

Strategic Goal-Setting for Collaborative Long-Term Services and Supports (LTSS) Transformation





Indiana Presenters

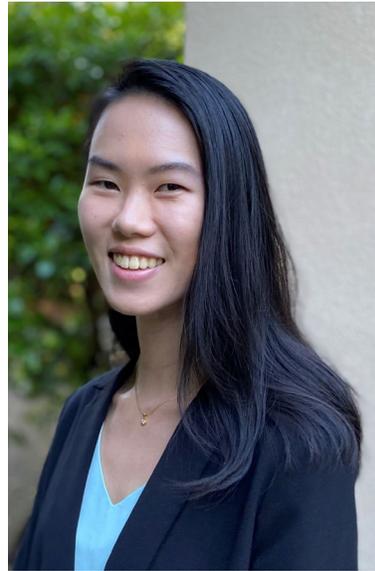
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INDIANA

Strategic Goal-Setting for Collaborative Long-Term Services and Supports (LTSS) Transformation

HCBS Conference

August 2023



Indiana Landscape

Governor Holcomb, State of the State Address, Jan. 19, 2021

“Speaking of our elders, we’re also working to ensure they can **choose** to age in an environment that best suits them, be it at home or in the comforts of a quality long-term care facility. We know **some 75% of people over 50 prefer to age in their own homes, yet only 45% of Hoosiers who qualify for Medicaid do** and must navigate a complex system of care to do so. Now is the time to put this effort in place, including a managed care system... to **integrate care** across the entire spectrum to make it **easier for families to navigate** and **drive outcomes** in a transparent and accountable way.”



**Choices for Aging
Demographic**



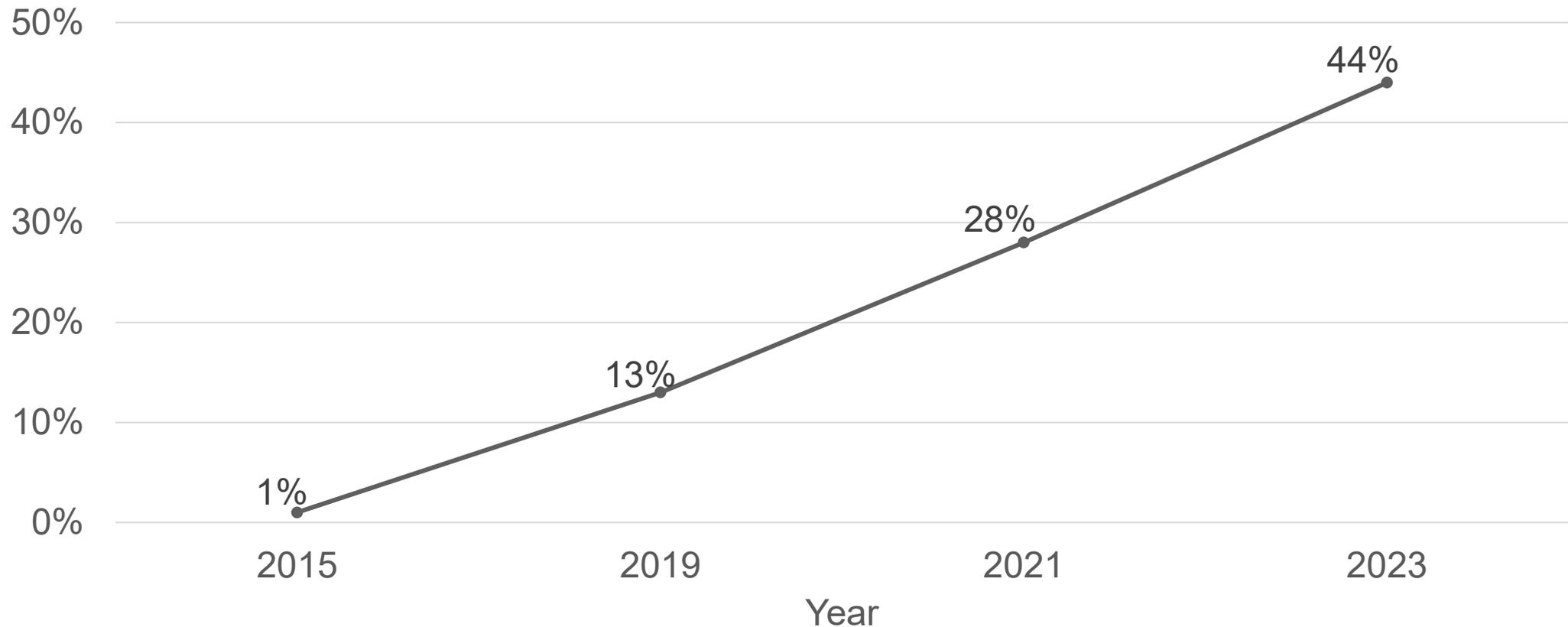
**Integration for Dually Eligible
Population**



**Investing in Quality
Services**

Growing Medicaid & Medicare Dually-Eligible Population

Growth of Indiana Dual Eligible Members in a Dual Eligible Special Needs Plan (D-SNP)



Opportunities to Improve Upon Our Pre-Existing System for Collaboration



Government silos

- The Objectives and Key Results (OKR) framework brings cross-sectional teams together in common purpose



Lack of communication and shared direction

- OKRs foster structure for discussing progress and support needs

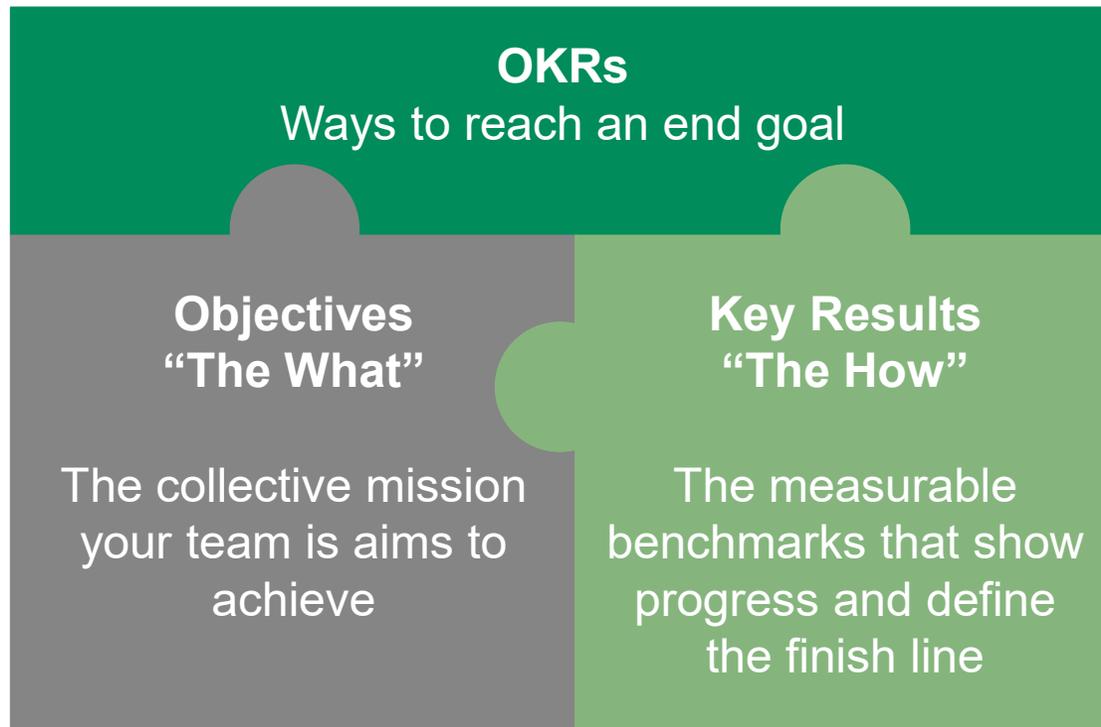


Fear of failure

- OKRs push teams to achieve ambitious missions
- OKRs offer regular opportunities to reflect on how to adapt for success

What is the OKR System?

Objectives and Key Results (OKR): collaborative goal-setting framework popularized by John Doerr in *Measure What Matters*



Advantages of OKRs

- Achieve ambitious missions
- Measurable results
- Facilitate communication and collaboration

Effective Objectives

- Meaningful
- Audacious
- Inspiring

Effective Key Results

- Specific & timebound
- Aggressive, yet realistic
- Measurable & verifiable

OKRs \neq performance measures, project management, workplans

LTSS Reform Objectives & Key Results



WHY

The growing older adult population wants the option to age at home and deserves quality care in every setting

WHAT

Overall Objective: 75% of new LTSS members will live and receive services in a home and community-based setting (HCBS)

HOW

Key Results

- Faster eligibility
- Move to **Indiana PathWays for Aging** in 2024 (managed care LTSS program)
- Pay for outcomes, not transactions
- Integrate LTSS data systems
- Support the growth, retention and training of the HCBS direct service workforce
- Create Home Health Roadmap
- Integrate HCBS waivers

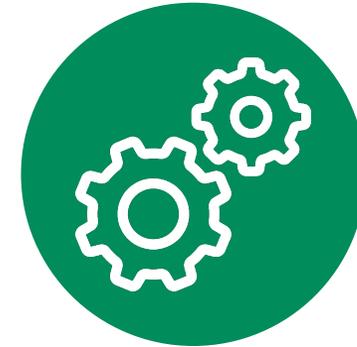
How We Utilize OKRs



Continual collaboration



Tracking progress



Reflect and refine approach

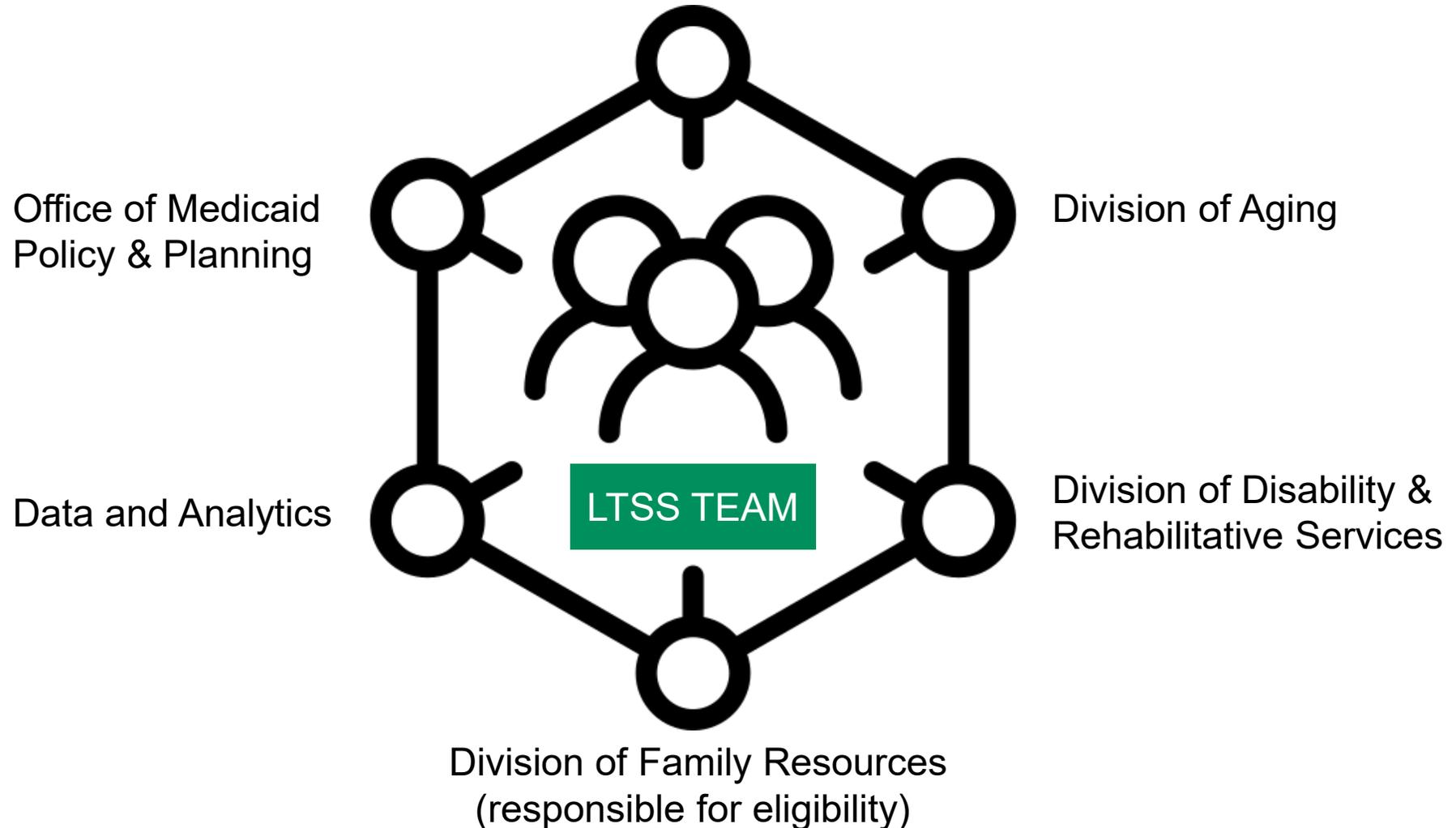


Executive Leadership Role

- Provide direction and guidance on workstream activities
- Chart paths to overcome roadblocks and project risks

Our Cross-Divisional Team

Family and Social Services Administration Executives

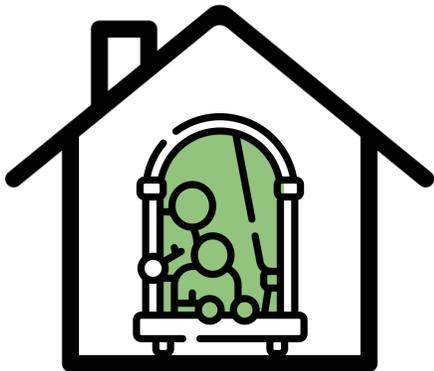


Using OKRs to Communicate How We are Transforming Our Aging System

Key Milestones

- Hosted over 650 meetings with stakeholders including statewide roadshows since 2020
- Codesigned and procured Indiana PathWays for Aging program (managed care)
- Created the Indiana Direct Service Workforce Plan

How have OKRs helped us meet our goals?



- Active communication, outreach, and collaboration with our stakeholders: members, caregivers, providers, industry partners, community advocates
- Break out complex system into clear focus areas
- Sustain person-centered focus to help older adults age with choice, quality, & dignity across key result workstreams

PathWays program launching summer 2024!

*OKRs help us
“make magic
out of the
madness”
- Bono*



Thank you for your time!

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Thank you!

