STATE AGING & DISABILITY LEADERSHIP - SUCCESSES & CHALLENGES

- DUANE MAYES – STATE OF ALASKA DIVISION DIRECTOR, SENIOR & DISABILITIES SERVICES
- 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 REC TOR, 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 policymakers/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


- **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 an important attribute of a leader
  - The best leaders in the world know how to listen
  - Professional will and personal humility