

STATE AGING & DISABILITY LEADERSHIP - SUCCESSES & CHALLENGES

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- LORA CONNOLLY – STATE OF CALIFORNIA, CALIFORNIA DEPARTMENT OF AGING
- BEA RECTOR – STATE OF WASHINGTON, WASHINGTON AGING & LONG TERM SUPPORT ADMINISTRATION

WHO ARE WE, HOW LONG, AND WHERE DID WE COME FROM?

- Duane Mayes (Division Director), State of Alaska - Division of Senior & Disabilities Services
- Lora Connolly (Director), State of California- California Department of Aging
- Bea Rector (Division Director), State of Washington – Washington Aging & Long Term Support Administration

STATE OF ALASKA, DIVISION OF SENIOR & DISABILITIES SERVICES (DUANE)

- Home & Community Based Services (5 waivers)
- Early Intervention/Infant Learning Program (OSEP)
- Senior & Community Based Grants (ACL)
- Independent Living Services (ACL)
- General Relief
- Adult Protective Services
- How long? (8 years)
 - Alaskan for 36 years
 - Raised in Wisconsin/born in Nebraska

LORA CONNOLLY, CALIFORNIA DEPARTMENT OF AGING

- Older Americans Act Programs (All)
- State Health Insurance Program (HICAP)
- Senior Community Services Employment Program (Title V)
- Medi-Cal (Medicaid) Home & Community Based Waiver for Older Adults— Multipurpose Senior Services Program
- Medi-Cal Community Based Adult Services Program (Adult Day Health Care)
- How Long? (10 years at Department of Aging)
 - 30 years working in State Government on Aging and LTSS issues
 - 4th Generation Californian—Descendant of a Gold Rush Pioneer

BEA RECTOR, WASHINGTON AGING & LONG TERM SUPPORT ADMINISTRATION

- LTSS Medicaid State Plan services, PACE & three 1915(c) Waivers for adults 18 + with functional disabilities and individuals ages 65+
- Transitions/diversions from nursing homes and state psychiatric hospitals
- 1115 Medicaid Transformation Waiver
- Older Americans Act and State Funded Programs for seniors and family caregivers
- Adult Protective Services
- Health Homes for individuals dually eligible for Medicare and Medicaid: Shared savings model
- How Long (19 years with the administration)
 - Began career working at a large non-profit home care agency for 10 years
 - Lived in every state on the west coast & daughter of professional caregiver

ALASKA CHALLENGE

- Implementing a new data management system
 - It's a foreign language
 - Hire well – Project Manager
 - Directors lead the effort
 - It's a long haul but stay the course
 - If you are not on top of it, the system will impact your ability to get your work done
 - Good contractors are hard to come by

WASHINGTON CHALLENGE

- Change Fatigue
 - Know the “why” and tell the story often
 - Pay attention to the weeds, but don’t get lost in them
 - Lean out and engage
 - Implementation challenges at the front lines
 - Importance of data collection and reporting
 - Quick to pivot and change direction
 - Results take more time than accounted for by policy makers/budget writers

CALIFORNIA CHALLENGE

- Deep Recession—Years of staff furloughs, position & program reductions
 - ❖ Lessons Learned in maintaining staff communication & morale
- Needing a New Attitude toward Poor Provider Performance
 - ❖ Turning around AAAs with compliance issues takes resolve & a game plan
 - ❖ Outcome: Performance improves across the board
- No One Stays As Long As They Used To—Workforce Challenges Internally & Among Providers
 - ❖ Focus on *Just In Time Training* for AAAs throughout the year
 - ❖ Web training materials for CDA & AAA staff on key OAA provisions, frequent monitoring findings, etc. --*under development*

ALASKA SUCCESSES (3)

- Business Lean Processes during budgetary challenges
 - What works well
 - What is not working well
 - Redefine workflows with staff and develop a workplan with a focus on results
- Use of Tele-Health equipment to conduct assessments in rural Alaska
 - Supported by the Alaska legislature
 - Tribal agreements in place
 - Regulations and policy put into place
- Medicaid Waste, Fraud, and Abuse Success (defining moment)
 - Put us on the map with the Alaska Legislature

WASHINGTON SUCCESS (3)

- Progressive evolution of LTSS system
 - Key partnerships
 - Identification of barriers, statute changes, budgeting process
 - Performance metrics and data collection at individual, region and statewide levels
- Statewide uniform assessment
 - Inter-rater reliability
 - Data analytics and modeling of “what-ifs”
- Health Home
 - Leverage pilot and evaluation
 - Partnership with Medicaid State Agency and Area Agencies on Aging

CALIFORNIA SUCCESS (3)

- Increased collaboration between the aging and disability networks at State and Local Levels
 - ❖ County based AAA also responsible for the In Home Supportive Services Program (which includes Medi-Cal beneficiaries of all ages)
 - ❖ Dialogue Fostered by the Aging and Disability Resource Center Demonstration Grant
 - ❖ Demographic shifts
- Increased outreach and growing diversity among OAA program participants
- Using technology to increase transparency and work smarter

WHAT DOES LEADERSHIP MEAN TO YOU? ALASKA

- Communication
- Listen
- Avoid the love for positional authority
- Nothing is beneath you
- Document and track your efforts
- Transparency
- Believe
- Remember where you come from

WHAT DOES LEADERSHIP MEAN TO YOU? (CALIFORNIA)

- Keeping integrity at the forefront
- Knowing thyself—and being ready to adapt
- Seeking out partners in your advocacy efforts
- Paying close attention to the unsexy issues (budgets, audits, etc.) and being willing to roll up your sleeves and do what it takes when the heat is on
- Being able to leave a legacy that what we do & are responsible for is better because of what we have accomplished
 - Remember that everything looks the worst at 2 a.m.

WHAT DOES LEADERSHIP MEAN TO YOU? (WASHINGTON)

- Know your WHY
- Listen and learn
- People and relationships are important
- The team deserves the credit
- Be vulnerable
- Trust and accountability
- Everyone has a part to play

SUGGESTED RESOURCES

- **The 8 Dimensions of Leadership**—DiSC Strategies for Becoming A Better Leader. (2011). By Jeffrey Sugerman, Mark Scullard and Emma Wilhelm.
- **Strengths Based Leadership** –Great Leaders, Teams and Why People Follow. (2008) By Tom Rath.
- **The Speed of Trust** –The One Thing that Changes Everything. (2006) By Stephen Covey.
- **Good to Great** – William Collins (2001)
- **Gung Ho** – Ken Blanchard & Sheldon Bowles (2000)

THANK YOU!

- Quotes.....
 - The love of power vs. the power of love
 - To know what you do not know is the first sign of wisdom
 - A leader is one who knows the way, goes the way, and show's the way
 - If you love the authority of the position, you will fail as a leader
 - Humility is a important attribute of a leader
 - The best leaders in the world know how to listen
 - Professional will and personal humility