

Office of Long-Term Care Supports & Services and  
Long-Term Care Supports & Services Advisory Commission  
**STRATEGIC PLANNING RETREAT**  
**MEETING MINUTES**  
January 27-28, 2009  
Holiday Inn West Conference Center, Lansing, MI

Commission Members Present:

Robert Allison (Day 1)	Denise Rabidoux (Day 2)
Christine Chesny	Tom Rau for Jon Reardon
Andrew Farmer, Chair	Hollis Turnham
Connie Fuller	Cyndy Viars
William Mania	Rev. Charles Williams II
Yolanda McKinney	Toni Wilson

Ex Officio Members Present:

Mary Ablan, Area Agency on Aging Association (Day 1)  
Barbara Anders, Department of Human Services  
Peggy Brey, Department of Community Health and Office of LTCSS  
Sharon Gire, Office of Services to the Aging  
Sarah Slocum, State Long Term Care Ombudsman

Staff from the Office of Long-Term Care Supports & Services Present:

Jane Alexander	Pam McNab
Nora Barkey	Robin Mossbarger
Joanne Bump	Tari Muniz
Bob Buryta	Bob Orme
Rob Curtner	Marlene Simon
Gloria Lanum	Stacy Smith

Others Present:

Retreat Facilitator, Sue Waechter, Director, Cornerstone Consulting  
Laura Hall, Consumer Task Force Chair

**DAY 1 – JANUARY 27, 2009**

Commission Chair Andrew Farmer and Peggy Brey welcomed everyone and introduced Sue Waechter, the meeting facilitator. Ms. Waechter reviewed the meeting agenda and the purpose and desired outcomes of the meeting.

The purpose of the meeting:

- Clarity on how implementation activities for each of the Task Force Recommendations are prioritized, assigned, and pursued by the Office of Long-Term Care Supports & Services (OLTCSS).
- Agreement on how the Commission and its workgroups will support, sustain and compliment OLTCSS work.
- To more clearly define roles and responsibilities of each in the on-going partnership.

The desired outcomes of the meeting:

- Understanding and celebration of what has already been accomplished by OLTCCSS and the Commission.
- Clarity and agreement of the role of OSTCCS and the Commission in long-term care and to each other.
- Clarity on who will do what in relation to the OLTCCSS vision.

Ms. Waecheter described two of the tools that would be used throughout the meeting. The **Issues Bin** (refer to Attachments – Flip Chart Documents) was used to list issues that do not relate to the current discussion but needs more attention to be addressed at later time or date, and the **Action Register** (refer to Attachments - Flip Chart Documents) was used to list future action needed, by whom, and by when.

Ms. Waecheter then discussed two phases for strengthening partnerships – building the partnership and sustaining the partnership. In building the partnership, everyone needs to agree on potential benefits and concerns of the partners, shared mission and vision, shared goals, shared power, and shared accountability-reporting to each other regularly. The essentials needed for sustaining the partnership include building trust, designing processes for work, designing and maintaining good all-way communication, evaluating the partnership and its work, and celebrating the partnership. The group completed a **Benefits and Concerns** (refer to Attachments - Flip Chart Documents) tool that lists the strengths that each partner brings to the efforts and any concerns that currently exist. At this time, the **Communication Action Register** (refer to Attachments - Flip Chart Documents) was introduced and used as a reporting framework that lists who needs to know, what they need to know, who will inform them, and by when.

Peggy Brey briefly presented her own perspective on understanding the unique role of the Office and the Commission in long-term care in Michigan and to each other.

Ms. Waecheter then asked the group to complete a **Roles and Responsibilities Matrix** (refer to Attachments - Flip Chart Documents) of roles in the partnership between OLTCCSS and the Commission. The comments and suggestions will assist in defining where the roles and responsibilities begin, where they end, how they relate to each other, and in planning for the future work around the Task Force Recommendations. All agreed that it was helpful to see the roles and responsibilities side by side for each charge of the Executive Order.

Discussion continued with an overview of the vision and mission statements for the Office. A question about including advocacy and a request to clarify “promote innovation and change” and “enhancing choice” in the vision and mission statements was made. It was discussed that this could be resolved if the Commission developed their own separate vision and mission statements but that they compliment each other.

Nora Barkey presented on the Office currently forming Project Action Teams (PATs) for each of the nine Task Force Recommendations. The Project Action Teams will help develop more detailed plans and process strategies to implement the charges defined under Executive Order 2005-14 and activities to implement each of the Task Force Recommendations. In addition, the PAT leads will foster improved collaboration and communication both within state government

and with other stakeholders. The duties of each PAT will vary based on need, other activities, and Commission workgroup activities. The PAT Leads will develop logic model plans for each of the nine Task Force Recommendations to document the work of the Commission workgroups and the Office and to use as a tool to monitor implementation. Once the logic models are drafted, the PAT leads and workgroup chairs will share them with Commission members. Anyone interested in becoming a member of a Project Action Team, please contact the PAT Lead;

1. Person-Centered Planning – Nora Barkey at [BarkeyN@michigan.gov](mailto:BarkeyN@michigan.gov)
2. Money Follows the Person – Robert Curtner at [CurtnerR@michigan.gov](mailto:CurtnerR@michigan.gov)
3. Single Points of Entry – Nora Barkey at [BarkeyN@michigan.gov](mailto:BarkeyN@michigan.gov)
4. Array of Services & Supports – Peggy Brey at [BreyP@michigan.gov](mailto:BreyP@michigan.gov)/[ChurchJa@michigan.gov](mailto:ChurchJa@michigan.gov)
5. Prevention Activities – Nora Barkey at [BarkeyN@michigan.gov](mailto:BarkeyN@michigan.gov)
6. Consumer Participation & Education – Jane Church at [ChurchJa@michigan.gov](mailto:ChurchJa@michigan.gov)
7. Quality Management System – Pam McNab at [McNabP@michigan.gov](mailto:McNabP@michigan.gov)
8. Workforce – Bob Buryta at [Buryta@michigan.gov](mailto:Buryta@michigan.gov)
9. Finance – Rob Curtner at [CurtnerR@michigan.gov](mailto:CurtnerR@michigan.gov)

Brief presentations were made by Office staff and workgroup chairs providing an update on progress and planning activities on the following recommendations:

- A. Improve Access by Adopting “Money Follows the Person” Principles. (Rob Curtner)
- B. Strengthen the Array of Services and Supports. (Peggy Brey and Jane Alexander)
- C. Support, Implement, and Sustain Prevention Activities through...(Nora Barkey)
- D. Establish a New Quality Management System. (Pam McNab/Sarah Slocum/Toni Wilson)

After the presentations, small group work sessions were formed to review each recommendation. The logic models were used to record actions, measures and outcomes, and what is to be accomplished and by whom. It was suggested that a date/timeline column be added to the logic model.

## **DAY 2 – JANUARY 28, 2009**

Day two opened with further discussion about the Office vision and mission statements. The Task Force Recommendations are the “how” to achieve the end results and the vision is a more generic description of the end result of where an organization would like to be. The recommendations could be adopted as the vision but it would be too long. Ms. Waechter suggested a smaller group work on the vision and mission statements. If one statement does not work for both the Office and Commission, then the statements should compliment each other. Nora Barkey, Tari Muniz, Denise Rabidoux, and Andrew Farmer volunteered to work on the vision and mission statements.

Presentations were made by Office staff and workgroup chairs on the remaining five Task Force Recommendations providing an update on progress and planning activities:

- A. Create Single Point of Entry Agencies for Consumers. (Pam McNab)
- B. Require and Implement Person-Centered Planning Practices. (Nora Barkey/Denise Rabidoux)

- C. Promote Meaningful Consumer Participation and Education by Creating a Long-Term Care Commission and Informing the Public about the Available Array of Long-Term Care Options. (Peggy Brey/Sharon Gire)
- D. Michigan Should Build and Sustain Culturally Competent, Highly Valued, Competitively Compensated, and Knowledgeable LTC Workforce Teams that Provide High Quality Care within a Supportive Environment and are Responsive to Consumer Needs and Choices. (Bob Burtya/Hollis Turnham)
- E. Adapt Financing Structures that Maximize Resources, Promote Consumer Incentives, and Decrease Fraud. (Rob Curtner/Chris Chesney)

After the presentations, small group work sessions were formed again to review each recommendation. Again, logic models were used to record actions, measures and outcomes, and what is to be accomplished and by whom.

Ms. Waechter then led an open discussion about determining how to monitor progress on the recommendations by the Office and the Commission. The **Monitoring Process for the Strategic Plan** (refer to Attachments - Flip Chart Documents) was completed by the group that listed the purpose and how the monitoring will happen and by who and when.

#### **MEETING CONCLUSION**

Ms. Waechter concluded with an **Evaluation of Meeting** (refer to Attachments - Flip Chart Documents) to document what went well and what to change. Meeting was adjourned.

**ATTACHMENTS**  
Flip Chart Documents

**ISSUES BIN**

Achievement of Office being the go-to source for design, budgeting and state prioritization.

- How do we (Office and Commission) elevate the Office?
- How to take advocacy to the tactical level.
- How do we go ahead and behave this way regardless of current authority.

Getting Training \$

Web accessed portal for people to communicate.

Revisit idea of Commission mission.

**ATTACHMENTS**  
Flip Chart Documents

<b>ACTION REGISTER</b>		
<b>What will happen</b>	<b>By Whom</b>	<b>By When</b>
Decide how to provide recommendations based on evaluation of SPE programs -emerging report	Andy – agenda Peggy – follow up	April Tomorrow
Share FIDS data with Commission (Facility Innovative Design Supplemental)	Peggy	March Commission Meeting
Discuss and recommend M & U back to Office and Commission (Feb. draft)	Nora, Tari, Denise and Andy	March Commission Meeting
On web-site, password protected with plan, minutes....who can post?	Peggy Gloria	March Commission Meeting
<del>DLEG training funding</del>	<del>Hollis/Workforce Workgroup</del>	
<del>Share data (create a process to...) with Commission</del>	<del>Bob Orme</del>	
Create reporting template for workgroups & PATs	Chris Andy/Peggy – timetable	February 7
Create database to send email link for reports on progress -send when work happens	Rob, Peggy	End of March
Add “consider the authority” on each logic model	Nora	When logic models are final
Workgroups/PATs finished with logic models	PAT Leads	End of February
Add timeline column to logic models	PAT Leads	ASAP

**ATTACHMENTS**  
Flip Chart Documents

<b>BENEFITS</b>	<b>CONCERNS</b>
Lot's of knowledge & experience	Commission and Office don't seem to be on the same page
Committed parties	Not going in the same direction
Strength of people who have been in nursing homes sharing improvements	Finances / economic viability
Diversity in comm. perspectives	Will programs (MI Choice) be cancelled?
Willingness to work together	Communication be improved -knowledge of what each other is doing -things falling through the cracks
Diversity of what people do for a living	Consumer participation (more/aging/different people)
Positive impact of people carrying this back to their organizations	Managing grants -grants are tools not motivator
Outreach to community by Commission	Both need more staffing support
Tenacious Staff	More P.R. for Commission -what they are doing - How they will save money in the long run
	Both need to be steadfast in respecting people's choices & the array of services

**ATTACHMENTS**  
Flip Chart Documents

<b>COMMUNICATION ACTION REGISTER</b>			
<b><u>Who Needs to Know</u></b> Who are the stakeholders in relation to the outcomes of this meeting?	<b><u>What Do They Need to Know</u></b> What do they need or want to know about the outcomes of this meeting?	<b><u>Who Will Inform</u></b> Who will communicate to them from the team? How will we communicate to them (written, verbal, etc.)?	<b><u>By When</u></b> When do they need to know?
Absent Commission members	<ul style="list-style-type: none"> <li>• Their vote on two agenda items</li> <li>• Explanation of Retreat outcomes</li> <li>• Minutes</li> <li>• Not going to U.P.</li> </ul>	Andy (Cyndy Viars will speak with Bill Gutos next week)	Mid February
Absent Office staff	<ul style="list-style-type: none"> <li>• Share how any Retreat decisions relate to staff work</li> </ul>	Pam (and other managers)	Next section staff meeting
PAT Leaders	<ul style="list-style-type: none"> <li>• Attend future Commission meetings</li> <li>• ID additional people to serve on PATs</li> </ul>	Nora  All	
All staff meeting	<ul style="list-style-type: none"> <li>• Share any related outcomes of Commission meetings</li> </ul>	Peggy	
Legislators	<ul style="list-style-type: none"> <li>• Letter (with pre-emptive meeting)</li> </ul>	Andy (Cyndy/Hollis)	

**ATTACHMENTS**  
Flip Chart Documents

<b>ROLES AND RESPONSIBILITIES MATRIX</b>		
<b>Role/Responsibility</b>	<b>OLTCSS</b>	<b>Advisory Commission</b>
Budgeting, procurement and related management functions	Has the authority, powers, duties and functions of the Office, including, but not limited to, budgeting, procurement, and related management functions, shall be performed under the direction and supervision of the Director of the Department. (E.O. II A)	Adopts procedures consistent with Michigan law and the Executive Order governing this organization and operations. (E.O. V B) <ul style="list-style-type: none"> <li>• <b>Don't know how much money supports their operations. Or where it comes from, keeping the information transparent.</b></li> <li>• <b>Enough to provide advisement and make choices (e.g. how often can we have a meeting outside of Lansing?)</b></li> <li>• <b>What do we have in terms or resources for the Commission? Transparency in order to do more planning.</b></li> <li>• <b>Bring a focus on what we want to try to do with Office and Commission for next budget cycle. How to take that message forward in appropriate ways. One message.</b></li> </ul>
Implementation of the Task Force Recommendations	Take the lead in administering activities to implement the recommendations of the Task Force. (E.O. II D 1) <ul style="list-style-type: none"> <li>• <b>Work with the Commission to implement the Recs.</b></li> </ul>	Partner with the OLTCSS to review and monitor the implementation of the recommendations of the Task Force. (E.O. IV A 1) <ul style="list-style-type: none"> <li>• <b>Add “develop and provide advisement” on implementation of Recommendations</b></li> </ul>

**ATTACHMENTS**  
Flip Chart Documents

<p>On-going, comprehensive state-wide planning for long-term care supports and services</p>	<p>Take the lead in coordinating state planning for long-term care supports and services. (E.O. II D 2)</p> <ul style="list-style-type: none"> <li>• <b>Keep the priority of consumer input to plan. Consumer prioritization, input and to the planning process.</b></li> <li>• <b>Manage the inclusion of Commission and stakeholder input comes for budgeting and planning.</b></li> <li>• <b>To address and meet identified consumer preferences and needs.</b></li> <li>• <b>Actualizing the authority. Becoming the “go to” for information re: LTC by leaders Govmt.</b></li> </ul>	<p>Participate in the preparation and review of an on-going, comprehensive statewide plan and resources plan for long-term care supports and services to address and meet identified consumer preferences and needs. (E.O. IV A 4)</p> <ul style="list-style-type: none"> <li>• <b>Keep the priority of consumer input to plan. Consumer prioritization, input and balance to the planning process.</b></li> <li>• <b>Ensure the broadest possible on-going public participation in statewide planning. (E.O. IV A 5)</b></li> <li>• <b>A range or scope of stakeholders.</b></li> <li>• <b>Actualizing the authority. What is the Commission’s role in supporting the Office in “actualizing their authority?”</b></li> </ul>
<p>Policy for long-term supports and services</p>	<p>Take the lead in reviewing and approving long term care supports and services policy formulated by state departments and agencies for adoption or implementation. (E.O. II D 3)</p> <ul style="list-style-type: none"> <li>• <b>Authority is not actualized.</b></li> <li>• <b>Review legislative policy and its impact on supports and services.</b></li> <li>• <b>Which depts.: DLEG (training dollars in health care), DCH, DHS, Corrections, etc.</b></li> <li>• <b>Influence/input to the State budgeting process.</b></li> </ul>	<p>Serve in an effective and visible consumer advocacy role for improving the quality of, and access to, long-term care supports and services. (E.O. IV A 3)</p> <ul style="list-style-type: none"> <li>• <b>Office and legislative policy.</b></li> <li>• <b>Supporting the office in state budgeting process.</b></li> </ul> <p>Discuss potential changes in policy that would encourage more effective provision of long-term care supports and services. (E.O. IV A 8)</p>

**ATTACHMENTS**  
Flip Chart Documents

<p>Efficiency, effectiveness and quality assurance reviews of publicly-funded long-term care programs</p>	<p>Take the lead in conducting efficiency, effectiveness, and quality assurance review of publicly-funded long-term care programs. (E.O. II D 4)</p> <ul style="list-style-type: none"> <li>• <b>Example: Quality plans.</b></li> <li>• <b>Communicate with Commission on scope of quality assurance programs.</b></li> </ul>	<p>Participate in the review and comment upon quality assurance reviews of Michigan's long term care system. (E.O. IV A 2)</p> <ul style="list-style-type: none"> <li>• <b>Get more input by consumers who is using these programs.</b></li> <li>• <b>Communicate with Commission on scope of quality assurance programs.</b></li> </ul>
<p>Effective consumer supports and services, organizational efficiency and cost-effectiveness within MI's long-term care system</p>	<p>Identify and make recommendations to the Director of the Department regarding opportunities to increase consumer supports and services, organizational efficiency, and cost-effectiveness within Michigan's long-term care system. (E.O. II D 5)</p> <ul style="list-style-type: none"> <li>• <b>Illustration: Finance workgroup bargained with Office to bring in Chuck Milligan to present.</b></li> </ul>	<p>Partner with the OLTCCSS to make inquiries, conduct studies, conduct investigations, hold hearings, and receive comments from the public. The Commission may also consult with outside experts in order to perform its duties, including, but not limited to: experts in the private sector, organized labor, government agencies, and at institutions of higher education. (E.O. V G)</p> <ul style="list-style-type: none"> <li>• <b>Inquiries and investigations are happening yet.</b></li> </ul>
<p>Annual reporting for the Department Director and Governor</p>	<p>Prepare an annual report for the Director of the Department and the Governor on the progress of implementing the recommendations of the Long-Term Care Task Force Report. (E.O. II D 6)</p>	<ul style="list-style-type: none"> <li>• <b>Office captures activities of the Commission to include in the Annual Report – especially workgroup activities.</b></li> </ul>
<p>Implementation of the single point-of-entry programs required under Section VI</p>	<p>Oversee the implementation of the single point of entry demonstration programs. (E.O. II D 7)</p> <ul style="list-style-type: none"> <li>• <b>Office provides reports to the Commission for evaluation and recommendations.</b></li> </ul>	<p>Partner with the OLTCCSS in reviewing the performance evaluation of the single point of entry demonstration programs required by this Order and make recommendations for the improvement of the single point of entry system in this state. (E.O. IV A 7)</p>

**ATTACHMENTS**  
Flip Chart Documents

	<ul style="list-style-type: none"> <li>• <b>Evaluation provides great opportunity to discuss the work.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Puts on the agenda twice per year.</b></li> <li>• <b>Cost-benefit analysis and MPHI process evaluation can look at these and provide input and recommendations for improvement.</b></li> </ul>
Broad, culturally competent and effective public education	<ul style="list-style-type: none"> <li>• <b>Implementation of TF Recs includes “ensuring public participation”.</b></li> <li>• <b>Public information people from DCH that could be involved in this effort.</b></li> <li>• <b>Quarterly information forms.</b></li> </ul>	<p>Promote broad, culturally competent, and effective public education initiatives about long-term care issues and choices and provide opportunities for direct involvement by the public. (E.O. IV 6)</p> <ul style="list-style-type: none"> <li>• <b>Need to know about resources available to do public education. Ability to rely on website for Commission communication and education.</b></li> </ul>
Record-keeping of Commission work	<p>Assist the Commission by providing staff from the Office, subject to available funding. (E.O. V A)</p> <p>OLTCSS staff shall assist the Commission secretary with recordkeeping responsibilities. (E.O. V C)</p> <ul style="list-style-type: none"> <li>• <b>Web-accessed portal for people to communicate.</b></li> </ul>	<p>The Commission shall select from among its members a Secretary. (E.O. V C)</p> <ul style="list-style-type: none"> <li>• <b>Web-accessed portal for people to communicate.</b></li> </ul>
Creation of Commission workgroups or committees	<p>Assist the Commission by providing staff from the Office, subject to available funding. (E.O. V A)</p> <ul style="list-style-type: none"> <li>• <b>Office may suggest or recommend ideas of Commission workgroups or committees.</b></li> </ul>	<p>The Commission may establish committees and request public participation on workgroups as the Commission deems necessary. The Commission may also adopt, reject, or modify any recommendations proposed by a committee or a workgroup. (E.O. V F)</p>

**ATTACHMENTS**  
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<b>Communication Loop</b>	<ul style="list-style-type: none"><li>•Office will acknowledge receipt of recommendations or input from the Commission.</li><li>•Maintain a log of positions taken.</li><li>•Management for Office formally responding about what will happen with recommendation/input. May ask workgroup to do more on something at this point.</li><li>•Create a routine system of what is happening on in Office and PAT.</li></ul>	<ul style="list-style-type: none"><li>•Commission to communicate positions, recommendations and input to the Office.</li><li>•Create a routine system of what is happening on Commission and workgroups.</li></ul>
<b>Disagreement/conflict resolution</b>	<ul style="list-style-type: none"><li>•*Small group of both Office and Commission people to outline a process.</li></ul>	<ul style="list-style-type: none"><li>•Commission has guidelines about consensus.</li></ul>

**ATTACHMENTS**  
Flip Chart Documents

<b>MONITORING PROCESS FOR THE STRATEGIC PLAN</b>			
<b>Purpose</b>	<b>How</b>	<b>Who</b>	<b>When</b>
To be focused on foundational agreements for the business of meetings	Print on agenda, read and focus on your Mission and Vision at the beginning of meetings (5 minutes).	Workgroup Chairs, Andy, and PAT Leads	At every commission, workgroup, and staff meeting
Review of the plan by staff	Provide updates on progress on the plan. PATs to use the Goal Review Questions.	Peggy and PAT Leads	At each staff meeting
Review of the plan by the Commission	Focus on 2 recommendations of the plan. Workgroups to use the Goal Review Questions.	Andy and Workgroup Chairs	At each commission meeting
Updating the Plan	Revisit in more depth the Mission and Vision asking about current relevance. Review this Monitoring Plan (annual-March). Update what goals are completed and add or change goals (2 recommendations at a meeting).	Andy and Peggy	(see under How)
Inform your constituents of the plan and progress	Brief article on progress/status of the plan on the website; available at LTC Forum; in DCH's annual report; present at OSA Commission; SPEs monthly; Consumer Task Force, etc. *Use State Profile Tool Commission members present the plan or parts of it to their "membership" or staff.	Peggy and Commission Members	On-going
Bring new staff and Commission Members up to speed with the plan	Include Mission, Vision, and Goals into new staff and Commission orientation (in person).	Peggy and Andy	As needed
Evaluation of the partnership	Review how our partnership is working and create an action plan for improvement.	Andy and Peggy	June
Communicating among partners	Report progress from Workgroups and PATs to each other after each meeting. Andy and Peggy's report as well.	Workgroup Chairs and PAT Leads	Each meeting

**ATTACHMENTS**  
Flip Chart Documents

<b>EVALUATION OF MEETING</b>	
<b>+</b>	<b>Δ</b>
Brainstorming	Change seats the next day
People brought lots of energy	More people?
Discussion of issues - a first	Temperature of room
Good directions about what we're doing	
Lots of prep = effect	
Sense of goal-setting (diversity)	
Willingness of staff to participate fully	