



## No Wrong Door Planning Grant 3-Year Plan: Final Reporting

### *No Wrong Door System of Access to Long Term Services and Supports for All Populations and All Payers*

The U.S. Administration for Community Living (ACL), the Centers for Medicare & Medicaid Services (CMS) and the Veterans Health Administration (VHA) have developed this Funding Opportunity Announcement (FOA) to assist states in the planning of a NWD System to help individuals access long term services and supports (LTSS). The NWD System will make it easy for people of all ages, disabilities and income levels to learn about and access the services and supports they need. The NWD System will also provide states with a vehicle for better coordinating and integrating the multiple access functions associated with their various state administered programs that pay for LTSS.

The main "deliverable" of this 12-month grant planning period is a 3-Year Plan that includes a detailed strategy, work plan, and budget the state will use, pending the availability of additional federal support, to begin transforming the multiple access functions that are administered by its various LTSS programs into a single statewide NWD System to access LTSS for all populations and all payers. The online 3-Year Plan template will guide you through the process of completing your 3-Year Plan.

### **Timeline for States Completing the Grant on Time:**

September 1 Online 3-Year Plan Template opens for final reporting

September 30 Optional: Deadline to submit draft 3-Year Plans for ACL to review and provide feedback

1. Click "submit" on the online 3-Year Plan Template
2. Email [chris.ragsdale@acl.hhs.gov](mailto:chris.ragsdale@acl.hhs.gov) to indicate your request for review/feedback

December 31 Required: Final 3-Year Plan due to Grant Solutions

1. Click "submit" on the online 3-Year Plan Template
2. Use the PDF function on the online 3-Year Plan Template to create a PDF of the 3-Year Plan
3. Submit the PDF and all attachments to Grant Solutions
4. Contact your project officer if you have questions about Grant Solutions

## Timeline for States Pursuing a No Cost Extension:

- August 15      Begin to submit No Cost Extension (NCE) requests through Grant Solutions
1. Contact your project officer for more information
- September 1      Online 3-Year Plan Template opens for Fall 2015 reporting (States still must comply with reporting requirements during no-cost extension period)
- September 30      Draft 3-Year Plan and/or Current Status & Progress Report is due to Grant Solutions (to fulfill the Fall 2015 reporting requirement)
1. Click “submit” on the online 3-Year Plan Template
  2. Use the PDF function on the online 3-Year Plan Template to create a PDF of the 3-Year Plan
  3. Submit the PDF and all attachments to Grant Solutions
  4. Contact your project officer if you have questions about Grant Solutions
- October 1      No Cost Extension period begins (if approved)

## Using the 3-Year Plan Template

The template is broken down into multiple sections that are listed along the left hand side of the tool. Each of these sections represents a required component of the 3-Year Plan:

- Executive Summary
- NWD Mission and Vision
- NWD Assessment
- NWD Governing Body
- NWD Stakeholder Engagement
- Goals and Action Items
  - Governance and Administration
  - Public Outreach and Links to Key Referral Sources
  - Person Centered Counseling
  - Streamlined Access to Public Programs
- Overall NWD Plan Performance
- NWD Communication and Marketing Plan

Grantees can navigate to each of these sections to begin completing portions of the 3-Year Plan. This template will allow you the functionality to save, edit, print and submit each of these sections as you develop your plan. Each section also includes guidance from ACL, CMS and VHA that will assist you as you develop your 3-year plan.

## Completing the 3-Year Plan

Sections of the 3-Year Plan are completed and submitted in phases:

January—“NWD Mission and Vision” and “NWD Stakeholder Engagement” sections

April—“NWD Assessment”

September—Final 3-Year Plan (all sections)

While some sections have already been submitted, all sections are in draft form until the final submission on December 31. Grantees are able to edit these sections even though they have already been submitted in January or April. When entering the reporting template, grantees will see that their January and April submissions have been prepopulated and can be edited and resubmitted.

## 3-Year Plan Guidance

### Executive Summary

The Executive Summary should be completed last. This section summarizes each of the other sections of your plan. The summary is important since it will help your governing body (once formed), your stakeholders and key constituents to quickly understand and support your plan.

### NWD Mission and Vision

The Mission and Vision section of this 3-Year Plan should include your state’s overall mission and vision for the NWD System in your state or territory, including any changes to the mission and vision that have been made since applications were submitted. If your mission and vision changes after the January reporting deadline, you may make edits to your submission before the final plan is due in September. Grantees should submit 1-2 pages of material for this section.

Grantees should consider the following questions when completing this section:

1. Do you have a vision for your No Wrong Door system? Is this vision consistent with the national vision? Where do you see the NWD system in 3 to 5 years?
2. Do you have a mission statement that clearly explains what you hope to achieve through your NWD system? Does your mission statement describe *what* you are going to do and *why* you are going to do it? Is the mission statement person-centered and outcomes-oriented?
3. What is your state’s NWD vision?
4. Does your vision clearly specify the ideal NWD system for your state? How does the vision address the value of the NWD system to the state and its’ citizens?
5. What process (e.g. focus groups, public forums, listening sessions, retreats) did you use to confirm or construct your mission and vision?
6. How were stakeholders engaged in the process? What process will you use to ensure that the vision is supported by stakeholders ongoing?

## NWD Assessment

Questions to consider as you develop this section:

1. What assessment process did you use to identify your NWD system's strengths, weaknesses, opportunities and barriers?
2. How were stakeholders involved in the assessment?
3. What are your assessed strengths, weaknesses, opportunities and barriers?

Why do a NWD assessment? Doing an assessment first, before developing the plan:

- Provides a foundation to a NWD system that fundable and measurable;
- Targets resources;
- Energizes existing efforts;
- Provides an opportunity for you to take a fresh look at the NWD system, identify strengths, weaknesses, opportunities for growth and barriers/threats to change; and
- Enables you to establish a positive and meaningful stakeholder engagement process that builds on stakeholder feedback and follows through to implementation and continuous quality improvement.

An assessment can involve:

- Collection and analysis of data;
- Survey information;
- Focus or discussion groups;
- A public policy review; and
- A review of current programs, activities and resources using tools like fault tree analysis, cause and effect diagrams, and value streaming.

## NWD Governing Body

Questions to consider as you develop this section:

1. Does your strategy for the NWD governing body include at least the following?
  - a. State Medicaid Agency,
  - b. State Unit on Aging,
  - c. State agencies that serve or represent the interests of individuals with physical disabilities,
  - d. State agencies that serve or represent the interests of individuals with intellectual and developmental disabilities, and
  - e. State authorities administering mental health services.
2. Who else is included in the governing body?
3. What are the shared interests of each member of the governing body? What unique resources does each member bring? What is the expected commitment of each member?
4. What are the roles and responsibilities of the NWD governing body in your state?
5. What role will the governing body play in developing your state's NWD plan that includes a detailed strategy, work plan, and budget?
6. What role will the governing body play in monitoring implementation of the NWD 3-Year plan?

## NWD Stakeholder Engagement

The Stakeholder Engagement section of this 3-Year plan should include your process and strategy, the members of your stakeholder group, roles and responsibilities of your stakeholder group, and your plan to widely disseminate final products in the interest of accountability and transparency. If your plan for stakeholder engagement changes after the January reporting deadline, you may make edits to your submission before the final plan is due in September. Grantees should submit 2-5 pages of material for this section.

Grantees should consider the following questions when completing this section:

1. What process do you plan to use to meaningfully engage stakeholders in the ongoing development and implementation of your NWD system?
2. Do you include?
  - a. Older adults
  - b. individuals with disabilities across the lifespan
  - c. advocates
  - d. Area Agencies on Aging
  - e. Centers for Independent Living
  - f. local Medicaid agencies
  - g. local organizations that serve or represent the interests of individuals with physical disabilities
  - h. local organizations that serve or represent the interests of individuals with intellectual and developmental disabilities
  - i. local organizations that serve or represent the interests of individuals with mental/behavioral health needs
  - j. Veteran Service Organizations
  - k. Service providers
  - l. Other relevant public and private entities.
3. What are the roles and responsibilities of stakeholders in development of your plan?
4. How will stakeholders provide feedback during development and implementation of the NWD system?

## Goals and Action Items by NWD Function – Governance and Administration

A *goal* is setting an end result (what you hope for) that is observable and S.M.A.R.T. (specific, measureable, attainable, realistic, with a fixed time). An *action item* is a discrete task necessary to meet the desired goal.

In this section, insert goals and action items and include the person or group responsible, the priority level (1 is most important), a target date for completion, the required budget amount necessary to implement the action, any potential barriers that may impede progress, and metrics for how you plan to measure progress toward attainment of the action item.

When developing your action plan for Governance and Administration, do you include steps to address;

1. A collaborative effort among multiple state agencies with governance and oversight lodged in a Cabinet level body and part of the state's oversight of its LTSS System?
2. The set-up of a process that will ensure key stakeholders have meaningful input into the ongoing development and implementation of the states' NWD System?
3. The development of criteria and/or process to determine what organizations at the state and

local level should play a formal role in carrying out NWD system functions?

4. The development of criteria and/or process to determine what (if any) sub-state regions and/or substate entities would be used to support the state's administration and oversight of the local entities carrying out NWD System functions?
5. The designation and development of formal agreements and funding arrangements with the state and local organizations that are selected to carry out NWD System functions?
6. The development of a communications strategy and process that will facilitate on-going communication among the many different agencies and organizations playing formal roles in the NWD System?
7. The identification of the existing public resources currently being used to support access functions across the multiple state administered programs that provide LTSS, and determining how these resources can best be coordinated and integrated to align their operation and performance with the NWD System functions?
8. Access to Medicaid funding or for NWD activities?
9. Any Medicaid funds that are not already being matched?
10. The need to make recommendations to the Governor on key aspects of the NWD System 's design, development, financing, and on-going administration?
11. A robust Management Information System (MIS) that builds on and leverages existing state MIS systems essential for a state to be able to effectively and efficiently gather and manage information from the many entities that will be carrying out NWD System functions, as well as from individuals who use the NWD System?
12. A Continuous Quality Improvement (CQI) process which includes getting input and feedback from the many different customers who use or interact with the NWD System, including individuals and their families, system partners, advocates, providers and professionals in the health and LTSS systems, on the responsiveness of the NWD System to their varying needs?
13. A CQI process that includes performance goals and indicators related to the NWD System's key aims; visibility, trust, ease of access, responsiveness, efficiency and effectiveness?

#### Goals and Action Items by NWD Function – Public Outreach and Links to Key Referral Sources

In this section, insert goals and action items and include the person or group responsible, the priority level (1 is most important), a target date for completion, the required budget amount necessary to implement the action, any potential barriers that may impede progress, and metrics for how you plan to measure progress toward attainment of the action item.

When developing your action plan for Public Outreach and Links to Key Referral Sources, do you include steps to address;

1. How the NWD system will have formal linkages with:
  - a. Information and Referral Entities?
  - b. Nursing Homes and other Institutions?
  - c. Acute Care Systems?
  - d. VA Medical Centers?

#### Goals and Action Items by NWD Function – Person-Centered Counseling

In this section, insert goals and action items and include the person or group responsible, the priority level (1 is most important), a target date for completion, the required budget amount necessary to implement the action, any potential barriers that may impede progress, and metrics for how you plan to measure progress toward attainment of the action item.

When developing your action plan for Person Centered Counseling, do you include steps to address;

1. To what extent the workforce within your NWD system performs these activities?
2. How PCC is provided to specialized populations such as youth in transition or veterans to name a few?
3. Any competencies of counselors in your state? Training and credentialing? Performance measurement and monitoring?
4. Access to Medicaid funding or other funds for PCC activities?
5. What process will be used to establish performance indicators including a detailed definition of each performance indicator, source of data, methods, frequency, schedule of data collection, and person responsible?

### Goals and Action Items by NWD Function – Streamlined Access to Public Programs

In this section, insert goals and action items and include the person or group responsible, the priority level (1 is most important), a target date for completion, the required budget amount necessary to implement the action, any potential barriers that may impede progress, and metrics for how you plan to measure progress toward attainment of the action item.

When developing your action plan for Streamlined Access to Public Programs, do you include steps to address;

1. How the NWD system includes all the processes and requirements associated with conducting formal assessments and/or determining an individual's eligibility that are required by any of the state administered programs that provide LTSS to any of the NWD System population?
2. How public access processes and requirements are integrated into the state's NWD System's streamlined access function, so states can use their NWD System as a vehicle for optimally coordinating and integrating these processes to make them more efficient and effective, and more seamless and responsive for individuals?
3. The process for conducting a preliminary and then a final functional and financial assessment?
4. Access to Medicaid funding for streamlined access activities?
5. How PCC interfaces with streamlined access?
6. What process will be used to establish performance indicators including a detailed definition of each performance indicator, source of data, methods, frequency, schedule of data collection, and person responsible?

### Overall NWD Plan Performance

Questions to consider as you develop this section:

1. How will the governing body monitor progress toward NWD goals established in this 3-Year plan?
2. What process will the governing body use to establish performance indicators including a detailed definition of each performance indicator, source of data, methods, frequency, schedule of data collection, and person responsible?
3. How does the governing body plan to analyze performance data and report, review and use this information to make informed decisions about the NWD 3-year plan?

## NWD Communication and Marketing Plan

Questions to consider as you develop this section:

1. How will the governing body establish a communication plan to market NWD goals to key constituents and the general public?
2. What are the expected components of your state's NWD communication plan including;
  - Branding?
  - Identification of target audiences and messaging specific to audience understanding of the NWD system?
  - Methods and Materials (e.g. fact sheet, press kit, brochures, website, videos, social media, slides, newsletter, radio, television, newspaper)?
  - Evaluation to check understanding of the NWD vision and make improvements over time?

## Available Resources

On the "Resources" tab of this tool you will find key resources that will assist you in the development of your plan including:

- ACL-CMS-VHA No Wrong Door Funding Announcement with Attachments
- Project Officer Contact Information
- NWD Planning Grant Toolbox
- Promising Practices
- NWD Messaging Slide Deck
- NWD Fact Sheet
- State Developed Resources

State developed resources can also be accessed from the [Planning Grantees Webpage](#) on the ADRC Technical Assistance Exchange.

## Seeking Assistance

If you have questions about the functionality of this template or if you need assistance with using or navigating the template, please contact [Chris.Ragsdale@acl.hhs.gov](mailto:Chris.Ragsdale@acl.hhs.gov).

If you have questions about using Grant Solutions or applying for a No Cost Extension, please contact your Project Officer.