



Michigan

Federal Vision for Governance and Administration

The governance and administration of a State No Wrong Door (NWD) System must involve a collaborative effort among multiple state agencies since no one agency or network has the expertise or authority to effectively carry out all NWD System functions. The NWD System is a critical component of any well-developed, person-centered state LTSS System, and therefore, its governance and oversight should be lodged in a Cabinet level body - either a new or existing one - and should be part of the state's oversight of its LTSS System. The NWD governing body should be responsible for coordinating the on-going development, implementation, financing, evaluation and continual improvement of the state's NWD System. It must include representatives from the State Medicaid Agency, the State Unit on Aging, and the state agencies that serve or represent the interests of individual with physical disabilities, individuals with intellectual and developmental disabilities; and the state authorities administering mental health services. Senior staff from these agencies should be designated as full partners in managing the on-going development and implementation of the NWD System. States may involve other state agencies, such as the budget office or the agency administering program for Veterans as members of its NWD System governing body.

Once established, some initial responsibilities for a NWD System governing body would include:

- ▶ Setting up a process that will ensure key stakeholders have meaningful input into the ongoing development and implementation of the states' NWD System. Stakeholders should include consumers, their advocates, AAAs, CILs, local Medicaid agencies, local organizations that serve or represent the interests of individuals with physical disabilities, individuals with intellectual and developmental disabilities, and individuals with mental/behavioral health needs, Veteran's Service Organizations, as well as service providers, and other relevant public and private entities;
- ▶ Developing criteria or processes to determine what organizations at the state and local level should play a formal role in carrying out the NWD functions;
- ▶ Developing criteria or processes to determine what (if any) sub-state regions and/or sub-state entities would be used to support the state's administration and oversight of the local entities carrying out the NWD System functions;
- ▶ Designating and developing formal agreements and funding arrangements with the state and local organizations that are selected to carry out NWD System functions;
- ▶ Developing 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;
- ▶ Identifying the existing public resources currently being used to support access functions across the multiple state administered programs that provide LTSS, and determining how those resources can best be coordinated and integrated to align their operation and performance with the NWD System function; and
- ▶ Making recommendations to the Governor on key aspects of the NWD System's design, development, financing, and on-going administration.

Acronyms

ADRC = Aging and Disability Resource Connection

LTSS = Long Term Services and Supports

NWD = No Wrong Door

OAA = Older Americans Act

PCC = Person Centered Counseling

CQI = Continuous Quality Improvement

SUA = State Unit on Aging

Resources

June 2, 2014 Special Message from Governor Rick Snyder: Making Michigan a Great Place to Live Well and Age Well to the Michigan Legislature (hopefully this can be posted on the ACL or another website.)

For more information about the NWD model, visit:
<http://www.acl.gov/Programs/CDAP/OIP/ADRC/Index.aspx>.

This brief highlights **Michigan's promising practice related to state administration and governance.**

Michigan's Successful NWD Promising Practice

Analysis of Michigan's long term supports and services (LTSS) system revealed myriad programs scattered throughout nine departments and over 21 different administrations, bureaus, sections, and agencies, each with their own rules, regulations, data collection systems, program eligibility criteria, referral processes, oversight, and management infrastructure. The Office of Services to the Aging (OSA) alone had over 50 different publicly-funded LTSS programs administered through 16 regional Area Agencies of Aging (AAAs) and over 1,300 local service providers.

To address these issues and implement a NWD System, Michigan created Aging and Disability Resource Collaborations (ADRCs) which are virtual partnerships of agencies at the regional and local levels that come together to function as a No Wrong Door for people seeking LTSS. ADRCs are led by AAAs and Centers for Independent Living (CILs) and often include a variety of other local partners such as Michigan's version of the State Health Assistance Program which is called MMAP, Long Term Care Ombudsmen, local Medicaid agencies, hospitals, service providers, community mental health, nursing facilities and other interested parties. Local ADRCs worked with OSA to develop standards, processes and policy which reflect federal guidance that govern how ADRCs must function; however nearly all policy governing local ADRC designation and operations has been developed jointly by stakeholders through workgroups at the state level, particularly in the areas of ADRC standards, information technology and training. The ADRCs embrace a person-centered counseling and planning approach, including choice, where an individual enters through any door of any ADRC partner agency and tells their story only once. Information is provided and the person is connected with needed services or assistance immediately if the individual is in crisis, or as quickly as possible if a non-crisis situation.

In June 2014, Michigan's Governor Rick Snyder issued a letter to the legislature entitled, "Making Michigan a Great Place to Live Well and Age Well" which outlines a multitude of initiatives to improve the lives of Michigan residents. The recommendations include coordinating LTSS across the state and across state departments "to put people first...and to put people above programs." In his message, Governor Snyder tasked the Office of Services to the Aging (OSA), in conjunction with the Good Government Leadership Team, to lead an effort to reinvent Michigan's long-term care system in partnership with the Departments of Human Services (DHS), Community Health (DCH) and Licensing and Regulatory Affairs (LARA). A cabinet-level Cross-Departmental Coordinating Council (CDCC), using the LEAN process improvement method, was created and charged with eliminating state-level barriers to streamlined access, so all LTSSs are easily accessible. This council provides oversight to ongoing development, implementation, financing, evaluation, and continuous improvement of the NWD concept. They are currently working to reach consensus on implementation strategies for streamlining state-level public benefit assessments and eligibility determinations, and enrollment systems and processes, including creating data sharing capacity across state systems.

Three workgroups currently operate the Data Sharing Task Force, the Eligibility Workgroup, and the Definitions Workgroup, all of which are chaired by a CDCC member

and include staff assigned by each co-lead partner to identify barriers, opportunities, commonalities and differences among state LTSS systems. Workgroups look at all requirements and practices for information and assistance/ referral, person-centered planning and counseling, eligibility determination, enrollment, payment systems and funding allocations, data sharing and information systems, program evaluation, outcome measurements and continuous quality improvement systems. The goal is streamlined access for consumers. This will optimally occur through increased choice and person-centered counseling through the person-centered planning process. As a result, people only need to tell their stories once, after which their information will follow them through a system that automatically updates their records as their status changes or as they seek or receive new or additional services. New policy and regulations developed by CDCC are transmitted statewide to all entities that are involved in LTSS for consistency and streamlined access.

In conjunction with the work the council is doing, the Michigan Department of Technology Management and Budget has been working with OSA to develop a website for older adults and their families to connect them with Michigan's aging-related programs and services. This website will be consumer-driven and will lead to a single portal for aging resources by early 2015.

Identifying No Wrong Door Promising Practices

No Wrong Door (NWD) Promising Practices are intended to highlight successful state programs providing a model from which NWD Systems can gather strategies and innovations that can augment their own work. A promising practice may be a research or evaluation project, policy analysis, data assessment, outreach initiative, or awareness effort. While Promising Practices are unique to each program, they do offer replicable components for diverse settings and share many common characteristics including the capacity to reach the population of focus, address the aspirations of individuals, drive quality and impact methodology and measurement.