



IDAHO DEPARTMENT OF
HEALTH & WELFARE

Strategic Plan

SFY 2019-2023

July 1, 2018

Our mission:

Promote and protect the health and safety of Idahoans





IDAHO DEPARTMENT OF
HEALTH & WELFARE

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July 1, 2018

Dear Idahoans,

The Department of Health and Welfare is dedicated to protecting the social, economic, mental and physical health and safety of Idahoans, while promoting healthy behaviors and positive lifestyles. We provide critical and valued services to more than a third of all Idahoans and we strive to be a vital partner to other agencies and communities in our state, both in leadership and supportive roles.

Our agency's 2019-2023 Strategic Plan lays the foundation for us to address state and community issues with a vision that is coordinated with our partners. The initiatives in the plan are our map with a timeline for meeting measurable objectives to attain goals that better serve the people of our state.

Each initiative is important and represents critical work to be done, and I want to offer some highlights and encourage you to read the plan. Some of these initiatives are not new; performance updates on each initiative will be provided in a separate report later this year.

Perhaps the most visible and urgent among these are our public health initiatives that address the opioid crisis and Idaho's comparably high rate of deaths by suicide. These are not new initiatives and after this year's performance measures were met, we will expand these programs to address these evolving and complex state-wide concerns. **The opioids initiative** focuses on training for community members as well as medical providers and first responders, and increased opportunities for treatment and recovery support services for those who need it. **The suicide prevention initiative** centers on education and outreach in acknowledgment that everyone has a role to play, including such disparate entities as schools, medical providers, and shooting clubs.

Another initiative focuses on some of **the most vulnerable residents of our state: our children**. The most intrusive action the state can take is when law enforcement declares a child to be in imminent danger and the courts place the child in the custody of the state. We want to work with the system of care to make sure these actions are taken only when it is absolutely necessary. We are accountable for these actions, and we will strive to ensure that children are returned to their

families as soon as safety concerns have been addressed in the home. If reuniting with families is not an option, then our goal is to find these children a new, safe home in a timely manner with a family that can meet their lifelong needs. This initiative ensures that we will be taking a hard look at the processes and decision-making that must happen in these cases.

Two of our initiatives focus on improving the mental health system for children and adults. The **Youth Empowerment System program**, called YES, is transforming the children's mental health system in Idaho by dramatically improving the services, supports, collaboration with families, and patient outcomes for children with severe emotional and behavioral disorders. More children now have access to those services as work on this initiative continues.

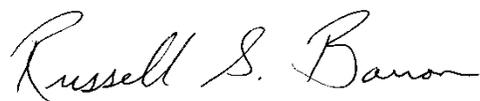
For adults, the department is working to **establish a model to meet the needs of Idahoans with mental illness** whose illness is not severe enough to require hospitalization but who also can't live on their own because of their illness. People with mental illness are often housed in assisted living facilities that are not equipped to meet their mental health needs. We are piloting a model that addresses this issue in three parts of the state and we are encouraged by the initial results.

In addition to those initiatives, work is being done on other initiatives in our strategic plan that is every bit as important – even if it is not as immediately impactful – in our efforts to promote and protect the health and safety of Idahoans, including:

- **controlling costs in the Medicaid program** while we deliver comprehensive care for participants.
- **advancing Idaho's healthcare delivery system** so that Idahoans can live healthier lives while healthcare costs are reduced.
- **providing job training and education** for adults who are receiving food or cash assistance.
- **improving access to residential care settings** for residents with Alzheimer's or dementia.

We are committed to delivering services that provide for the safety and well-being of Idaho's families as effectively and efficiently as possible. This plan is our guide.

Sincerely,

A handwritten signature in cursive script that reads "Russell S. Barron".

Russell S. Barron
Director

Strategic Plan Overview 2019-2023

Governor's Priorities:

Enhancing Economic Opportunity • Empowering Idahoans • Promoting Responsible Government

OUR MISSION

Promote and protect the health and safety of Idahoans.

OUR VISION

Provide leadership for a sustainable, integrated health and human services system.

OUR VALUES

Integrity, high quality customer service, and compassion are the foundation for all Department activities. A focus on these values will lead to success.

OUR STRATEGIC GOAL

Ensure the delivery of services that promote healthier, safer, self-sufficient Idahoans.

STRATEGIC OBJECTIVES

STRATEGIC INITIATIVES

Objective 1:
Transform Idaho's healthcare delivery system to promote healthier Idahoans while increasing healthcare quality and reducing costs

Objective 2:
Protect children and vulnerable adults

Objective 3:
Promote stable and healthy Idahoans through medical coverage, program access, support services, and policy

Support System
Strategic Initiatives

- Advance Idaho's healthcare delivery system to enable Idahoans to live healthier lives, to improve healthcare services, and to reduce the cost of healthcare
 - Control Medicaid costs by financially rewarding providers and organizations that deliver measurably better care to our participants
 - Improve the children's mental health system in Idaho for children with serious emotional and behavioral disorders
-
- Ensure children who have experienced abuse or neglect have safe, permanent homes
 - Develop and implement effective residential care for adult Idahoans with severe, chronic mental illness
-
- Reduce suicide attempts and deaths in Idaho by collaborating with multi-sector stakeholders
 - Improve access to residential care settings for residents with Alzheimer's or dementia
 - Reduce opioid addiction and overdose deaths in Idaho
 - Provide job training and education to low-income adults receiving state assistance, to help them gain stable, full time employment and eventually move to self-sufficiency
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- Empower Idahoans to make informed decisions to improve their lives by connecting them to community services through the "Live Better Idaho" website
 - Deliver services to our customers in a safe environment by providing employees with tools and resources for preventing or responding to potentially violent situations
 - Protect our network and sensitive data by enhancing cybersecurity; and improve the efficiency of department operations by integrating information systems



Strategic Objective 1

Transform Idaho's healthcare delivery system to promote healthier Idahoans while increasing healthcare quality and reducing costs



The department is committed to serving Idahoans by ensuring that:

- health outcomes are improved for all Idahoans.
- care is based on quality, focusing on a positive patient experience.
- care makes people healthier, and lowers overall cost.
- Idahoans have access to affordable healthcare.

We will know we have succeeded when:

- Idahoans **receive care that is focused on their individual health needs**, delivered by coordinated teams of providers (Patient Centered Medical Homes, Medical Health Neighborhoods, and Regional Health Collaboratives), who cooperate and communicate with each other.
- Idahoans **receive improved healthcare based on more reliable patient history information**, as providers increase their use of electronic health records and coordinate care more effectively through information from the Idaho Health Data Exchange (IHDE).
- healthcare **providers are more accountable** as a result of the department's new statewide performance reporting and data analytics system.
- healthcare **providers deliver value by delivering individually tailored care that lowers costs**, rather than focusing on the number of patients they treat.
- children, youth, and their families **receive support for emotional and behavioral health needs** through Youth Empowerment Services, initiated as a result of the Jeff D. settlement agreement.

Key external factors – the success of this objective depends upon:

- the amount of financial resources appropriated to reform and deliver healthcare.
- the engagement of stakeholders within the healthcare delivery system, and their participation in the evaluation, planning, and implementation of new strategies and approaches.
- the availability of providers in rural areas of Idaho.
- the willingness by patients and their families to more actively participate in improving their own health.
- changes in federal requirements or federal funding.

Strategic Initiative

Advance Idaho's healthcare delivery system to enable Idahoans to live healthier lives, to improve the quality of healthcare services, and to reduce the cost of healthcare

Initiative Lead: Lisa Hettinger

Initiative Co-Lead: Jeff Crouch

In 2013, Idaho citizens developed a plan to transform the State's healthcare delivery system from a system that rewards the volume of care to one that incentivizes and rewards the value of care, so that care is delivered more effectively while costs are contained. The implementation of this plan was funded by Centers for Medicare and Medicaid Innovation (CMMI) State Innovation Model starting in 2015, and the project concludes in early 2019. The vision provided by key healthcare stakeholders – the State Healthcare Innovation Plan (SHIP) – provides the roadmap for full transformation by rebuilding the foundation of healthcare through the implementation of the Patient Centered Medical Home (PCMH) model. The aim of the PCMH model is to help Idahoans receive care that is focused on the overall picture of their individual health needs, delivered by coordinated teams of providers.

A vital component of delivering patient-centered care is integrating behavioral healthcare providers services and data into the coordinated healthcare delivery system. The entire state of Idaho is designated by Health and Human Services as a behavioral health professional shortage area. Behavioral health concerns must be identified early and treated with proper interventions to effectively use the existing workforce, which impacts all Idahoans.

To drive better clinical decision-making and coordinate care for patients, we will also increase the electronic exchange of health records to the entire provider community. By participating in the Idaho Health Data Exchange (IHDE), providers and health systems will have a centralized location of medical data and will have access to their patients' records anytime, anywhere. The IHDE will connect to other states and thus have the ability to share patient information across state lines. Access to the correct information at the point of treatment is critical to increasing quality outcomes and decreasing healthcare costs.

Value within healthcare is achieved when quality is increased and cost is reduced. Attempting to adhere to disparate quality measures across multiple payers and contract arrangements can become burdensome to providers. Aligning common quality performance measurements across

the payers of Idaho is one strategy to reduce administrative burden on providers, while increasing the consistency of quality assessments.

To provide Idahoans with the healthcare access and quality they need, it is essential to coordinate the payer community within the dynamic and changing healthcare finance environment.

Performance measures and targets:

- By July 1, 2019, increase the number of Idaho Primary Care Practice Clinics exchanging information through IHDE from 70 to 105.
- By July 1, 2020, increase the total payments made to providers under an alternative arrangement to fee-for-service, from the current level of 25% to 50%.
- By July 1, 2020, increase the number of payers participating in coordinated payment reforms, to cover at least 80% of insured residents.

Strategic Initiative

Control Medicaid costs by financially rewarding providers and organizations that deliver measurably better care to our participants

Initiative Lead: Jeff Crouch

Initiative Co-Lead: Matt Wimmer

Value is created when quality is improved and costs are reduced. But in many areas of the United States, and here in Idaho, providers get paid more when they do more, and there is no change in payment when clinical outcomes are poor. Today, Medicaid pays the same regardless of quality, and services are often delivered in high-cost settings when a more cost-effective setting would be appropriate. Because patients who receive quality care stay healthier, their need for expensive hospital or institutional services is reduced.

Providers generally want to do the right thing and deliver high-quality care, but our current financial model is not structured to support this goal. Medicaid's payment reform initiative rearranges these dynamics into a system where providers are held accountable to manage cost and quality, and where payment amounts change based on a provider's ability to deliver good results for both metrics. We call this value-based care.

In 2019, Medicaid will launch three value-based programs:

- an accountable care organization program for providers with large numbers of Medicaid patients.
- a shared savings program for primary-care clinics, where physicians who improve quality and lower cost can earn a portion of those savings.
- an episodes of care program that reimburses short episodes of high-cost care such as orthopedic and maternity services through a single payment allowance (known as a 'bundled-payment program') for the entire clinical episode.

Performance measures and targets:

- In CY 2019, implement at least two accountable care organizations (ACOs) and five shared savings programs.
- In CY 2020, expand the value-based payment program to one additional region in the state.

Strategic Initiative

Improve the children's mental health system in Idaho for children with serious emotional and behavioral disorders

Initiative Lead: Matt Wimmer

Initiative Co-Lead: Ross Edmunds

Idaho's children's mental health system is effective for most of the children, youth, and families that need publicly funded services. However, the system does not always meet the needs of families that have the most challenging emotional and behavioral disorders. The primary reasons for the difficulty include coordinating a full continuum of services in the services array, coordinating intensive care, and collaborating effectively between child-serving agencies.

The department and partner agencies are working together on a project called Youth Empowerment Services, or YES. The YES project is transforming the children's mental health service delivery system in the state of Idaho. The YES project is being guided by a settlement agreement under the Jeff D. lawsuit.

The implementation of the YES project will result in a better system in Idaho for meeting the needs of children with serious emotional and behavioral health disorders. The improvements include: better access to a full array of services, better coordination of care between department programs and other programs that serve children, and care coordination for children, youth, and families up to the highest levels of need. When appropriate, YES will leverage the Medicaid behavioral health plan to implement these improvements in a cost-effective and comprehensive way.

Performance measures and targets:

- By December 31, 2018, implement the Child and Adolescent Needs and Strengths (CANS) assessment to establish a threshold of and levels of functional impairment of the current target population.
- By September 30, 2019, complete an evaluation of CANS to determine changes in functional impairment as a result of the treatment and support delivered under the Youth Empowerment Services (YES) system of care.
- By January 31, 2020, develop a quality management, improvement, and accountability plan and full system performance measures.
- By December 31, 2021, complete the implementation of the Jeff D. settlement agreement and move into the monitoring phase of the lawsuit.

Strategic Objective 2

Protect children and vulnerable adults



The department is committed to serving Idahoans by ensuring that:

- children and vulnerable adults are safe and protected from abuse, neglect, self-harm, and exploitation.
- improved systems of care are established to protect children and vulnerable adults.

We will know we have succeeded when:

- we work with law enforcement and the courts to ensure that children are only removed from their families when absolutely necessary for their safety.
- **children are returned to their families** as soon as safety concerns have been addressed in the home.
- when it is not possible to safely return children to their families, children are placed in a timely manner with a family who can meet their lifelong needs.
- **appropriate care is available and provided** for Idahoans with mental illness whose illness is not severe enough to require hospitalization, but who also can't live independently because of their illness.

Key external factors – the success of this objective depends upon:

- the amount of financial resources allocated to deliver services.
- changes in federal requirements or federal funding.
- the availability of individual insurance coverage.
- affordability and provision of healthcare coverage by employers.
- access to healthcare services.
- the availability of healthcare professionals in rural and urban settings.
- healthcare provider priorities and practice patterns.
- resources available in local communities to support individuals with chronic mental illness or substance use disorders.
- economic and social factors contributing to family crises, which can result in abuse and neglect of children and vulnerable adults.

Strategic Initiative

Ensure children who have experienced abuse or neglect have safe, permanent homes

Initiative Lead: Miren Unsworth

The department's strategic focus is to ensure all children who have experienced abuse or neglect have safe and permanent homes. This initiative is focused on strengthening processes within the Child Welfare Program to ensure:

- children are only removed from their families when it is absolutely necessary for the safety of the child.
- children are returned to their families as soon as safety concerns have been addressed in the home.
- when it is not possible to safely return children to their families, children are placed in a timely manner with a family who can meet their lifelong needs.

With this initiative we will:

- refine and streamline the safety assessment process. When safety assessors have tools to help them quickly and thoroughly reach safety decisions, they can consider the possibility of a safety plan that will allow the child to safely remain in the home.
- develop and implement a standardized process for the identification and assessment of children's relatives as potential permanent placements within three months of a child's entry into foster care.
- improve the transparency and communication within the permanency decision-making process to ensure placement decisions are well documented and communicated in writing to all parties involved, and to ensure there is a full understanding of decisions, actions, and timelines that impact the permanency plan.
- when making permanency decisions for children 0-3 years old who remain in care, we will refine our placement selection process to ensure consideration is given to the child's developmental stage. To do so, we will develop a practice standard outlining circumstances of when or if it's best to transition a child age birth to three, and if a transition does occur, how best to do so to minimize trauma to the child.
- develop tools and data for better monitoring of child protection practice throughout the state to improve accountability and responsibility toward standards and outcomes.
- replace the Child Welfare automated system to provide modern technology to improve social work practice and reduce unnecessary administrative burdens for staff, families, and stakeholders.

Performance measures and targets:

- By July 1, 2019, the safety assessment process will be redesigned and fully implemented to ensure all safety decisions are made in a timely manner, and no backlog in safety decisions exist.
- By July 1, 2019, data will be available to monitor the workflow of safety decisions to ensure all such decisions are made in a timely manner, and safety assessments are closed or moved to decision within timelines.
- By July 1, 2020, data will be available to monitor permanency actions and decisions for children in foster care to ensure time to permanency decisions are monitored and correct actions are taken by case managers.
- By July 1, 2020, we will decrease length of stay in Foster Care for adopted children by four months (benchmark 24 months).
- By July 1, 2021, the child welfare automated system will be developed and fully implemented within planned budget.

Strategic Initiative

Develop and implement effective residential care for Idahoans with severe, chronic mental illness

Initiative Lead: Ross Edmunds

Idaho's mental health system-of-care agencies struggle to meet the needs of its residents with severe, chronic mental illness. Often these individuals do not require hospitalization, but also can't live independently because of the severity of their illness. Individuals with mental illness often live in private assisted living facilities that are not trained to meet their mental health needs. They require a combination of supported housing, assistance with activities of daily living, and intensive mental health treatment.

This strategic initiative is designed to establish a best practice model to meet the needs of this population and those who care for them. The model, which is currently being piloted in three locations across the state, is called the Homes with Adult Residential Treatment, or HART. The pilot will conclude in December 2018.

An additional component to the solution of caring for Idaho's citizens with severe, chronic mental illness is long-term care in a nursing home that specializes in caring for elderly, medically complex psychiatric patients. The state of Idaho operates one of these nursing facilities that serves as the last resort, and cares for patients who have been involuntarily discharged from other facilities. The current psychiatric skilled nursing facility is located at State Hospital South in Blackfoot. It was built in the 1930s, is four stories tall, and has a 29-patient capacity. It presents challenges and potential danger in caring for patients because of the age and the condition of the building.

With the approval of the Idaho Legislature, the department has the authority to build a new 36-bed facility in Blackfoot. The facility is projected to be complete in July 2021. This new facility will provide a safe, therapeutic environment to care for Idahoans who have no place else in Idaho to go.

Performance measures and targets:

- By December 1, 2018, a baseline of several outcome factors will be established.
- By January 1, 2019, the HART pilot will be complete and outcome data will be reported regarding the effectiveness of the new model.
- By July 1, 2021, construct a nursing home, on the State Hospital South campus, that adequately meets the needs of those 65 years of age or older who qualify for nursing home care, with behavioral health needs.

Strategic Objective 3

Promote stable and healthy Idahoans through medical coverage, program access, support services, and policy



The department is committed to serving Idahoans by ensuring that:

- they are empowered to take action for themselves or others to seek help and to recognize the signs of suicide risk.
- residents with Alzheimer's or dementia are cared for by specialized caregivers who are able to meet their specific needs.
- treatment is available for Idahoans with opioid addiction.
- adults who are able to work earn enough money to be self-reliant.

We will know we have succeeded when:

- there is a decrease in the rate of suicide in Idaho.
- there is a reduction in involuntary discharges of residents with Alzheimer's or dementia from assisted living facilities due to unmanaged behaviors.
- there is a decrease in the rate of death due to opioid overdose.
- there is a reduction in opioid misuse and abuse.
- there is an increase in access to treatment for opioid addiction and recovery support services.
- adults who are receiving assistance also receive job training and education that will help them gain stable, full time employment.

Key external factors – the success of this objective depends upon:

- the amount of financial resources appropriated to deliver services.
- dispelling the myths about the reasons people die by suicide.
- the care of residents with dementia being delivered by caregivers trained to meet their unique needs.
- managing the high rate of staff turnover in care facilities for residents with dementia, due to a high emotional toll on staff members.
- the willingness of healthcare providers to become certified to treat addiction.
- the availability of illicit opioids in the state, such as heroin and fentanyl.

Strategic Initiative

Reduce suicide attempts and deaths in Idaho by collaborating with multi-sector stakeholders

Initiative Lead: Elke Shaw-Tulloch

Initiative Co-Lead: Ross Edmunds

Suicide prevention and intervention is everyone's problem to solve, not just the Legislature, the Department of Health and Welfare, or other partners: everyone has a role. The department will provide leadership for suicide prevention efforts statewide.

The department will address suicide prevention and intervention statewide through collaborative efforts with stakeholders across multiple sectors, with the goal to reduce Idaho's suicide rate by 20% by 2025. These efforts will be in alignment with the National Strategy for Suicide Prevention and the updated statewide Idaho Suicide Prevention Plan.

The department's Office of Suicide Prevention will, in partnership, establish multi-year strategies to address:

- healthy and empowered individuals, families, and communities.
- clinical and community preventive services.
- treatment and support services.
- surveillance, research and evaluation.

This is a complex social issue to address, surrounded by a great deal of stigma, inadequate treatment and mental health supports, and a sense of urgency to immediately address the problem from multiple perspectives. Addressing suicidality takes a very different skill set, and many providers and people who touch a suicidal person do not have adequate training. Safety of interventions is paramount. Additionally, there are a number of myths about why people die by suicide that must be addressed.

Performance measures and targets:

By July 1, 2019:¹

- Implement a comprehensive public awareness campaign statewide to increase knowledge and awareness of the warning signs for suicide and how to connect individuals with assistance and care within their communities.²

¹ All targets have been established to align with goals established in the Idaho Suicide Prevention Plan

² Based on the goal to empower Idahoans to take action for themselves or others to seek help and to recognize the signs of suicide risk.

- Train 60 professionals and community members (“gatekeepers”) to identify warning signs for suicide and to connect at-risk individual with assistance and care within their communities.²
- Provide culturally competent, evidence-based or evidence-informed programs that increase protection from suicide risk, including training in life-long resilience and well-being, to 25% of middle and high schools, including students, teachers, parents, and administrative staff.²
- Incorporate suicide awareness as a basic tenet of firearm safety and responsible gun ownership by collaborating with firearm dealers, shooting clubs, ranges, hunting organizations, and gun owners.³
- Incorporate suicide awareness as a basic tenet of medication safety, including safe storage and prescribing practices, by collaborating with pharmacy and medical providers.⁴
- Promote the adoption of the Zero Suicide model by healthcare and surrounding community support systems, in at least 10 health systems statewide, to ensure the suicidal person entering the healthcare system is assessed for suicidality, has their safety assured, is treated, and has appropriate continuity of care.⁴
- Establish the National Violent Death Reporting System for Idaho to increase the timeliness and usefulness of statewide death data to direct suicide prevention and intervention efforts.⁵
- Convene quarterly, or more frequent, meetings with stakeholders to integrate and coordinate suicide prevention activities across multiple sectors and settings.⁶

³ Based on the goal to improve the safety and self-sufficiency of Idahoans by empowering them to take action for themselves or others to seek help and to recognize the signs of suicide, providing them with a resource to call or text during a time of crisis.

⁴ Based on the goal to improve the safety of Idahoans by changing the behavior of healthcare providers and provider practice.

⁵ Based on the goal to improve the delivery of suicide prevention and intervention services using the new surveillance system.

⁶ Based on the goal to improve the delivery of suicide prevention and intervention services through coordinated and collaborative partnerships.

Strategic Initiative

Improve access to residential care settings for residents with Alzheimer's or dementia

Initiative Lead: Tamara Prisock

The number of individuals being diagnosed with dementia will continue to increase over the next 20 years. Many Idahoans who are diagnosed with Alzheimer's or related dementias receive their care in residential settings, such as:

- *Skilled Nursing Facilities* – facilities where a resident's need for care or treatment can only be performed by licensed nurses. Examples of skilled nursing needs include: complex wound dressings, rehabilitation, tube feedings, and rapidly changing health status.
- *Assisted Living Facilities* – facilities that provide necessary supervision, personal assistance, meals and lodging to three or more adults not related to the owner.
- *Certified Family Homes* – homes that offer a family-styled living environment for two or fewer adults who are not able to reside in their own homes and who require care, help in daily living, protection and security, supervision, and personal assistance.

Individuals diagnosed with Alzheimer's or related dementia sometimes present behaviors that are difficult to manage. Those behaviors may include harming themselves or others, which, when unmanaged, can make it difficult for the individuals to successfully live in residential care facilities. Residential care facilities have the responsibility to ensure the safety of all residents and are often forced to discharge a resident who demonstrates these behaviors, leaving the resident and the resident's family in the position where they must find a new home. Often, the people tasked with providing day-to-day care do not have sufficient training in providing this type of care.

This initiative is aimed at increasing access to facilities trained to prevent and manage behaviors, as well as de-escalating and stabilizing individuals experiencing behavioral crises. The department will accomplish this by working with care providers and other organizations to provide education, resources, and training related to Alzheimer's and dementia and to increase access to facilities equipped to stabilize and manage behavioral crisis situations.

Performance measures and targets:⁷

- By June 30, 2019, achieve a 10% decrease in the number of residents with Alzheimer's or dementia who are involuntarily discharged from assisted living facilities due to unmanaged behaviors.
- By June 30, 2019, 25 additional certified family homes will be trained to care for people with Alzheimer's or dementia.
- By June 30, 2019, 100 caregivers in skilled nursing facilities, assisted living facilities, and certified family homes will complete the specialized training in caring for individuals with Alzheimer's or dementia offered through partnership with the Idaho Commission on Aging.
- By June 30, 2019, achieve a 10% decrease in the number of deficiencies cited in skilled nursing facilities, assisted living facilities, and certified family homes related to inadequate care of residents with Alzheimer's or dementia.

⁷ Rationale for target measures: Since early 2017, the department has been working closely with healthcare providers, resident advocates, and organizations with expertise in working with people with Alzheimer's and related dementia to improve the system of care for this population. Concerning successful placement of this population in residential care settings, the most significant factor identified is specific training for caregivers who serve this population. Through partnership with the Idaho Commission on Aging, specialized training will be readily accessible to caregivers beginning in the fall of 2018. The specialized training, which will be free and available both on-line and in person, will help caregivers identify triggers to difficult behaviors and will teach communication skills to de-escalate behaviors and more effectively meet residents' care needs. The targets set for SFY 2019 reflect the gains we expect to make as a result of the specialized training as well as additional recruitment and support activities performed by the department.

Strategic Initiative

Reduce opioid addiction and overdose deaths in Idaho

Initiative Lead: Elke Shaw-Tulloch

Initiative Co-Lead: Ross Edmunds

Deaths due to drug overdose are on the rise in Idaho. An increasing number, and a growing percentage of these deaths are attributed to opioids obtained either illicitly or by prescription. This rise, which mirrors national trends, has led to increased efforts to combat opioid misuse and overdose in Idaho. This strategic initiative will convene representatives from various Department of Health and Welfare divisions involved in responding to the opioid crisis.

To date, efforts led by different divisions include:

- applying for, and receiving, new federal funding in the Divisions of Behavioral Health and Public Health.
- implementing a publicly-funded Medication Assisted Treatment Delivery system for qualifying, non-insured Idahoans.
- coordinating response planning efforts with the Idaho Office of Drug Policy and other stakeholders.
- changes to Medicaid policy on opioid prescribing.

While department staff from several divisions continue to work on these and other initiatives to combat the opioid epidemic, efforts are not always fully coordinated or communicated across divisions. Our first aim is to ensure that we are all aware of current efforts in the department and by our stakeholders, and to develop a shared vision on how the department can best combat the opioid crisis. We will initiate regular communication to ensure we are working as well together as possible to maximize our impact in the state. In addition, we will integrate our messages to communicate with the public about our coordinated efforts to reduce opioid misuse and abuse, to increase access to treatment for opioid addiction and recovery support services, and to reduce deaths due to opioid overdose.

Expected activities include:

- communicating with our workgroup and stakeholders about our efforts to combat the problem.
- developing and maintaining a department website highlighting aspects of the opioid misuse in Idaho.
- providing information on our website and through the 2-1-1 Idaho CareLine on how to locate recovery support services, addiction treatment providers, and other resources.

With better communication both within and without the department, resources will be maximized and progress towards the targets below will be accelerated.

Performance measures and targets:

By July 1, 2019:⁸

- The number of healthcare providers certified to treat opioid-addicted persons will increase by 100 providers.⁹
- The number of community members trained to assist persons with overdose will increase by 300 community members.¹⁰
- The number of Idahoans who have access to publicly funded medication-assisted treatment (MAT) will increase by 250 persons.¹¹
- The number of Idahoans who have access to publicly funded recovery support services will increase by 400 persons.¹²
- The number of persons leaving jail or prison who are at high risk of opioid misuse and overdose and receive immediate contact with a peer who can provide support and a warm handoff to further services will increase by 50 persons.¹³
- The annual number of opioid overdose deaths will have decreased in Idaho.¹⁴

⁸ Targets have been established to align with the goals established by Idaho's Response to the Opioid Crisis (IROC)

⁹ The initiative will enhance delivery of healthcare by increasing availability of doctors and other healthcare providers who can treat opioid-addicted persons.

¹⁰ The initiative will increase self-sufficiency by training family members, friends, and other community members in saving the lives of persons who may have overdosed on opioids.

¹¹ The initiative will allow more people to afford treatment of their addiction.

¹² The initiative will strengthen support systems for persons, and their families, who are recovering from addiction.

¹³ The initiative will help reduce the risk of relapse in persons who have served time for opioid-related offenses.

¹⁴ Target aligns with goals established by the state Opioid Strategic Planning group. The initiative will improve the health status of Idahoans by decreasing deaths due to opioid-related overdose.

Strategic Initiative

Provide job training and education to low-income adults receiving state assistance, to help them gain stable, full time employment and eventually move to self-sufficiency

Initiative Lead: Julie Hammon

This initiative will provide job training and education to adults receiving Supplemental Nutrition Assistance Program (SNAP) benefits or Temporary Assistance for Families in Idaho (TAFI) who are able to work, and are either not working or not earning enough money to be self-reliant. The Work and Training Program will also be offered to individuals on a volunteer basis who are receiving other types of assistance, such as Medicaid or Child Care, but do not have work requirements tied to eligibility. Idaho will also offer work and training services for non-custodial parents who have difficulty in meeting child support obligations to create pathways to more stable employment.

To be successful in this initiative, we will:

- Refer SNAP and TAFI individuals who meet work requirements to the Employment and Training Program.
- Create volunteer opportunities for individuals without work requirements to participate in the Employment and Training program.
- Develop a referral program for non-custodial parents who are not meeting current child support obligations to participate in the Employment and Training program as a condition of enforcement methods in Child Support.
- Assess individuals for their current ability to get a job and keep a job.
- Enroll individuals in activities that will provide job training or education that will improve skills and options for employment.
- Work with employers to identify employment opportunities that might be matched with individuals and develop on-the-job training programs that will enable program participants to achieve higher paying, more stable employment.
- Work with educators and community colleges to create opportunities for welfare participants to participate in technical education programs that will lead to job placements.
- Help place individuals in jobs throughout Idaho and measure job retention and wage enhancement to determine effectiveness in moving individuals to stable employment.

Performance measures and targets:

- We will increase the number of community partners, employers, and educators who provide education, job training, or work skills in the community to individuals who are participating in the Employment and Training Program by an additional 10 partners by July 2019.¹⁵
- We will increase the number of individuals who actively participate in the Employment and Training Program by an additional 70 people by July 2019.¹⁶
- We will increase the number of individuals who successfully complete their program by 25% by July 2019.¹⁷
- We will increase the number of individuals who are successfully placed in jobs by 10%.
- We will increase job retention by increasing the number of individuals who maintain employment for more than 6 months by 10%.

¹⁵ Based on the goal to increase the availability of job training and education.

¹⁶ This number is based on the current number of participants in the program (5 programs, which each serve 7 participants, for a total of 35 participants; expanding by an additional 10 partners would serve an additional 70 participants for a total of 105).

¹⁷ This percentage is based on the goal to help participants improve their skills and qualifications.

Support System Strategic Initiatives



The department is committed to serving Idahoans by ensuring that: The strategic initiatives outlined in the following pages of this plan are initiatives which improve and enhance the delivery of services in the department, and directly contribute to achievement of the department's three strategic objectives.

We will know we have succeeded when:

- Idahoans are able to easily discover and connect with an array of statewide and local services that will empower them to stabilize their current situations and achieve more self-sufficient lifestyles.
- our customers receive services in a safe, violence-free environment.
- our sensitive customer data is fully protected within our network.
- our costs relating to software, hardware, and technology maintenance and support have been reduced.

Key external factors – the success of this objective depends upon:

- the amount of financial resources available for support services.

Strategic Initiative

Empower Idahoans to make informed decisions to improve their lives by connecting them to community services through the “Live Better Idaho” website

Initiative Lead: Lori Wolff

Live Better is designed to provide a comprehensive, action-oriented customer connection to services within Idaho communities that will empower individuals and families to live better.

Objective: To help Idaho families discover and connect with a wider array of statewide and local services, we will expand the Live Better Idaho website. The website is designed to help Idahoans easily discover and connect with an array of statewide and local services that will empower them to stabilize their current situations and achieve more self-sufficient lifestyles.

The success of Live Better Idaho depends on the commitment and contributions of multiple agencies and organizations throughout Idaho. It is a pact between agencies to make services visible and connections to services actionable throughout the state. As a result, customers can discover available services more easily and connect to services more quickly, without getting lost in the silos of government.

Action Steps:

- Ensure all department services are available to customers on the Live Better Idaho website.
- Partner with agencies throughout the state to ensure customers have the ability to connect to all services that support families, improve stability, and reduce risk factors for financial, behavioral, or health challenges.
- Make connections to services actionable and available in three clicks.
- Design marketing strategies that engage Idaho families to use the Live Better Idaho website as a tool to discover and connect with services.

Performance measures and targets:¹⁸

- Develop a broader community of resources available to Idahoans by adding 10 new services or agencies to the Live Better Idaho partnership by July 1, 2019.
- Ensure that all relevant department services are available to customers on the Live Better Idaho website by July 1, 2019.
- Increase the number of Live Better Idaho website visits by customers attempting to find services within their communities by 20% by July 1, 2019.

¹⁸ These benchmarks were selected based on our goal of making services available through a well-designed, well-marketed website.

Strategic Initiative

Deliver services to our customers in a safe environment by providing employees with tools and resources for preventing or responding to potentially violent situations

Initiative Lead: Cathy Libby

Workplace safety is essential to our ability to effectively deliver services, and for the well-being of department employees. Everyone shares in the benefits when violence is prevented, and everyone shares an obligation to keep the workplace safe and violence-free. This initiative is focused on creating a violence prevention and response program with tools and resources that can be adapted for specific situations and programs.

This initiative will focus on three areas of workplace safety:

- Providing employees with resources to prevent, prepare for, and respond to an incident by improving business processes and developing coordinated safety protocols based on expert consultations, best practices, and employee knowledge.
- Delivering education and communication focused on helping employees successfully perform their roles in preventing, preparing for, and responding to potentially violent situations.
- Implementing strategic office building improvements and technology to prevent or deter safety risks.

Performance measures and targets:

By July 1, 2019:

- All department employees will complete Avoid, Deny, Defend training to receive basic education on individual strategies for responding to an active shooter event.
- State-wide emergency notification protocols will be implemented to provide a coordinated method for managing emergency communications.
- An incident management system will be developed to provide a coordinated method to report, manage, and track incidents.
- Safety assessments will be performed at all department offices to identify potential improvements to reduce and manage safety risks.
- A job hazard analysis tool will be developed for use in reviewing procedures and operations connected to specific tasks to determine if they can be modified to reduce the likelihood of violence occurring.

Strategic Initiative

Protect our network and sensitive data by enhancing cybersecurity; and improve the efficiency of department operations by integrating information systems

Initiative Lead: Michael Farley

This initiative will involve two key areas of focus:

1. Protecting our networks, programs, and data from unauthorized access, attacks, damage and confidentiality breaches by enhancing the strength and integrity of our information technology system cybersecurity.

Performance measures and targets:¹⁹

- Require all agency staff and contractors to complete cybersecurity training courses by June 2019.
- Improve cybersecurity awareness by posting security information on the department's InfoNet throughout the fiscal year.
- Reduce cyberthreats by implementing technology solutions to monitor client data and department information to minimize exposure or breaches by June 2019.

2. Improving efficiency throughout the agency by integrating the software applications and technologies that have similar uses. By reducing the number of applications and technologies we use, we will be able to reduce costs relating to software, hardware, maintenance, and support.

Performance measures and targets:²⁰

- Reduce the number of duplicate software applications by 10% by June 2019.
- Improve efficiency by reducing the number and type of hardware devices supported by staff over this next year.
- Reduce cost by reducing the number of hardware devices purchased this fiscal year.

¹⁹ Based on the goal to reduce the potential of cyberthreats

²⁰ Based on the goal to integrate similar technology solutions

Cybersecurity Executive Order 2017-02 Compliance:

Executive Order 2017-02, Section 3 requires:

All executive branch agencies to implement the first five (5) Center for Internet Security (CIS) Critical Security Controls (CSC) for evaluation of existing state systems by June 30, 2018. Updates on adoption of the National Institute of Standards and Technology (NIST) cybersecurity framework and implementation of CIS Controls will be included in each agency's strategic plan submission to the Division of Financial Management (DFM).

Idaho Department of Health and Welfare, Information Technology Services Division Update for EO 2017-02:

Our initial guidance by the Department of Administration's Office of the Chief Information Officer (OCIO), was modified to assess the gap of the first 5 CIS Critical Security Controls (CSC) version 6 by June 30, 2018. We accomplished this using a series of audit scripts provided by Security Enclave. These spreadsheets included a maturity rating, as well as Plan of Action and Maintenance (POAM) items and were maintained on the Department of Administration's OCIO SharePoint site so that they could evaluate each agencies' status.

In March 2018, a new version of CSC controls was released (version 7). With the release of the new controls, we have now been instructed by OCIO to assess our compliance (not gap analysis) with the first 6 CSCs of the new version. We have been provided an updated audit script to fill out after OCIO completes the initial testing with key agencies.