



LDH Business Plan FY 2023

INVEST:

Teaming Up for a Stronger LDH and a Healthier Louisiana

FY **2023**

OUTCOMES REPORT

STEPHEN R. RUSSO,
LDH SECRETARY

 **LOUISIANA
DEPARTMENT OF
HEALTH**

INVEST:

Teaming Up for a Stronger LDH and a Healthier Louisiana

FY**2023**

45 Business Plan goals

41 goals completed
(91.1%)

253 FY23 deliverables

234 deliverables
completed (92.5%)

“Through purposeful partnerships and strategies, LDH continues to strive toward measurable results and a healthier Louisiana.”

LDH SECRETARY STEPHEN R. RUSSO



COMMITMENT 1: Improve Health and Well-being Across the Life Span of Louisianans

INITIATIVE 1: Improve Health Outcomes in Pregnancy and through Childhood



Diets lacking in key nutrients and adverse childhood experiences (ACEs) have lasting negative effects on an individual's

physical, mental, and social well-being. LDH has partnered with stakeholders to improve maternal and child nutrition in pregnancy by increasing participation in Louisiana's Supplemental Nutrition Program for Women, Infants, and Children (WIC) and promoting breastfeeding among program participants. LDH also developed a statewide trauma-informed plan to set priorities for the state and inform action around addressing the drivers of ACEs and childhood trauma.

Goal 1: Increase breastfeeding rates through implementation of two policy changes, and increased prenatal and infant participation in the Louisiana WIC program.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 13 of 13

Goal 2: Develop a state plan across Louisiana's child- and family-serving systems to prevent, recognize, and address the effects of ACEs and trauma.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

INITIATIVE 2: Improve Prevention, Early Detection, and Treatment of Chronic Diseases



Chronic diseases are among the leading causes of death and disability in Louisiana and the leading driver of healthcare costs.

While many of these are preventable and treatable, certain risk behaviors and socioeconomic factors such as poor diet, physical inactivity, and low income and education contribute to the high prevalence of chronic disease in Louisiana. Through key partnerships, LDH executed a multi-pronged strategy to promote the prevention, detection, management, and treatment of several chronic diseases and to improve the health and well-being of individuals in our state.

We are encouraged to see that the rate of colorectal cancer screenings has steadily increased since measurement year 2018 and will continue to work toward this goal.

Goal 1: Increase colorectal cancer (CRC) screening rates among men and women ages 45-75 enrolled in Medicaid managed care plans and statewide in Louisiana by at least 2%.

- **Status:** *Unmet*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 7 of 7

Goal 2: Increase the number of participants screened for cardiovascular disease, blood pressure, and diabetes at community-based events.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 3 of 3

Goal 3: Increase the use of best practices for the early detection of cardiovascular disease by rural health providers by 20%.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

Goal 4: Increase the number of Louisiana child care centers and schools engaged in childhood obesity prevention activities by 20 locations.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

Goal 5: Increase access to healthier food options for Louisiana residents in underserved communities by strengthening existing initiatives and establishing new partnerships.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

Goal 6: Increase coverage of tobacco cessation counseling to all Medicaid enrollees.

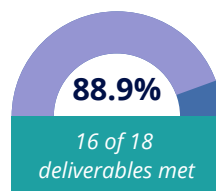
- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

Goal 7: Enroll 50 children in non-clinical asthma management services to inform and

expand Medicaid policies that address environmental health risks.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

INITIATIVE 3: Increase Availability of Behavioral Health Services



Mental health is an ever-growing crisis both nationwide and in Louisiana. On average, about 1 in 5 adults in the state live with

mental illness, with about 1 in 3 Louisiana adults reporting symptoms of anxiety and/or depressive disorder in 2021. In July 2022, LDH participated in the launch of the national 988 Suicide and Crisis Lifeline, directing callers to receive crisis intervention support from a local call center. The Office of Behavioral Health (OBH) is also working to expand crisis services for children and adolescents and for adults in need of a more intensive hospital-based treatment.

Goal 1: Increase access to crisis call services for individuals in suicidal crisis or emotional distress — maintaining a statewide, in-state answer rate of 90%.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

Goal 2: Expand the behavioral health system's capacity to meet the needs of people with mental illness by expanding bed availability.

- **Status:** *Met*
- **Percentage of deliverables met:** 77.8%
- **Number of deliverables met:** 7 of 9

The terms of a cooperative endeavor agreement (CEA) for 24 transitional beds for Central Louisiana State Hospital are being finalized. Admissions to community-based psychiatric hospital beds will take place at a later date.

Goal 3: Conceptualize a system to introduce child and adolescent crisis services to Medicaid members including a mechanism to select qualified organizations to act as early adopters.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

INITIATIVE 4: Increase Access to Dental Services for Adults with Developmental Disabilities



Dental caries (tooth decay) remain the most prevalent chronic disease in adults in the United States. When it comes to preventative

care, adults living with intellectual or developmental disabilities present a greater need for specialized dental services. Addressing these needs, Act 450 of the 2021 Regular Legislative Session required LDH to implement comprehensive dental coverage for adults in the New Opportunities Waiver,

Residential Options Waiver, and Support Waiver. To achieve this, Medicaid and the Office for Citizens with Developmental Disabilities (OCDD) educated providers on the new categories of eligibility, surveyed experienced dental providers to gauge capacity and to help identify additional providers willing to participate, and offered multiple trainings covering the skills necessary to provide these services.

Goal 1: Ensure a minimum of 20 dental providers are serving those living with developmental disabilities.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

Goal 2: Increase the percentage of recipients enrolled in the Adult Waiver Dental Program who receive a preventive or non-preventive dental service.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6





COMMITMENT 2: Support Vulnerable and Underserved Populations

INITIATIVE 5: Improve Systems to Support People Living with Sickle Cell Disease



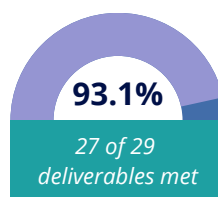
Each year, about 80 infants in Louisiana are born with sickle cell disease (SCD), yet the true number of individuals with SCD in the

state is unknown due to the lack of surveillance. Individuals living with SCD experience worse health outcomes and have access to fewer resources compared to those living without the disease. SCD is now being recognized as a health issue that is overdue for investment and policy action. This initiative builds the foundations of statewide monitoring systems for SCD and strengthens the ability of clinical care systems to support individuals living with this disease.

Goal 1: Complete the foundational assessment and engagement activities needed to develop the state sickle cell registry.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 11 of 11

INITIATIVE 6: Increase and Strengthen Service Delivery for Vulnerable Residents



More than 15,500 people who are older and/or live with adult-onset disabilities receive home and community-based services

through the LDH Office of Aging and Adult Services (OAAS). Long waiting lists, a shortage of direct support professionals, and limited availability of assistive technology for those living with disabilities leave this vulnerable population at an increased risk of not being able to remain living in their homes. This initiative addresses these three issues by expanding and improving the Community Choices Waiver, offering rate increases and retention bonuses to direct service workers, and partnering with providers to increase the availability of assistive technology.

Goal 1: Increase the Community Choices Waiver response rate by 5%.

Goal 2: Offer the Community Choices Waiver within 60 days of the date of request to those waiting with no other OAAS home- and community-based support.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 10 of 10

Goal 3: Reduce turnover rate of OAAS direct support professionals by 2.5% by the end of FY23.

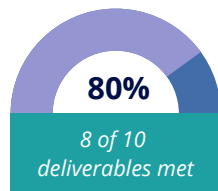
Goal 4: Reduce turnover rate of OCDD direct support professionals by 2.5% by the end of FY23.

- **Status:** *Met*
- **Percentage of deliverables met:** 84.6%
- **Number of deliverables met:** 11 of 13

Goal 5: Broaden opportunities for community involvement and increased independence through the use of technology with remote support in OCDD home- and community-based waivers.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

INITIATIVE 7: Protect the Health, Safety, and Welfare of Nursing Home Residents in Louisiana



Hurricanes and other natural disasters are among the greatest threats to the highly vulnerable nursing home population. Act 522 of the

2022 Regular Session was designed to strengthen the examination of nursing home emergency preparedness plans and of the unlicensed evacuation sites that providers intend to use during an emergency. To protect the health, safety, and welfare of Louisiana nursing home residents, agencies across the state work together in the approval process to provide corrective measures and ensure the sufficiency of preparedness plans.

Goal 1: Ensure review and approval of emergency preparedness plans submitted to the Department.

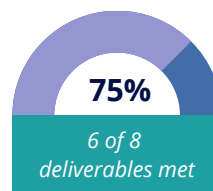
- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

Goal 2: Provide for the efficient submission, review, and approval/denial of nursing home emergency preparedness plans.

- **Status:** *Unmet*
- **Percentage of deliverables met:** 50%
- **Number of deliverables met:** 2 of 4

LDH is awaiting approval of funding for implementation from the U.S. Centers for Medicare and Medicaid Services (CMS).

INITIATIVE 8: Improve the Sustainability of Public Water Systems



The state's aging public water infrastructure poses a serious health risk to families and communities. LDH recognizes the increased

urgency to upgrade systems and pursue water system consolidation. In 2023, the Department began assigning letter grades to systems, providing residents with more information about their water system, and encouraging systems to proactively pursue needed improvements and consolidations. Improvement projects are financed through the Drinking Water Revolving Loan Fund, Emerging Contaminants Fund, and Lead Service Line Replacement Fund, with priority given to disadvantaged communities.

Goal 1: Utilize Bipartisan Infrastructure Law funding to continue to stabilize the state's water infrastructure.

- **Status:** *Met*
- **Percentage of deliverables met:** 75%
- **Number of deliverables met:** 6 of 8

LDH continues to work with water systems on closing Emerging Contamination loans and will apply for additional funds as they become available in FY24.



COMMITMENT 3: Invest in and Empower #TeamLDH

INITIATIVE 9: Improve #TeamLDH Culture, Recruitment, and Retention



LDH recognizes the need for a strong and diverse workforce. By expanding succession plans and developing new recruitment strategies, LDH remains committed to promoting individual career growth and enhancing engagement within the Department and the communities we serve.

Goal 1: Continue the Executive Internship Cohort Program in FY23 to provide current college students with real-time industry experience, visibility, and exposure to various aspects of LDH.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

Goal 2: Build succession plans for 20% of critical positions within LDH.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

INITIATIVE 10: Expand Workforce Development Training Program

Evidence shows steady employment and health insurance are key factors to



improving overall health outcomes. To fill vacant administrative coordinator and Medicaid analyst positions, LDH is

collaborating with Louisiana Civil Service, Louisiana Workforce Commission, and other state partners to offer job skilled training to Medicaid enrollees. LDH's 24-hour state facilities section also partners with institutions of higher education to recruit students and build a pipeline of behavioral health clinicians through clinical rotation internships and externships. Upon completion of the programs, LDH offers employment opportunities to deserving students helping to fill direct support positions and improve services within 24-hour state facilities.

Goal 1: Expand the Workforce Development Training Program throughout Medicaid by hiring and training an additional 100 individuals.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

Goal 2: Decrease vacancies for difficult-to-fill professional-level direct support positions in LDH's 24-hour state facilities in FY23.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5



COMMITMENT 4: Improve Performance, Accountability, and Compliance

INITIATIVE 11: Establish an LDH Annual Quality Improvement Process



LDH developed a Policy and Quality Improvement (QI) section within the Office of the Secretary to coordinate policy development and

continuous QI across the Department. This section provides guidance and recommendations to improve policies and procedures, assists with the development of performance metrics for each program office, and ensures QI processes and initiatives align with overall LDH goals and objectives.

Goal 1: Develop a QI plan and processes for continuous QI to inform LDH policy development.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

INITIATIVE 12: Develop and Implement a Process to Reduce External Audit Findings



To assure the public that LDH's operations are efficient and accountable, Internal Audit has incorporated new strategies to assist program staff in the reduction of

external audit findings. This initiative will improve LDH's compliance with federal, state, and agency requirements as well as mitigate risks by providing training to staff on how to monitor contracts efficiently. These measures include providing guidance on corrective action plans (CAPs), tracking CAPs through completion, and conducting audit procedures to determine effectiveness and recommendations for improvement.

Goal 1: Establish a successful approach to reducing external audit findings by tracking and monitoring CAPs, providing guidance on resolving audit findings, and delivering training on contract monitoring to LDH program staff during FY23.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 7 of 7

INITIATIVE 13: Advance Prevention of Medicaid Fraud and Waste



Program Integrity is a section within LDH responsible for the prevention, detection, and recovery of fraud, waste, and abuse in the Medicaid program. Building upon internal oversight efforts set out in the FY22 business plan, this initiative enhances LDH's predictive analytics capabilities with

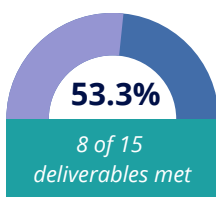
comprehensive, continuously updated provider and recipient risk models.

Goal 1: Improve the internal oversight of five provider types through the development of predictive analytics risk models, using an evidence-based, process-driven, algorithm-development framework, resulting in a 30% increase in cases opened on the five selected Medicaid provider types.

Goal 2: Improve the internal oversight of beneficiary fraud through the development of predictive analytics risk models to search across all of the approximately 1.8 million recipients, using an evidence-based, process-driven, algorithm-development framework, resulting in a 10% increase in individual recipient data mining case reviews opened, or 1,375 individual recipients data mining case reviews opened in FY23.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

INITIATIVE 14: Develop Sustainable, Equitable, and Comprehensive Supplemental Payment Systems



CMS issued new guidance in January 2021 requiring states to transform program models into those that clearly comply with all

CMS rules and federal law. Medicaid administrators collaborated with vendors and received valuable input from legislative leadership throughout FY23 in creating a replacement model for existing dental, ambulance, and physician Full Medicaid Pricing (FMP) programs. The contract amendments submitted to CMS were developed to ensure Medicaid FMP programs maximize existing funding streams and limit the need for State General Funds.

Goal 1: Develop a replacement reimbursement method for Ambulance FMP developed with input and feedback from stakeholders and legislative leadership for CMS review by March 2023.

Goal 2: Develop a replacement reimbursement method for Dental FMP for dental providers with input and feedback from stakeholders and legislative leadership for CMS review to ensure dental access for Louisiana residents by March 2023.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 8 of 8

Goal 3: Develop a managed care payment system for physicians that is developed with input and feedback from stakeholders and legislative leadership for CMS review by March 2023.

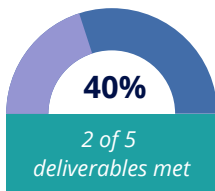
- **Status:** *Unmet*
- **Percentage of deliverables met:** 0%
- **Number of deliverables met:** 0 of 7

Meetings with stakeholders are ongoing to finalize the managed care payment system.



COMMITMENT 5: Strengthen Customer Service, Partnerships, and Community Relations

INITIATIVE 15: Establish the Office of Women's Health and Community Health



SB 116 of the 2022 Regular Legislative Session created the Office of Women's Health and Community Health (OWHCH) within LDH.

OWHCH serves as a coordinating agency and resource center for women's health data and strategies, services, programs and initiatives that address women's health related concerns.

Goal 1: Develop and operationalize OWHCH.

- **Status:** *Unmet*
- **Percentage of deliverables met:** 40%
- **Number of deliverables met:** 2 of 5

OWHCH continues to hire and onboard staff and host town halls across the state. Town halls will be completed in Fall 2023 and the Annual Report will be submitted in August 2023.

INITIATIVE 16: Build Statewide Capacity to Engage in Systemic Health Equity Work



The disproportionate impacts of COVID-19 across communities prompted LDH to improve and incorporate equity, diversity, inclusion, and health equity (EDI/HE) into the work

performed across the Department. This initiative developed a training to ensure shared understanding and language among all LDH employees and has integrated it into the expectations component of annual performance reviews. By gaining foundational, practical knowledge on equity related topics, LDH team members will be able to view their day-to-day work through an equity lens, which will positively impact interactions with colleagues and the communities being served.

Goal 1: Develop and implement an EDI/HE framework.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4

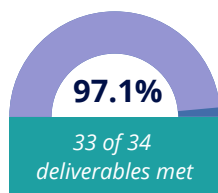
Goal 2: Integrate expectations for EDI/HE into team members' performance expectations and measures.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

Goal 3: Develop and deliver an EDI/HE competency training session for LDH team members and managers.

- **Status:** *Met*
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

INITIATIVE 17: Strengthen, Expand, and Diversify Louisiana's Healthcare Workforce



Much like the rest of the country, Louisiana is facing critical healthcare workforce challenges in terms of staff shortages and lack of diversity. Studies have shown that health outcomes and patient satisfaction are improved when racial, ethnic, and language background concordance exist between individuals and their healthcare providers. A diverse healthcare workforce is also critical to addressing health disparities and improving health outcomes in underserved populations. LDH is working with stakeholders to increase the number of Office Based Opioid Treatment (OBOT) providers to address mortality rates from opioid overdose, and encourage the provision of healthcare in rural and underserved areas through Louisiana's Rural Health Scholars Program.

Goal 1: Increase availability of OBOT programs within physician or prescriber offices throughout the state.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 6 of 6

Goal 2: Recruit 20 new healthcare students into the Well-Ahead Louisiana Rural Health Scholars Program in healthcare provider shortage areas throughout the state.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

Goal 3: Establish the Rural Physician Loan Repayment Program and enroll 15 providers by the end of FY23.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 10 of 10

Goal 4: Develop and implement a pilot on health careers, including in behavioral health, to improve high school students' knowledge of health workforce opportunities.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 7 of 7

Goal 5: Partner with Louisiana universities and medical schools to increase diversity within the healthcare delivery system.

- **Status:** Met
- **Percentage of deliverables met:** 83.3%
- **Number of deliverables met:** 5 of 6

Universities are evaluating student experiences in their respective initiatives and results are being finalized.

INITIATIVE 18: Expand Collaborations with Community Partners



In 2021, Louisiana Medicaid joined 25 other states in launching a statewide Public University Partnership Program (PUPP) to provide public colleges and universities with research opportunities that advance the delivery and accessibility of Medicaid programs. Louisiana Medicaid expanded PUPP in FY23 by targeting typically under-represented entities and by increasing outreach to 176 university leaders and researchers. With Louisiana having one of the highest violent crime rates in the country, Louisiana Medicaid is addressing the need for hospital-based violence intervention programs by partnering with local providers,

CMS, Health Alliance for Violence Intervention, and other states to advise on sustainable program models.

Goal 1: Provide directed outreach and education on PUPP to all Louisiana public universities and colleges, with a focus on Historically Black Colleges and Universities, to increase the number and diversity of applicants in this and subsequent years.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 5 of 5

Goal 2: Support and advise development of a hospital-based violence intervention program at University Medical Center New Orleans.

- **Status:** Met
- **Percentage of deliverables met:** 100%
- **Number of deliverables met:** 4 of 4



LDH MISSION

To protect and promote health and to ensure access to medical, preventive, and rehabilitative services for all citizens of the State of Louisiana.



LDH Business Plan FY23

ldh.la.gov/businessplan