configuration of services and supports using the data gathered above and based on pre-established selection criteria	OAAS, GOEA	01/07	07/08		
3. Develop a strategy to address barriers and obstacles to implementation, access, and use of new or improved services	a. Develop modifications to current programs based on evaluation results	OAAS	01/07	07/08	<ul style="list-style-type: none">A list of strategies to minimize, or eliminate barriers and obstacles to access, choice and flexible use of the full array of programs, services and supportsPropose alignments in services and policies as well as incentives for provider performanceA list of required legislation for 2008 with family and fiscal impact statementsCommunicate with and involve stakeholders such as other agencies, Support Coordination Agencies, Direct Support Provider Agencies, advocacy groups, families, and participants	Cost-neutral using current resources with \$5000 for the costs of stakeholder participation (travel, meeting rooms, meeting materials etc.)
	b. Develop strategies to address management of the Request for Services Registry	OAAS	07/06	07/08 with work continuing as an ongoing activity		
	c. Evaluate other issues effecting accessibility to community services, Medicaid programs, employment, homes and facilities, durable medical equipment, and funding alternatives (discretionary funds) for participants	OAAS, GOEA , LRS, Louisiana Assistive Technology (LATAN), DOL, DOE, Medicaid Health Economics Section	03/07			
	d. Evaluate the consolidation or coordination of funding sources to allow flexibility in funding and service delivery	OAAS, GOEA with Health Economics Section	03/07			
	e. Conduct review of program rules, policies, procedures to promote efficiency and effectiveness	OAAS with Division of Administration (DOA)	05/06			
	f. Develop technical assistance programs to assist agencies, providers, families and participants find, create and use Medicaid as well as alternative community supports and services, funding sources	OAAS, GOEA, OCDD with DOE	05/06			

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
4. Implement new or improved services consistent with the stated goal	a. Continue collaborative focus on improvements in quality, and safety outcomes based on evidence-based practices (data-driven quality management)	OAAS with OCDD and BHSF/HSS, Quality Management Leadership Workgroup and IT Workgroup	Ongoing		<ul style="list-style-type: none"> Uniform assessment with robust appeals processes Implementation of services that are currently under development Quality Management Strategy consistent with CMS Quality Framework and Continuous Quality Improvement activities 	1) Quality Management activities are being supported by the Systems Transformation Grant 2) Cost-neutral using current resources. However, the fiscal impact of any legislation needed for implementation will need to be determined in Objective #3
	b. Continue with implementation of uniform assessment process for OAAS services	OAAS				
	c. Continue with development of Medicaid-funded adult residential care options	OAAS				
	d. Continue with implementation of SPOE for aging services with comprehensive information and referral network	OAAS, GOEA, Veteran Affairs with other non-governmental agencies in the community, advocacy groups, etc.				

Veteran Affairs

GOAL: To increase the awareness and utilization of Veterans' benefits for the elderly and people with disabilities.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Develop appropriate partnerships with sister agencies in order to increase knowledge of veterans entitlements and eligibility and usage of available benefits	a. Meet with appropriate parties at Louisiana Department of Veteran Affairs (LDVA), DHH, and GOEA	DHH, LDVA	05/06	Completed	<ul style="list-style-type: none"> Increase in percentage of elderly and people with disabilities in Louisiana utilizing veterans services and benefits 	Decrease in number of elderly and disabled on Medicaid and Increase in federal funds flowing to eligible veterans and family members
	b. Develop questions and directions for use at DHH Single Points of Entry (SPOEs) and Area Agencies on Aging (AAAs)	DHH, LDVA	05/06	07/08		
	c. Implement questions and directions at SPOEs and AAAs	DHH, GOEA	07/06	Ongoing		
	d. Monitor and adapt program as needed	DHH, GOEA, LDVA	12/06	Annually		

Decision Making & Guardianship

Monitoring Agencies: Department of Health and Hospitals, Office for Citizens with Developmental Disabilities (OCDD) and Office of Aging and Adult Services (OAAS)

GOAL: To ensure that people with cognitive disabilities have assistance with decision making.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Re-convene the Implementation Team established by Senate Current Resolution (SCR) 149 Commission Report	Reconvene Team established in commission report	OCDD, OAAS, OMH, DHH Legal, The ARC of Louisiana, Mental Health Advocacy, American Association of Retired Persons (AARP),	08/06	Completed	• Implementation Team convened by end date	None
2. Develop strategies to implement recommendations provided in SCR 149	a. Review recommendations on report	Developmental Disability (DD) Council, Advocacy Center, Louisiana Guardianship Services, Louisiana Law Institute, Brain Injury Association of Louisiana, Mental Health Association, Bureau of Protective Services, Louisiana Bar Association, Supreme Court Administration Office	09/06	Completed	• Documentation of review of recommendations, strategies developed and documented	None
	b. Develop specific strategies for implementation		12/06	Completed		
3. Implement recommended strategies	a. Review strategies quarterly for progress		03/07	09/08	• Strategies implemented, people with cognitive disabilities have increased availability of assistance in decision making	Dependent on specific strategies developed, some funding will be needed to address some recommendations
	b. Adjust strategies as necessary to accommodate any revisions needed		03/07	09/08		

Developmental Disabilities Services

Monitoring Agency: Department of Health and Hospitals, Office for Citizens with Developmental Disabilities (OCDD)

GOAL: To provide quality services and supports, information, and opportunities for choice to people with developmental disabilities.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Implement a single person-centered planning method to use across services for people with developmental disabilities that is responsive to the priorities of people supported	a. Utilize OCDD's Planning Framework in the development of individualized plans for people with developmental disabilities	OCDD	06/06	Ongoing	<ul style="list-style-type: none"> Planning format which reflects all elements of the planning framework Person-centered plans which reflect services across providers and funding 	Current resources
	b. Determine potential use of Supports Intensity Scale/Louisiana Plus (SIS/LAPlus) needs based assessment in the developmental disabilities services delivery system		12/06	12/08	<ul style="list-style-type: none"> Consistent method for identifying individual needs Resource allocation based on individual needs Utilization of SIS/LAPlus in determined areas 	Current resources
2. Implement an integrated, full-scale, data-driven quality enhancement system	a. Design a standardized quality enhancement structure and process that defines the role of data analysis and review in the provision of OCDD services and programs	OCDD	01/06	07/08	<ul style="list-style-type: none"> Analysis of current systems Integrated internal Quality Enhancement system Data driven quality enhancement services Interagency QE system that is consistent with best practices Successful transition of people moving from large Intermediate Care Facility for People with Developmental Disabilities (ICFs/DD) 	Current resources including Systems Transformation Grant funds

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
					to community setting <ul style="list-style-type: none"> Enhanced capacity building within private service provider and support coordination agencies 	
	b. Develop a system to determine satisfaction and feedback on services from all stakeholders		05/07	06/08	<ul style="list-style-type: none"> Analysis of all current satisfaction and feedback systems Integrated satisfaction/feedback system System-wide satisfaction and feedback information 	Current resources including Systems Transformation Grant funds
3. Provide leadership in the ongoing expansion of community based services and supports	a. Collaborate with ICF/DD funded private community home providers that wish to voluntarily convert to waiver services	OCDD	07/06	07/08	<ul style="list-style-type: none"> Procedure for MRP in the Medicaid budget; legislation for MRF with the OCDD budget; funding of Residential Options Waiver opportunities Options available for living in less restrictive environments Awareness of available options People live in the option of their choice Rebalance of Louisiana's service system 	Resources to cover provider fees
	b. Support the downsizing of all large ICFs/DD (public and private)		04/06	Ongoing	<ul style="list-style-type: none"> Options for further implementation of downsizing plan Stakeholder/entity input into downsizing plan Alternate service options for people supported by large 	Current resources including available grant funds

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
					ICFs/DD	
	c. Amend the New Opportunities Waiver (NOW) to include additional service options and/or revise current options		04/06	Ongoing	<ul style="list-style-type: none"> • Additional waiver options identified • Identified needs and current options reflected in waiver amendments • Stakeholder/entity input into waiver amendments • Completion of waiver amendment application • Additional service options available in the NOW 	Stabilization of NOW costs Expenditures expected for contracted facilitator for focus groups
	d. Develop Residential Options Waiver		08/06	07/08	<ul style="list-style-type: none"> • Residential waiver application reflecting stakeholder input/needs • Availability of additional residential options 	Additional appropriations for state match
	e. Expand consumer directed waiver services		05/06	Ongoing	<ul style="list-style-type: none"> • Expert input into evaluation of current services • Recommendations for expansion of self-directed waiver services • Stakeholder/entity input into plan • Centers for Medicare and Medicaid Services (CMS) approval of plan and proposed amendments • Implementation of plan according to projected timelines 	Current resources

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
					<ul style="list-style-type: none"> Increased number of people choosing the self-direction 	
	f. Utilize the Deficit Reduction Act state plan option to apply for Centers for Medicare and Medicaid Services (CMS) grants to implement Money Follows the Person	OCDD, OAAS	05/06	Completed	<ul style="list-style-type: none"> Identification of recommendations and requirements for stakeholder groups Expert input into grant application Availability of other services options 	Resources to cover provider fees
	g. Evaluate the consolidation of office finances into one global budget to allow flexibility in funding		02/07	05/09	<ul style="list-style-type: none"> Assessment of global budget consolidation Analysis of study findings regarding budget consolidation Delineated steps and timelines to accomplish global budget for Office Global budget for Office 	Current resources
4. Provide programmatic leadership consistent with the Office's vision and mission	a. Develop a plan for systematic review of all rules, policies, and provider requirements to meet the intent of this immediate action and implement the review plan	OCDD	10/06	Ongoing	<ul style="list-style-type: none"> Comprehensive search and compilation of all applicable rules, policies, and provider agreements Workgroup review of complied documents and development of recommendations for follow-up action Documentation of workgroup's findings and recommendations 	Current resources
	b. Consolidate the regional functions into a single regional office		09/06	07/08	<ul style="list-style-type: none"> Knowledge/understanding of regional operations Evaluation of regional 	Expenditures expected for consultants to facilitate evaluations and, if indicated, develop consolidation plan

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
					<ul style="list-style-type: none"> office operations Plan for reorganization/consolidation of regional office functions Efficient and effective regional office operations, coordinated service delivery 	
	c. Evaluate the transfer of the responsibility of support coordination for Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) to OCDD		04/07	12/08	<ul style="list-style-type: none"> Analysis of transfer of responsibility Appropriate responsibility of program assignment 	Current resources
5. Develop a full service integrated IT system that integrates with DHH	a. Provide resources to encourage the effective use of technology	OCDD, DHH IT	09/06	Ongoing	<ul style="list-style-type: none"> Consistent electronic work environment, reduced downtime, improved support response capabilities Improved productivity, morale, and health Ability to report and track resolution of computer problems 	Current resources
	b. Integrate existing database applications		03/06	07/08	<ul style="list-style-type: none"> Internal integrated data system containing records of all served by OCDD Data system integrated within DHH 	Expenditures expected for additional Information Technology staff or for contracts for programmers

Educational Opportunities

Monitoring Agency: Department of Health and Hospitals, Office for Citizens with Developmental Disabilities (OCDD)

GOAL: To provide an educational system in Louisiana that provides choices, inclusion and preparation for a meaningful future for people with disabilities.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Evaluate early intervention programs for effectiveness and implement revisions/ recommendations	a. Evaluate Early Steps Program	Office of Public Health (OPH), DOE, OCDD, Families Helping Families (FHF), Advocacy Groups, Support Coordinators, Provider Agencies	07/06	Completed	<ul style="list-style-type: none"> Written evaluation reports, revised programs, increased participation in Early Steps, increased providers, cost-effective programs, increase in inclusive day care and after-school care, increased choices for pre-school programs 	Funding for study, continuation of Department of Social Services (DSS) funding for child care education
	b. Review day care , after- school care for affordability and inclusion – consider a pilot after-school program	OCDD, DSS, DOE, FHF, Advocacy Groups, Provider Agencies, Agenda for Children	09/06	08/08		
	c. Review Pre-K and Pre-school programs for increased – opportunities (review pilot inclusion programs in East Baton Rouge and Livingston Parishes)	DOE, DSS, FHF	09/06	08/08		
	d. Provide recommendations on early intervention programs	OPH, DOE, OCDD, DSS, FHF, Advocacy Groups	03/07	08/08		
	e. Implement recommendations for early intervention programs	OPH, DOE, OCDD, DSS, FHF, Advocacy Groups	03/07	06/10		
2. Ensure consistent educational outcomes for people with developmental disabilities across the state	a. Develop and implement accountability methods across districts for ensuring best practices in education for people with developmental disabilities	DOE	07/06	07/08	<ul style="list-style-type: none"> Clear best practice standards, accountability measures that assure best practices are implemented consistently across the state, performance based incentives for districts meeting or exceeding set standards, funding and establishment of a Positive Behavior Support specialist in each region, presence of socialization activities in best 	Funding for positive behavioral support programs, funding for education outreach programs, additional community support teams in regions
	b. Incorporate training in developmental disabilities and positive behavioral supports in college level classes and across all levels within the school system (teachers, parents, administrators)	DOE, OCDD	07/06	07/09		
	c. Obtain an independent assessment and evaluation of behavioral supports across districts	DOE, Stakeholders	07/06	07/08		
	d. Provide an appropriate behavioral support system across districts	DOE, OCDD	07/07	07/09		
	e. Provide independent behavioral evaluation through Community	DOE, OCDD	07/06	07/08		

Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
	Supports Teams or other mean to address emerging student behaviors				practice standards	
	f. Assure socialization activities are available for people with developmental disabilities both during the school day and in after school activities (look at other national educational and outreach programs that promote inclusion)	DOE, Best Buddies	07/06	07/10		
3. Ensure transition activities provide an individualized career path	a. Explore inclusion of flexible high school curriculum which allows for multiple career paths	DOE, LRS	07/06	08/08	<ul style="list-style-type: none"> New high school curriculum available for people with developmental disabilities, additional job opportunities available including micro-enterprises, pervasive involvement of students with developmental disabilities in social activities, benefits specialist incorporated in standard IEPs, all students exit the system with necessary adaptive equipment 	Continued funding for job development, benefits specialists, assistive technology, additional support waiver slots for those leaving the school system
	b. Increase job development activities such as micro-enterprises	DOE, LRS, OCDD	07/06	08/08		
	c. Assure building of social capital throughout the high school years through extra-curricular and social activities	OCDD, DOE, Best Buddies	07/06	06/10		
	d. Obtain funding to assist individuals to receive needed supports when leaving high school through incorporation of benefits specialist in standard Individual Education Plans (IEPs) and allocation and additional supports waiver opportunities	LRS, OCDD, DOE, Benefits to Work Project	07/06	06/08		
	e. Assure all adaptive equipment needs are met and then follow the person when changing schools and after exiting the school system	LRS, OCDD, DOE, Louisiana Assistive Technology, Benefits to Work Project	07/06	06/08		
4. Provide appropriate adult education barrier free for adults with disabilities	a. Obtain stakeholder input on direction desired for adult education programs	OCDD, OAAS, Stakeholders	07/06	07/08	<ul style="list-style-type: none"> People with disabilities can access adult education barrier free 	Nominal
	b. Review current adult education programs for strengths, weaknesses and barriers	Vo-Tech Schools, Community College System	07/06	12/08		
	c. Develop recommendations to improve adult education system	Vo-Tech Schools, Local Colleges	07/07	12/08		
	d. Remove assessment and other barriers to receive accessible adult education	Vo-Tech Schools, Local Colleges	09/07	07/09		

Employment Opportunities

Monitoring Agency: Department of Health and Hospitals, Office for Citizens with Developmental Disabilities (OCDD)

GOAL: To develop a comprehensive system of accessible, integrated community employment opportunities for the elderly and people with disabilities						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Provide ongoing comprehensive, systematic, statewide training, technical assistance, and outreach on integrated community employment for the elderly and people with disabilities, with a focus on all stakeholders, including but not limited to people with disabilities, families, and employers	a. Provide training and technical assistance (TA) to One Stops on reaching out to the elderly and people with disabilities, assisting them to obtain employment, recruiting employers, working with other agencies that support the elderly and people with disabilities, assisting them to obtain employment, recruiting employers, working with other agencies that support the elderly and people with disabilities, with later training geared to issues identified through research and surveys of employers and participant needs, resources, and satisfaction	DOL, Governor's Office Workforce Commission (GOWC)	10/06	Ongoing	<ul style="list-style-type: none"> Curriculum developed and competency defined Training delivered 90% of One Stops 90% participants pass competency evaluations TA provided within 30 days of request 	Utilize current resources, Interagency Networking Groups (INGs) and braiding/ blending of Medicaid Infrastructure Grant (MIG) and Disability Program Navigator (DPN) funding
	b. Provide local/regional training and outreach to the elderly and people with disabilities and families in the areas where they reside	GODA, GOEA, LSU/HDC	07/07	Ongoing	<ul style="list-style-type: none"> Training modules for consumers developed by partner agencies 90% participant satisfaction with training content 	Utilize current resources, ING's and braiding / blending of MIG and DPN funding
	c. Research employer needs	GOWC	01/07	12/08	<ul style="list-style-type: none"> Survey tools developed Representative survey sample identified Results analyzed and report issued 	\$40,000 - \$50,000 Funding from MIG and/or pending Navigator grant
	d. Research employment needs of the elderly and people with disabilities	GOEA, Medicaid Purchase Plan (MPP)	07/06	07/08	<ul style="list-style-type: none"> Survey tools developed Representative survey sample identified Results analyzed and report issued 	Utilized current staff \$20,000 - \$25,000

GOAL: To develop a comprehensive system of accessible, integrated community employment opportunities for the elderly and people with disabilities						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
2. Support the active participation of all stakeholders in the design and implementation of employment initiatives	a. Develop mechanisms and funding streams for the participation of the elderly, people with disabilities, and families on workgroups and advisory councils and for participation in research	DHH with input from DOA	07/06	07/08	<ul style="list-style-type: none"> Survey of state agency current practices and barriers completed Discussions initiated with DOA to address barriers Template of policy language for state agencies developed and distributed 	Identify funding from current state and federal allocations
	b. Develop a mechanism for consistent participation by state agencies and stakeholders (an Employment Leadership Team) to oversee current and develop future employment initiatives	DHH	07/06	Ongoing	<ul style="list-style-type: none"> An Employment Leadership Team developed Meetings of Employment Leadership Team held on at least a quarterly basis Written updates and progress and new opportunities identified Subcommittees and workgroups created, as needed, by Employment Leadership Team 	Approximately \$20,000 per year to cover meeting costs and reimbursement for consumer participation
	c. Implement an effective communication plan to assure information goes from the state level to the regional INGs	Employment Leadership Team	01/07	Ongoing	<ul style="list-style-type: none"> Communication Plan developed and implemented 	Current resources
3. Create and implement a system that enables community employment for the elderly and people with disabilities and	a. Conduct satisfaction survey of participants, including employers	Employment Leadership Team	07/07	07/08	<ul style="list-style-type: none"> Survey completed, in conjunction with Objective 1 (b and c) 	See Objective 1 (b and c)

GOAL: To develop a comprehensive system of accessible, integrated community employment opportunities for the elderly and people with disabilities						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
includes continuous quality improvement, customer satisfaction, and recruitment, training, and maintenance of a professional workforce	b. Follow-up with additional surveys after outreach and conduct a longitudinal study to determine effectiveness of employment Leadership efforts and to identify opportunities and implement additional strategies to improve employment opportunities for the elderly and people with disabilities	Employment Leadership Team	07/09	01/10	<ul style="list-style-type: none"> Survey tools developed Survey distributed Results analyzed and report written 	Total for participant and employer follow-up survey would be \$60,000 - \$75,000
	c. Create a state standard for which there are shared employment outcomes including quality, community inclusion, etc.	Employment Leadership Team	07/07	07/08	<ul style="list-style-type: none"> Template language developed for state agencies to use in contracts and other provider agreements Template reviewed and approved by Legal division of DHH and other state agencies, as necessary 	No Cost
	d. Implement the Medicaid Employment-Related Personal Assistance Program (EPAS) State Plan option	BHSF	07/06	12/08	<ul style="list-style-type: none"> Long Term – Personal Care Services (LT-PCS) rules/procedures rewritten for use in EPAS program Contractor employed to determine medical eligibility Stakeholders informed of availability of program 	Current resources (shifting of funding from LT-PCS State Plan option to EPAS State Plan option)
4. Establish a collaborative process to develop a system that: <ul style="list-style-type: none"> Eliminates employer and participant disincentives which result from conflicting policies Addresses fiscal and 	a. Initiate a workgroup to identify and eliminate fiscal and bureaucratic barriers and disincentives for participants and employers	Employment Leadership Team	01/07	Ongoing	<ul style="list-style-type: none"> Workgroup developed Survey results from Objectives 1 and 3 reviewed Current relevant state and federal statutes, regulations, and policies reviewed Recommendations 	Current resources

GOAL: To develop a comprehensive system of accessible, integrated community employment opportunities for the elderly and people with disabilities						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
bureaucratic barriers <ul style="list-style-type: none"> Maximizes funding and eliminates duplication through the blending and braiding of funds 					developed and submitted to the Employment Leadership Team	
	b. Identify and enhance incentives for employers to hire the elderly and people with disabilities	GOWC	07/07	Ongoing	<ul style="list-style-type: none"> Incentives (and any barriers to accessing the incentives) are identified Any needed policy and procedures changes are identified and implemented Legislation is proposed, as needed 	Current resources NOTE: Possible legislation may have fiscal impact which would be determined during the legislative process
	c. Initiate a workgroup to identify opportunities to blend and braid funding	Employment Leadership Team	01/07	01/08	<ul style="list-style-type: none"> Workgroup established Best practices from other states are researched Funding streams that can be blended and braided are identified A process and procedures to blend and braid funding are developed and piloted at the local/regional level 	Current resources

Licensing

Monitoring Agency: Department of Health and Hospitals, Bureau of Health Services Financing/Health Standards Section (BHSF/HSS)

GOAL: To develop a competent Direct Service Worker (DSW) work force.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Develop a set of minimum requirements for a basic direct service worker	a. Convene workgroup	Bureau of Health Services Financing/Health Standards Section (BHSF/HSS)	08/05	Completed	♦ Final rule published	None
	b. Establish rules	BHSF/HSS		Completed		
	c. Promulgate rules	BHSF/HSS		Completed		
2. Establish a review process for training curriculums for approval of training programs for DSW	a. Hire program manager	BHSF/HSS		Completed	• Documents will be posted to web and review process will be implemented	\$75,000.00 Funded in 2006 session
	b. Develop forms	BHSF/HSS	07/06	Completed		
	c. Post on website and notify providers of how to access	BHSF/HSS	08/06	Completed		
	d. Implement approval process	BHSF/HSS	09/06	Completed		
3. Establish, implement and maintain a direct service worker registry that will track training, work history and eligibility for hire of DSW	a. Develop data fields for database and forms to be used	BHSF/HSS	07/06	Completed	• Database will be developed • DSW will appear on a registry	\$90,000.00 Funded
	b. Acquire contract for developer	BHSF/HSS	07/06	Completed		
	c. Test database	BHSF/HSS	10/06	Completed		
	d. Implement registering DSW	BHSF/HSS	11/06	Completed		

GOAL: To implement effective and efficient licensing standards and process for Long-Term Care (LTC) providers.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Develop a set of licensing standards that are person and outcome focused	a. Convene a workgroup of stakeholders	BHSF/HSS	02/06	Completed	<ul style="list-style-type: none"> Development of new set of regulations Final Rule promulgated 	None
	b. Review other state processes	BHSF/HSS	06/06	Completed		
	c. Determine goals or outcomes of survey process	BHSF/HSS	07/06	Completed		
	d. Promulgate a revised set of licensing standards	BHSF/HSS	02/07	01/08		
2. Merge the client monitoring visits into the licensing survey as a comprehensive unit	a. Establish interim procedures for record review and client visits	BHSF/HSS	04/06	Completed	<ul style="list-style-type: none"> Forms Developed Interim Procedures implemented 	None
	b. Develop forms	BHSF/HSS	04/06	Completed		
	c. Train survey staff	BHSF/HSS	04/06	Completed		
	D. Implement interim procedures	BHSF/HSS	05/06	Completed		
3. Implement new licensing regulations and client monitoring process	a. Train survey staff and providers	BHSF/HSS	05/07	06/08	<ul style="list-style-type: none"> New survey process implemented 	None
	b. Perform surveys with newly established regulations and protocols	BHSF/HSS	06/07	Ongoing		
	c. Evaluate outcomes of new survey process	BHSF/HSS	07/07	Ongoing		

Long-Term Care Planning & Insurance

Monitoring Agency: Department of Health and Hospitals, Office of Aging and Adult Services (OAAS)

GOAL: To utilize all means to educate, inform and encourage citizens to insure their long-term care needs (Public Awareness/Education Campaign).						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Data collection/analysis: Perform a statistical analysis of what long-term care costs are and projected for next five and ten years for the aging population	a. Gather necessary information, including an average cost of long-term care in Louisiana and nationwide	OAAS (Lead), GOEA & Department of Insurance (DOI) (Support), Private Groups (Support)	01/08	12/08	<ul style="list-style-type: none"> Draft comprehensive report on data analysis Explore in report the need for statutory, rules and/or regulatory changes 	Neutral
	b. Analyze and compare Louisiana data with nationwide figures with a focus on comparison to similar states		01/08	12/08		
	c. Assess the information relative to the need for long term care insurance, or other strategies to relieve some of the financial burden to the state for medical costs		01/08	12/08		
2. Public Awareness/Education: Inform the public of the importance of financial/estate and insurance planning for either themselves and/or their parents	a. Prepare informational brochures on the need for long tem health care planning and distribute through resource centers and regional offices	OAAS, GOEA, DOI in collaboration with Private Groups, Regional Outlets, & Stakeholders	09/06	12/08	<ul style="list-style-type: none"> Preparation of flyer, distribute same Production of video and Public Service Announcement (PSA) that provides information to public 	Nominal, especially if PSA and encouragement video can be produced at DHH
	b. Produce an informational video that will inform on the need for long-term care health and financial planning and encourage public to begin planning		09/06	12/08		
	c. Prepare short PSA(s) on importance of planning and run spots on Louisiana Public Broadcasting (LPB), radio and other outlets		09/06	12/08		

GOAL: To examine current state and federal statutes and regulations with the intent to prepare enabling legislation for Louisiana.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Evaluate current legislation, both state and federal as it pertains to long-term care regulation and as applicable to Louisiana	a. Research and identify current laws that govern long-term care insurance in other states and at the federal level	OAAS (Lead), DHH Legal (Support), GOEA and DOI (Support)	06/06	Completed	<ul style="list-style-type: none"> Report on current state and federal statutory scheme Preparation of a chart that delineates research results and makes review and comparison of data for review 	Nominal
	b. Research federal regulations and programs that provide for or address long-term health care costs and planning		06/06	Completed		
2. Propose legislative changes needed to implement best practices from federal law, regulatory agencies and other states that will best accommodate the needs of Louisiana	a. Prepare draft legislation and circulate no later than 10/1/06 for comment by the DHH, DOI, GOEA , private industry and stakeholders		07/07	04/08	<ul style="list-style-type: none"> Increased number of individuals who complete training Increased number of educational providers 	Nominal
	b. Prepare proposed legislation and brief to appropriate Legislative Committees for next session		07/07	04/08		
3. Complete legislative process for passage of long-term care legislation	File proposed legislation	DHH Legislation, OAAS	04/08	07/08	<ul style="list-style-type: none"> Passage of filed legislation Implementation of passed legislation 	To be determined, will be included in any legislative fiscal note for proposed legislation

Workforce Development

Monitoring Agency: Department of Health and Hospitals, Office of Aging and Adult Services (OAAS) and Office for Citizens with Developmental Disabilities (OCDD)

GOAL: To examine wage and benefit opportunities to support recruitment and retention of direct service workers (DSWs).						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Encourage adoption of evidence-based rate structures that support living and/or equitable wages	a. Gather necessary information, including a wage survey and promising practices including wage pass-through	OAAS, OCDD, DOL	07/06	07/08	<ul style="list-style-type: none"> Report on promising practices for Louisiana stakeholders Legislative and/or regulatory changes to support promising practices 	Dependent on final recommendations
	b. Analyze promising practices for their applicability to Louisiana		01/07	07/08		
	c. Implement the most promising practices		07/08	Ongoing		
	d. Evaluate the effectiveness of implemented practices		07/09	06/10		
2. Encourage adoption of evidence-based benefits methodologies	a. Gather necessary information, including efforts currently being used or considered in other states: <ul style="list-style-type: none"> Creating an Employer Pools (e.g., California and Oregon) State subsidy for self-employed and businesses employing less than 50 people (e.g., Massachusetts, Maine, and Rhode Island) CMS waivers (e.g., Arizona, Illinois, and Maine) Increase eligibility for publicly funded programs (e.g., Rhode Island) Tie increased reimbursement rates to health care benefits (e.g., California) Research related to Direct Support Workers (e.g., Maine) 	OAAS, OCDD, DOL, DOI	07/06	Completed	<ul style="list-style-type: none"> Increase in numbers or types of resources and/or mechanisms for providing benefits Decrease in the number of uninsured DSWs 	Potential reduction in Medicaid uncompensated care cost
	b. Analyze promising practices for their applicability to Louisiana		01/07	Completed		
	c. Implement the most promising practices		07/08	Ongoing		
	d. Evaluate the effectiveness of implemented practices		07/08	06/10		

GOAL: To promote culture change, including the components of workforce practices and person-centered care approaches, across settings.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Use civil monetary penalties to support culture change and workforce development	a. Examine regulation and legislation to identify obstacles	BHSF/HSS, GOEA, DD Council	07/06	Completed	<ul style="list-style-type: none"> Increased training opportunities Increased number of providers participating in culture change Amount of funds distributed or expended 	Nominal
	b. Develop mechanisms to allow for expenditure of the funds, for example, grant programs		07/06	Ongoing		
	c. Evaluate effectiveness of the mechanisms in use		07/08	07/10		
2. Collect turnover data from all Medicaid providers including nursing homes, waiver providers, group homes, adult day health care, etc. to encourage retention and allow analyses, such as seasonal and regional trends	a. Develop or adapt and test a standardized tool	OAAS, OCDD, DOL, Louisiana State University (LSU)/HSC-HDC	07/07	06/08	<ul style="list-style-type: none"> Annual report that identifies trends, patterns and changes 	Nominal
	b. Gather data annually		07/07	06/10		
	c. Analyze data for trends and patterns		07/07	6/10		
3. Promote supportive workplace practices, such as the development of career development, peer mentoring, job orientation, self-empowered teams, balanced workloads, coaching supervision, reward and recognition and leadership training	a. Identify mechanisms such as technical assistance, web-based resources, and consumer education, self-reported data	OAAS, OCDD, BHSF/HSS, GOEA, La. Healthcare Review (LHCR), LSU/HSC-HDC, University of Louisiana at Monroe (ULM) – School of Gerontology	07/07	06/08	<ul style="list-style-type: none"> Number of mechanisms 	Nominal
	b. Implement mechanisms		07/07	06/10		
	c. Evaluate effectiveness of mechanisms		07/07	06/10		

GOAL: To examine use of all available training and educational sources for Direct Service Workers (DSWs).						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Dedicate training and scholarships and/or financial aid to critical shortage areas	a. Identify current opportunities and obstacles to accessing training and education	LSU/HSC-HDC, DOL, DSS, DOE, Louisiana Community Technical College System (LCTCS)	07/06	06/07	<ul style="list-style-type: none"> Report on promising practices Increase funding Increase in enrollment 	Nominal
	b. Explore funding opportunities, such as Temporary Assistance for Needy Families (TANF) Program; Workforce Investment Act (WIA); Incumbent Worker Training Program (IWTP); Small Business Employees Training (SBET) Program; Women, Infants, and Children (WIC) Program; adult education and Medicaid set asides per Oklahoma and Pennsylvania		07/06	06/07		
	c. Implement promising practices		07/07	06/08		
	d. Evaluate effectiveness		07/08	06/10		
			07/06	06/10		
2. Endorse and expand career pathway currently under development and Louisiana Community and Technical College System (LCTCS) by LSU/HSC-HDC (Note: A Career Pathway is a sequence of academic and career courses, commencing in the ninth grade and leading to an associate degree, and/or an industry-recognized certificate or licensure, and/or a baccalaureate degree and beyond. Career Pathways are developed, implemented, and maintained in partnership among secondary and postsecondary education, business, and employers.)	a. Build awareness of career pathways		07/06	06/10	<ul style="list-style-type: none"> Increased number of individuals who complete training Increased number of educational providers 	Nominal
	b. Increase number of educational/training providers that can teach Certified Nursing Assistants (CNAs)/DSWs		07/07	06/10		

GOAL: To create a broad based stakeholder group of workers, providers, consumers, and state representatives.						
Objectives	Major Action Steps	Responsible Partner	Start Date	End Date	Outcomes/Indicators	Fiscal Impact
1. Continuously address issues, including issues such as transportation, housing and health care, and advocate for improvements; increase public awareness of issues and improve public appreciation of the role of DSWs; and utilize all federal and state opportunities for increasing the workforce	a. Identify stakeholders to minimally include: Culture change coalition, Alliance for DSWs; Louisiana DD Council, Direct Service Coalition; DOL; GOEA; DOE; LSU/HSC-HDC; Area Health Education Center (AHEC); The ARC of Louisiana; Louisiana Community and Technical College System (LCTCS); People First, and the chairs of the Health & Welfare and Labor Committees	DHH - Office of the Secretary	07/07	09/07	<ul style="list-style-type: none"> Group convened and meets regularly Group reviews reports and recommendations of workgroups formed to address goals set forth in Governor's Plan Group monitors progress toward goals 	Nominal
	b. Convene and charge group		10/07	06/10		



EXECUTIVE DEPARTMENT

EXECUTIVE ORDER NO. KBB 2004 - 43

LOUISIANA'S PLAN FOR CHOICE IN LONG-TERM CARE

- WHEREAS,** it is desirable that Louisiana residents, who are elderly or have disabilities, and their families, have choices from among a broad range of services and supports to most effectively meet their needs in their homes, community settings, facilities, or other residential settings;
- WHEREAS,** the state of Louisiana is committed to providing a full array of quality, long-term care services for the elderly and persons with disabilities, within resources available to the state, and recognizes that such supports and services advance the best interests of all Louisiana citizens;
- WHEREAS,** direction has been provided to states under the Americans with Disabilities Act of 1990 (ADA), 42 U.S.C. 12101 *et seq.* and the United States Supreme Court's decision in *Olmstead v. L.C.*, 527 U.S. 581 (1999);
- WHEREAS,** the President's Executive Order 13217, part of the New Freedom Initiative, recognizes the need to have long-term care systems that offer community-based alternatives to foster independence and participation in the community for persons of all ages with disabilities;
- WHEREAS,** Louisiana is committed to developing a long-term care system that offers the elderly and people with disabilities the opportunity to enjoy full lives of inclusion, productivity, and self-determination;
- WHEREAS,** in March, 2004, Louisiana held a Health Care Summit and formed the Health Care Reform Panel to assist in restructuring Louisiana's health care delivery system to meet the needs of its citizens by providing quality health care services in a cost effective manner;
- WHEREAS,** Louisiana has expanded its initiatives to provide further opportunities for the elderly and persons with disabilities to live productively in settings of their choice, and has done so through the pursuit of federal grants, Medicaid home and community-based service waivers, State Plan optional services, and changes to policies and procedures that increase the array of service options available to enable people to choose services that best meet their needs and preferences;
- WHEREAS,** accessible, affordable, and integrated housing; accessible, affordable transportation; and educational, vocational, and avocational opportunities are integral components of inclusion and independence for the elderly and persons with disabilities; and
- WHEREAS,** the citizens of the state of Louisiana will best be served by the adoption of a state policy on long-term care, a plan that enhances choice within Louisiana's long-term care system that is based on national best practices as well as broad stakeholder input;

NOW THEREFORE I, KATHLEEN BABINEAUX BLANCO, Governor of the state of Louisiana, by virtue of the authority vested by the Constitution and laws of the state of Louisiana, do hereby order and direct as follows:

SECTION 1: The Department of Health and Hospitals shall be the lead agency and shall convene the Department of Social Services, the Governor's Office of Elderly Affairs, and the Governor's Office of Disability Affairs to develop a plan identifying administrative actions for immediate implementation and legislative actions for consideration in the 2005 Regular Session of the Louisiana Legislature (hereafter "Plan for Immediate Action"). A draft Plan for Immediate Action for reform of Louisiana's long-term care system shall be submitted to the Health Care Reform Panel for consideration at its December 2004 meeting. There shall be presentations made to the Regional Healthcare Consortia and other bodies as appropriate. The Plan for Immediate Action shall then be submitted to the Health Care Reform Panel for final review and comment at its March 2005 meeting prior to submission to the governor for consideration and approval.

SECTION 2: A. Upon completion of the Plan for Immediate Action, the Department of Health and Hospitals shall be the lead agency and shall convene the Department of Social Services, the Department of Transportation and Development, the Department of Public Safety and Corrections, the Department of Labor, the Department of Education, the Department of Veterans Affairs, the Department of Economic Development, the Governor's Office of Elderly Affairs, the Governor's Office of Disability Affairs, the Louisiana Housing Finance Agency, and the Louisiana State Board of Nursing (hereafter "Agencies"), to develop a comprehensive and effective plan for reform of Louisiana's long-term care system that may reasonably be achieved by 2010 with the resources that are available to the state. The comprehensive plan shall be presented to the Health Care Reform Panel no later than December, 2005. Upon obtaining input from the Health Care Reform Panel, this comprehensive plan shall be presented to the governor for consideration and approval and shall thereafter constitute Louisiana's Plan for Choice in Long-Term Care (hereafter "Louisiana's Plan").

- B. Louisiana's Plan shall include, but is not limited to, the following:
1. A review and analysis of all laws, rules and regulations, programs and/or policies of the state of Louisiana and/or any of the departments, commissions, boards, agencies, and/or offices in the executive branch thereof, which pertain to long-term supports and services, to identify barriers to choice and make recommendations that would enable residents of Louisiana who require assistance to have more choices of where services are provided;
 2. Proposals for administrative restructuring, programs, policies, procedures and/or partnerships to improve the long-term care delivery system, including non-medical services like transportation, housing, education and vocational assistance that are necessary if long-term care recipients are to be fully integrated participants in the lives of their communities, which are achievable within the resources that are available to the state;
 3. Analysis of programmatic, procedural and fiscal impacts of any policies/practices recommended for adoption;
 4. Exploration of means to secure increased funding for community-based services for persons needing long-term assistance; and
 5. Recommendations on strategies to educate the public as to

long-term care services and methods of accessing long-term care services, as well as to the need for personal responsibility in financial planning for future long-term care needs.

SECTION 3: In developing both the Plan for Immediate Action and the Louisiana's Plan, the Agencies will:

1. Seek input from a broad range of stakeholders, including consumers, their family members, and their advocates, as well as providers of both institutional and community-based services;
2. Consider all existing studies, reports, and settlement agreements related to Louisiana's system of long-term services and supports;
3. Consider all proposals within the context of resources available to the state;
4. Take advantage of relevant work already underway and/or completed by the Agencies and various statewide task forces, councils, commissions, and other bodies that have convened to address issues related to long-term care; and
5. Seek consultation from nationally recognized experts and officials in other states in order to identify promising and/or proven practices that are consumer-centered, research-based, cost effective, and applicable to improving accessibility, capacity, quality, and financing across all long-term care services and supports; and to increasing community-based options for long-term care in Louisiana.

SECTION 4: Upon approval of Louisiana's Plan, the Agencies will meet quarterly to review progress in the implementation of the plan and will revise the plan as needed based on lessons learned, stakeholders input, and advances in best practices for long-term care delivery.

SECTION 5: The secretary of the Department of Health and Hospitals, as chair of the Governor's Health Care Reform Panel, shall submit the Plan for Immediate Action and Louisiana's Plan to the governor for consideration and approval.

SECTION 6: All departments, commissions, boards, offices, entities, agencies, and officers of the state of Louisiana, or any political subdivision thereof, are authorized and directed to cooperate with the implementation of the provisions of this Order.

SECTION 7: This Order is effective upon signature and shall continue in effect until amended, modified, terminated, or rescinded by the governor, or terminated by operation of law.



IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the Great Seal of Louisiana, at the Capitol, in the city of Baton Rouge, on this 22nd day of October, 2004.

/S/ Kathleen Babineaux Blanco
GOVERNOR OF LOUISIANA

ATTEST BY
THE GOVERNOR

/S/ Fox W. McKeithen
SECRETARY OF STATE