

Indiana Pathways for Aging Program Update

Kim Opsahl, Allison Taylor, Peggy Welch
Indiana Family and Social Services Administration

June 14, 2023

Agenda

- FSSA LTSS Reform Initiative
- IN Pathways for Aging Overview
- Overview of Direct Service Workforce Plan
- DSW Initiatives
- Q&A

Long-Term Services and Supports Reform

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

- Faster eligibility
- Move to Indiana Pathways for Aging in summer 2024
- 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

Why LTSS Reform?

From 2010 to 2030 the proportion of Hoosiers over 65 will grow from 13% to 20%. In order to meet the growing demand, Indiana must reform LTSS ensure Choice, Sustainability, and Quality.

Choice: Hoosiers want to age at home



- 75% of people over 50 prefer to age in their own home – but only 45% of Hoosiers who qualify for Medicaid are aging at home*

Sustainability: Developing long-term sustainability



- For next ten years, population projections show 28% increase in Hoosiers age 65+ and 45% increase in Hoosiers age 75+

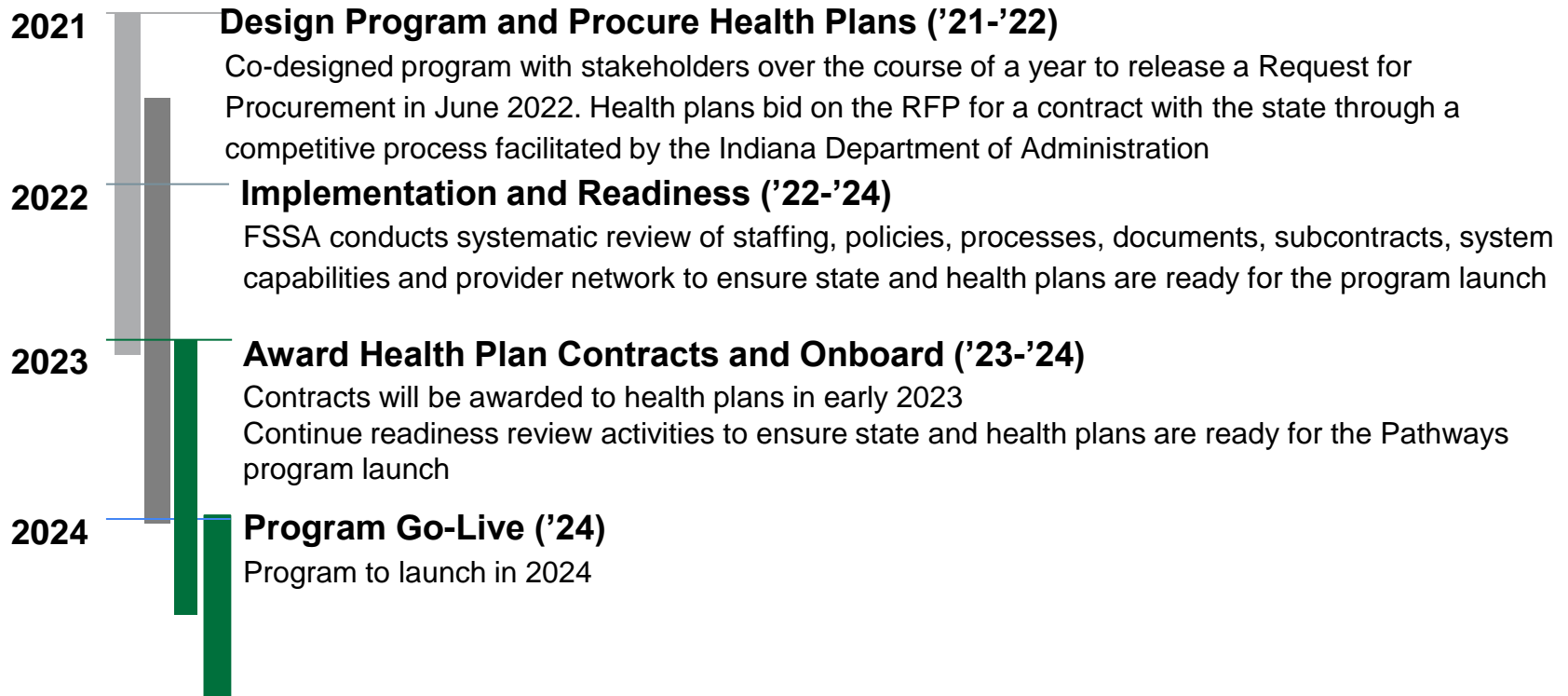
Quality: Hoosiers deserve the best care



- AARP's LTSS Scorecard ranked Indiana 44th in the nation
- LTSS is uncoordinated and lacks cultural competency
- Payment for LTSS services is poorly linked to quality measures and not linked to outcomes

*Accurate as of January 2020

Indiana Pathways for Aging Milestones



Stakeholder Engagement

Who are our "stakeholders"?

Indiana Rural Health Association; Aging Hoosiers receiving Medicaid, their families and caregivers; organizations representing aging individuals and individuals with disabilities; providers; trade organizations; academia; and other interested parties

- 2+ years of surveying and community conversations
- Indiana Pathways for Aging Scope of Work
 - Years' worth of feedback from stakeholders
 - Model contract language from other states
 - National subject matter expertise
 - Federally mandated requirements
- Stakeholders reviewed excerpts from the Pathways SoW; care management manual; MCE reporting manual
- Ongoing updates on readiness review



600+

Meetings with stakeholders

92%

of stakeholder considerations
fully or partially incorporated

10

Peer-state programs reviewed
in detail

Managed Care Innovations

- In March 2023, FSSA and IDOA awarded Anthem, Humana, Molina, and United Healthcare as the vendors for the IN Pathways for Aging program
- FSSA is partnering with each vendor to align and collaborate on workforce initiatives
- Based on stakeholder feedback, FSSA has included rural-focus language in the Pathways Scope of Work. For example:
 - HCBS provider network development,
 - Member outreach,
 - Health equity work,
 - Contracting requirements, and
 - Access to services.

Direct Service Workforce Plan

Key Result 5

Create and implement a person-centered, statewide plan – the Indiana Direct Service Workforce Plan – to improve the recruitment, training, support, and retention of direct service workers in home and community-based settings.



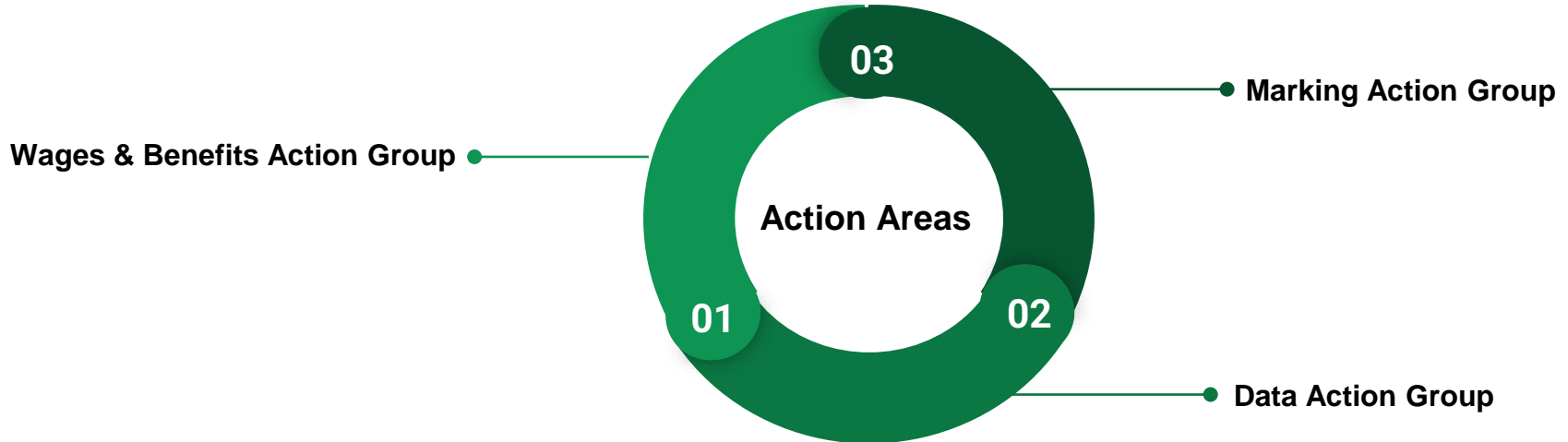
- Intentional and extensive stakeholder engagement
- Collaboration with healthcare workforce experts at the Indiana University School of Medicine Bowen Center for Health Workforce Research and Policy
- National Staff Stability Survey pilot participation for the Aged & Disabled Waiver
- Formation of and frequent engagement with DSW Advisory Board
- Complementary efforts including self-direction, home health growth strategies, and refreshed HCBS rate methodologies

What We Heard about the Direct Service Workforce

Key Themes:

- Ensure there is a stable and reliable direct service workforce
- Provide a livable wage with benefits to DSWs
- Provide bonus payments to recruit and retain DSWs
- Clearly define the DSW workforce
- Include the DSW plan in a FSSA marketing strategy
- Set up a way for information sharing and peer network system
- Create DSW career pathways beginning in high school
- Develop micro-credentials
- Be mindful of access to state benefits i.e. Medicaid, childcare, SNAP
- Modify reimbursement rate structures
- Create an action group to support DSW plan work

DSW Plan Development



Direct Service Workforce Plan Action Groups

Wages and Benefits Action Group

- Explore strategies to address employment-related costs, benefits and value-based incentives

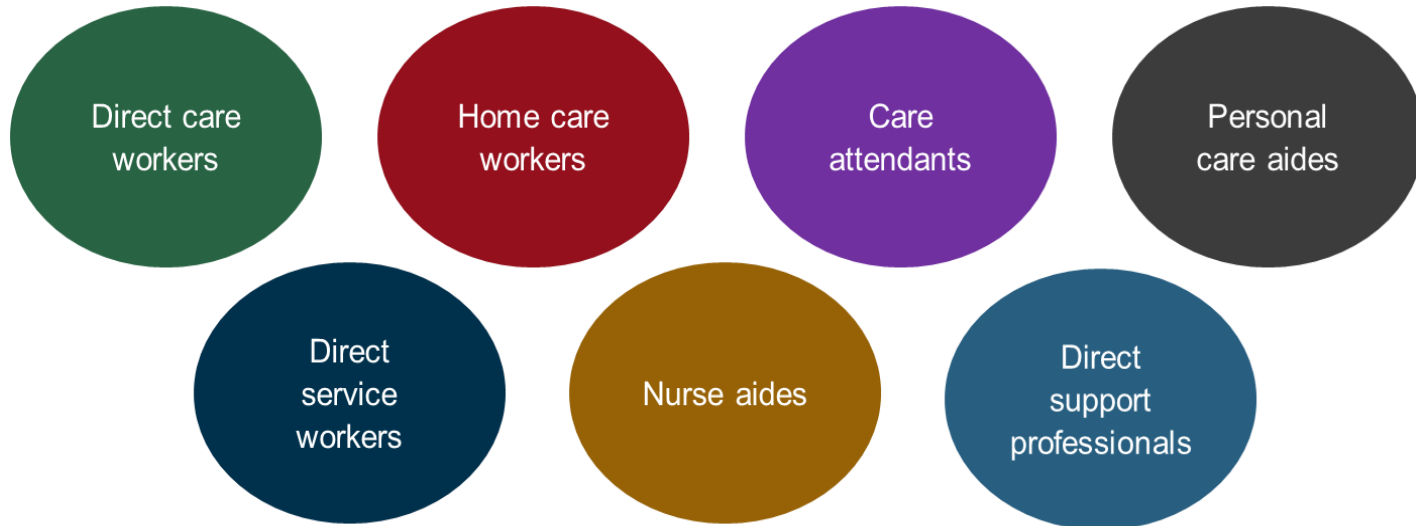
Data Action Group

- Will include persons with lived experiences, DSW Advisory Board members, multiple state agencies, and providers
- Gain a better understanding of the Direct Service Workforce, their roles in the healthcare and social supports systems and what is needed to empower them in these roles

Marketing Action Group

- Will include individuals with lived experience, DSW Advisory Board members, other state agencies, and providers
- Might include a marketing campaign to help raise awareness for essential workers




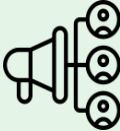

Who are Direct Service Workers?



Snapshot of the nation's direct service workers in 2021:

- 80%+ identified as a **woman**
- 50%+ identified as a **person of color**
- 20-30% identified as an **immigrant**
- 40% lived in **low-income** households
- 43% relied on **public assistance**, such as Medicaid, supplemental nutrition assistance, or cash assistance
- the **median age** was 43 years and 39 years for women and men, respectively
- the **median hourly wage** was \$14.27

Indiana Direct Service Workforce Plan at a Glance

Challenge		Address workforce shortages resulting from low wages and intense demands on the occupation.
Solution		Indiana developed the Direct Service Workforce Plan to invest in and support a diverse, stable and well-trained workforce that is essential to providing quality person-centered services and supports to individuals living in their community of choice.
Target Population		DSWs include certified nursing assistants, home health aides, direct support professionals, personal care aides and other non-licensed personnel.
Stakeholder Engagement		Stakeholders and organizations informed every piece of the plan since early 2021: <ul style="list-style-type: none">○ Indiana University School of Medicine Bowen Center for Health Workforce Research and Policy○ Individuals with lived experience○ Direct Service Workforce Advisory Board○ Providers and advocacy organizations
Implementation		The DSW plan will be implemented in a phased approach targeting short-term, mid-term and long-term strategies in three action areas to build and sustain this workforce.

Indiana Direct Service Workforce Plan (cont.)

The Indiana DSW Plan focuses on short-term, mid-term and long-term strategies in three areas to build and sustain this workforce:

1. Wages & Benefits

Goal: Increase the number of DSWs by providing support through enhanced wages and benefits through strategic investment in Medicaid reimbursement.



Short Term:

- Workforce Investment Grant
- ✓ HCBS Provider Stabilization Grants

Mid Term:

- HCBS Rate Methodology

Long Term:

- Wages and Benefits Action Group
- Self-Directed Options
- Addressing Benefits Cliffs

2. Training & Pathways

Goal: Help guide the establishment of a minimum statewide standard training that would allow for portability for workers who move between providers or for those who hold several part-time positions.



Short Term:

- ✓ Standardize Definition of DSWs

Mid Term:

- Career Pathways
- DSW Registry

Long Term:

- Training Opportunities

3. Promotion & Planning

Goal: Increase general awareness of the DSW career opportunities and increase available data to understand the workforce.



Short Term:

- ✓ Data Collection
- ✓ Staff Stability Survey

Mid Term:

- Data Action Group
- Marketing Action Group

Long Term:

- DSW Website Hub

✓ = Complete ○ = Underway ● = Upcoming

Goal 5.1 - Recruit

- Launch statewide marketing campaign, including development of a multi-purpose hub
- Coordinate and align recruiting efforts with the four managed-care entities (MCEs)
- Work with the Finance team to ensure that DSW rates and wage and benefits efforts are competitive with other employers

Goal 5.2 - Retain

- Develop career lattice and ladders and training/micro-credentials/macro-credentials
- Standardize core competency training that allows for portability
- Address benefits cliff
- Develop worker-centered opportunities for job satisfaction and success with different types supports
- Simplify/standardize/refine DSW scopes of work

Goal 5.3 - Data

- Develop comprehensive data system dedicated to direct service workforce

HCBS Spend Plan Workforce Highlights

Indiana's HCBS Spend Plan highlights the Workforce as one of the top priorities to invest in using the one-time American Rescue Plan Act (ARPA) funding which provides an estimated \$817M into the HCBS landscape through March 2025.

- ~\$176 million in HCBS Stabilization Grants
 - To stabilize Indiana's workforce and HCBS provider network to meet urgent needs in the HCBS landscape
 - 75% of awarded funding required to go to frontline HCBS staff for workforce stabilization activities (i.e. bonuses, wraparound benefits, training, etc.)
- ~\$130 million in Direct Service Worker Investment Grants
 - To support direct service workers as they are essential in providing the day-to-day, in-person HCBS supports and services necessary for people to live, work, and participate in their communities
 - 95% of awarded funding required to go to direct service workers (i.e. bonuses, wage increases, shift differentials, wraparound benefits, retention activities, etc.)
- \$1,000 to complete the A&D Staff Stability Survey
 - To gather comprehensive workforce data on the direct service workforce (i.e. demographics of the workforce, recruitment and retention strategies, vacancy rates, turnover rates, length of employment, benefits, etc.)

Looking Ahead

Direct Service Plan 2023

- Distribute the last round of DSW Investment Grant payments
- Analyze Staff Stability Survey data
- Continue DSW Advisory Board meetings
- Progress workforce action groups' initiatives
- Collaborate with MCEs
- Continue complementary efforts:
 - Finalize HCBS rate refresh work
 - Continue home health redesign efforts
 - Exploring Self-Direction

Questions?

Please reach out to the backhome.indiana@fssa.in.gov for questions or feedback.

Thank you!!!