



The Council  
of State  
Governments

# NATIONAL LONG-TERM CARE WORKFORCE NETWORK

Topic: Multisector Plans for Aging

March 18, 2024

# Agenda

- Introduction and Project Recap
- Multisector Plans for Aging
  - Carrie Graham, Center for Health Care Strategies
  - **Pennsylvania:** Kevin Hancock, Pennsylvania Department of Aging
  - **Utah:** Rob Ence, Utah Commission on Aging
- Discussion
- Next Steps and Adjourn

# Long-Term Care Policy Guide



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## Revitalizing the Direct Care Workforce and Supporting Family Caregivers

# National Center for State Long-Term Care Workforce Policy (2023-24) Summary

- National Long-Term Care Workforce Network
- National Online Resource Center
- State Technical Assistance Services



# National Online Resource Center (<https://web.csq.org/long-term-care/> )


















 The Council of State Governments  
**NATIONAL PERSPECTIVE AND TRENDS IN LONG-TERM CARE**  
Call to Action: A Meeting of Champions  
February 28, 2024



# State Strategies to Revitalize the Long-Term Care Workforce

- Increasing Compensation
- Employment Supports
- Enhancing Training and Education
- Facilitating Career Advancement
- Expanding the Pipeline
- Data Collection & Monitoring
- Supporting Family Caregivers















# Hawaii Looks to CSG, Other States to Address Long-Term Care System

[Home](#) / [Capitol Ideas Magazine](#) / [Health and Human Services](#) / ... / [Hawaii Looks to CSG, Other States to Address Long-Term Care System](#)

Posted on March 14, 2024 | In [Capitol Ideas Magazine](#), [Health and Human Services](#), [National](#), [Policy](#), [State Talk](#)

By *Sean Slone*, *CSG Senior Policy Analyst*



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# Multisector Plans for Aging: A National Movement

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Director of Aging and Disability Policy  
Center for Health Care Strategies

**MPA Team:**

- Torshira Moffett, Senior Program Officer
- Amy Hoffmaster, Senior Program Officer
- Valerie Flores, Program Associate
- Emma Rauscher, Program Associate

# Center for Health Care Strategies

## Aging and Disability Team

A policy design and implementation partner devoted to improving outcomes for older adults and people with disabilities. We connect people and ideas to spark insights, build expertise, strengthen leadership, and spread innovations:



**Effective models for access to LTSS and integrated care for those dually eligible for Medicare and Medicaid** that harness the field's best thinking and practices to meet critical needs.



**Efficient solutions for policies and programs** that extend the finite resources available to improve the delivery of vital services and ensure that payment is tied to value.



**Equitable outcomes for people** that improve the overall wellbeing of populations facing the greatest needs and health disparities.





# Work to Promote Multisector Plans for Aging

- 2019 – 2020 Consultant to California’s Master Plan for Aging
- 2021 Survey of states MPA interest and progress
- 2021 – 2023 Cohort 1 State MPA Learning Collaborative
  - 10 States: **Colorado, Illinois, Indiana, Minnesota, North Carolina, North Dakota, Oregon, South Carolina, Tennessee, and Vermont**
  - Technical Assistance Tools
- 2023 – present Cohort 2 State MPA Learning Collaborative
  - 10 States: **Connecticut, Iowa, Maryland, Massachusetts, Missouri, Nevada, New Hampshire, Pennsylvania, Utah, and Washington State**
  - Technical Assistance Tools
- 2024 – present 50 State Survey of MPA Progress
  - Results expected Spring 2024

See more on the MPA Learning Collaborative and technical Assistance tools: <https://www.chcs.org/project/master-plan-for-aging-learning-collaborative/>

# What is a Multi-Sector Plan for Aging?



**1 State-Led:** An MPA can be authorized through legislation, a governor's executive order, or a more informal decree/declaration.



**Cross-Agency Development and Accountability:** While an MPA is usually led by one agency or department (often the unit on aging) the development of the MPA and its implementation are typically done with input, leadership, and accountability from various departments and agencies across state government. The legislative branch of government is often also engaged in the process.



**3 Stakeholder and Consumer Engagement:** An MPA is developed and implemented with broad stakeholder engagement, including input from aging/disability stakeholders as well as stakeholders who may not traditionally focus on aging. It also includes direct feedback from consumers.



**4 Broad Focus on Aging Throughout the Lifespan:** An MPA is not just for people who are currently older. It addresses all people who are aging, including caregivers, people with disabilities, direct care workers, young people planning for retirement, and employers who are looking to retain and attract older workers. Messaging doesn't "other" older adults; it promotes the message that "we are all aging".



**5 Data Driven:** An MPA uses data and evidence in the development phase to identify areas of unmet need and initiatives that the state can consider. It also uses data to demonstrate and measure progress through implementation.



**6 Living Document:** An MPA is not 'one and done'. Once it is developed, the expectation is that it will be refreshed every one or two years, and that the state will continue to be accountable to stakeholders for progress reports and measurement of goals.



## What MPAs are not...

- **It is NOT a budget document—**
  - it can include both funded priorities and those that are aspirational.
- **Its not a ....**
  - State Plan on Aging
  - State Health Improvement Plan
  - State Medicaid Plan
  - but it should incorporate the initiatives and priorities of all of these under the umbrella of an MPA
- **It is not just for people who are old now**
  - focuses on all people who are aging, from younger adults planning for retirement, caregivers, providers, employers.
- **They are NOT called Multisector Plans for Aging...**

# States make up their own unique names for MPAs:

**Longevity Ready  
Maryland**

**Utah for the Ages**

**Age Strong  
Vermont: Our  
Roadmap for an  
Age Friendly State**

**Aging our Way, PA**

**California Master  
Plan for Aging**

**Colorado Strategic  
Plan for Aging**

**North Dakota  
Multi-generational  
Plan for Aging**

**Aging Texas Well**

**Aging with Dignity:  
Missouri Master  
Plan on Aging**

**All Ages All Stages  
North Carolina**

**New York State's  
Master Plan for  
Aging**

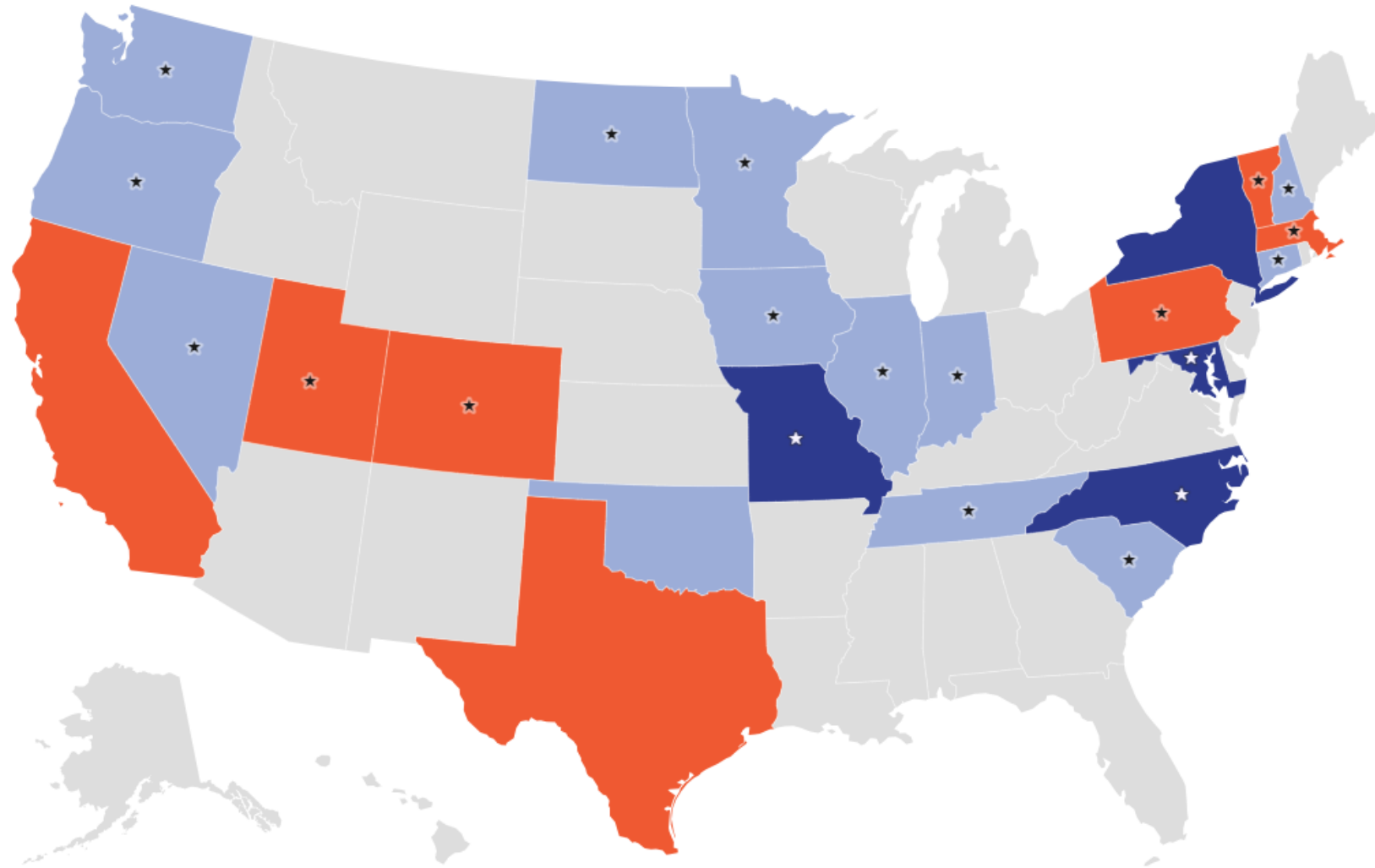
**Multisector  
Blueprint for Age  
Friendly  
Minnesota**



## MPA Activity Across States

★ = MPA Learning Collaborative

■ Fostering Development ■ Legislation/Executive Order ■ MPA Developed/Implementing



# North Dakota Multigenerational Plan for Aging

## MPA Broad Goals



### Services Closer to Home

- North Dakotans will be able to live in the setting of their choice with the support they need to thrive as they age



### Futures Planning

- North Dakotans receive widespread outreach and learning opportunities for legal, financial and healthcare planning



### Social Engagement & Accessibility

- North Dakotans experience lifelong opportunities for meaningful and inclusive engagement with their families, communities and workplaces



### Workforce

- North Dakotans enjoy ready access to quality services through targeted efforts to attract and retain a qualified workforce



# California MPA Organizing Framework

## 5 Bold Goals for 2030



**Goal 1:**  
**Housing for All Ages  
and Stages**

We will live where we choose as we age in communities that are age-, disability-, and dementia-friendly and climate- and disaster-ready.



**Goal 2:**  
**Health Reimagined**

We will have access to the services we need to live at home in our communities and to optimize our health and quality of life.



**Goal 3:**  
**Inclusion and Equity,  
Not Isolation**

We will have lifelong opportunities for work, volunteering, engagement, and leadership and will be protected from isolation, discrimination, abuse, neglect and exploitation.



**Goal 4:**  
**Caregiving that Works**

We will be prepared for and supported through the rewards and challenges of caring for aging loved ones.



**Goal 5:**  
**Affording Aging**

we will have economic security for as long as we live.

# Multisector Plan for Aging Structure

<p><b>Example of how you would work on one goal</b></p>	<p><b>Goal 2:</b> <b>Domain: LTSS</b></p> <p><b>Goal:</b> People will have access to the services and supports they need to live and age well in our state</p>	
<p><b>State govt Depts/ Agencies/Legislature</b></p>	<ul style="list-style-type: none"> <li>• Unit on aging,</li> <li>• Medicaid Agency</li> <li>• Dept of Rehabilitation,</li> </ul>	<ul style="list-style-type: none"> <li>• Labor Agency</li> <li>• Emergency Preparedness</li> <li>• Public Health</li> </ul>
<p><b>External Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• AARP,</li> <li>• LTSS providers,</li> <li>• Labor unions,</li> <li>• Academics who research LTSS</li> </ul>	<ul style="list-style-type: none"> <li>• People who use LTSS</li> <li>• Direct Care Workers</li> <li>• Family (unpaid) caregivers</li> <li>• Aging and Disability Advocates</li> </ul>
<p><b>Existing Programs, initiatives, and plans</b></p>	<ul style="list-style-type: none"> <li>• State Plan on Aging</li> <li>• Medicaid LTSS reform taskforce</li> <li>• Olmstead committee recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• No Wrong Door Initiative</li> <li>• Age Friendly Initiatives</li> <li>• Rural Aging Initiative</li> <li>• Dementia Care Taskforce</li> </ul>
<p><b>Data to support goal</b></p>	<ul style="list-style-type: none"> <li>• Demographics and projections of Aging population</li> <li>• Data on unmet need for LTSS</li> <li>• Waitlist for waiver programs</li> </ul>	<ul style="list-style-type: none"> <li>• Prevalence of various disabilities</li> <li>• Data from other departments broken out by age and disability</li> <li>• Benchmarks to measure progress</li> </ul>



# MPA Goal 4: Caregiving that Works

## + View the 2023-2024 MPA initiatives

**Initiative 83** - Promote innovative models for Community Health Workers to serve older adults and people with disabilities in home and community-based settings, targeting underserved populations with a focus on equity, including through Medicare Fee-for-Service and Medicare Advantage delivery systems. (Lead Agency: CalHHS, LWDA) ●

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**Initiative 84** - Develop a direct care inventory of evidence-informed, competency based training, career ladder, and certification programs that are accessible statewide, aimed at promoting person-centered, culturally, and linguistically responsive training designed for older adults, people with disabilities, family caregivers, and populations with complex needs, including persons with dementia. Explore opportunities to expand career pathways for direct care staff, including the feasibility of linking training to wage increases. (Lead Agency: CalHHS, LWDA) ●

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**Initiative 85** - Diversify the pipeline for direct care workers in home and community settings by testing and scaling emerging models to meet the need, as funding allows. (Lead Agency: CalHHS, LWDA) ●

# MPA Data Dashboard: Direct Care Workforce

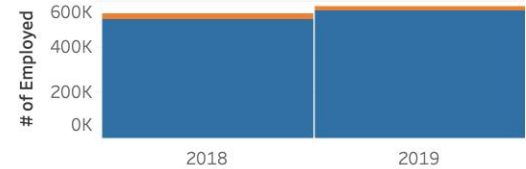
This visualization provides data on the number of paid caregivers per 1,000 adults age 65 or older, as well as average hourly wages for paid caregivers. Use the drop-down menus to display data for home health aides and/or personal care aides. Select or hover over individual data points to see additional data details



2018 California: 542,670 Number of Paid Caregivers

Year:  ◀ ▶ Statistical Area EDD:  ▼

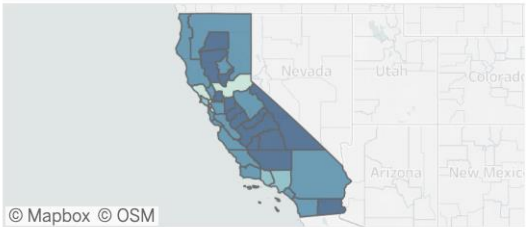
Caregivers by Type Over Time



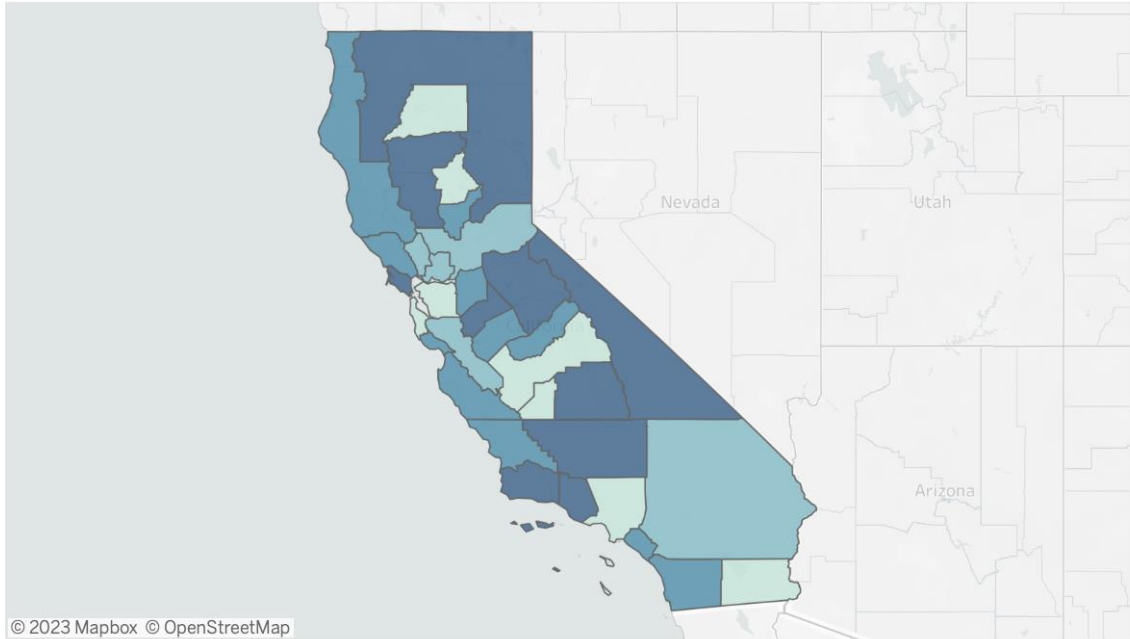
Occupational Title  
■ Home Health Aides ■ Personal Care Aides

Average Hourly Wage

Occupational Title:  ▼



Caregivers per 1,000 Older Adults Aged 65 or older



# CHCS Resources

- [Getting Started with a Multisector Plan for Aging](#) – This tool defines what an MPA is, describes the benefits and goals of this approach, and outlines key building blocks for generating buy-in and momentum for an MPA.
- [Developing a Multisector Plan for Aging](#) – This tool outlines core tenets to guide an MPA development process and best practices for cross-sector MPA development. See also a newly released [companion infographic](#).
- [Developing a Multisector Plan for Aging? Advice from Someone Who’s Been There](#) – In this blog post Kim McCoy Wade offers advice for other states beginning the MPA development journey.
- [The Unexpected Benefits of a State Multisector Plan for Aging](#) – This brief describes the benefits of the MPA planning and implementation process, including concrete examples from California’s experience, to inform leaders and advocates from other states.
- [Involving Family Caregivers to Shape Multisector Plans for Aging](#) – This tool describes strategies states can use to engage family caregivers to shape an MPA and shares considerations for how MPAs can prioritize family caregivers based on efforts in Minnesota and Texas.



**For questions or follow up, contact:**

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SHAPIRO**  
PENNSYLVANIA.GOV

# *Aging* **Our Way, PA**

A Plan for Lifelong Independence





# Long-term Care Workforce and Aging Our Way, PA





# *Aging Our Way, PA is:*

**A 10-year strategic plan designed to help transform the infrastructure and coordination of services for Pennsylvania's older adults.**

- **Stakeholder-Driven:** Pennsylvania's network of Area Agencies on Aging convened stakeholders across the state – including Pennsylvanians over 60, caregivers, families, subject-matter experts and community members - to recommend improvements to the services and infrastructure in their communities.
- **Collaborative:** Drawn from stakeholder input, and as directed by the Governor Shapiro's Executive Order 2023-09, state agencies and community expert partners worked together to articulate the priorities, strategies, and tactics included in the plan.
- **Achievable:** To guarantee achievability, each Tactic has been refined in active partnership with the agencies responsible for its implementation.
- **Responsive:** The Plan is designed to adapt alongside shifting needs and resources over its 10-year timeframe.
- **Necessary:** The investments and improvements outlined in the Plan are needed for Pennsylvania to grow alongside its aging population.
- **Effective:** The Plan presents an opportunity for Pennsylvania's government to work smarter.

# Development Phase I: Stakeholder Engagement

## Direct Engagement (Qualitative)

- Partnership with Area Agencies on Aging
- **210** listening sessions (at least 1 per county), plus over **3,300** comments

**Over  
10,000**  
responses

## Needs Assessment Survey (Quantitative)

- Partnership with University of Pittsburgh School of Public Health
- Survey of **900** older adults, plus nearly **7,000** online form responses

**Nearly  
8,000**  
responses

# Development Phase I: Stakeholder Engagement Cont.



**AAAs collected as framed by the 8 Domains of Livability. This framework is:**

- **Person-centered:** creates snapshot of a person's lived experience
- **Community-focused:** emphasizes relationship between community and quality of life
- **Evidence-based:** regarded as "Gold Standard" for age-friendly community development



# Development Phase II: Steering Committee

PDA staff and academic partners used the data gathered from stakeholders to generate summary reports for each of the 8 Domains of Community Living to inform the Steering Committee about the current experiences that Older Pennsylvanians face as they age. This included:

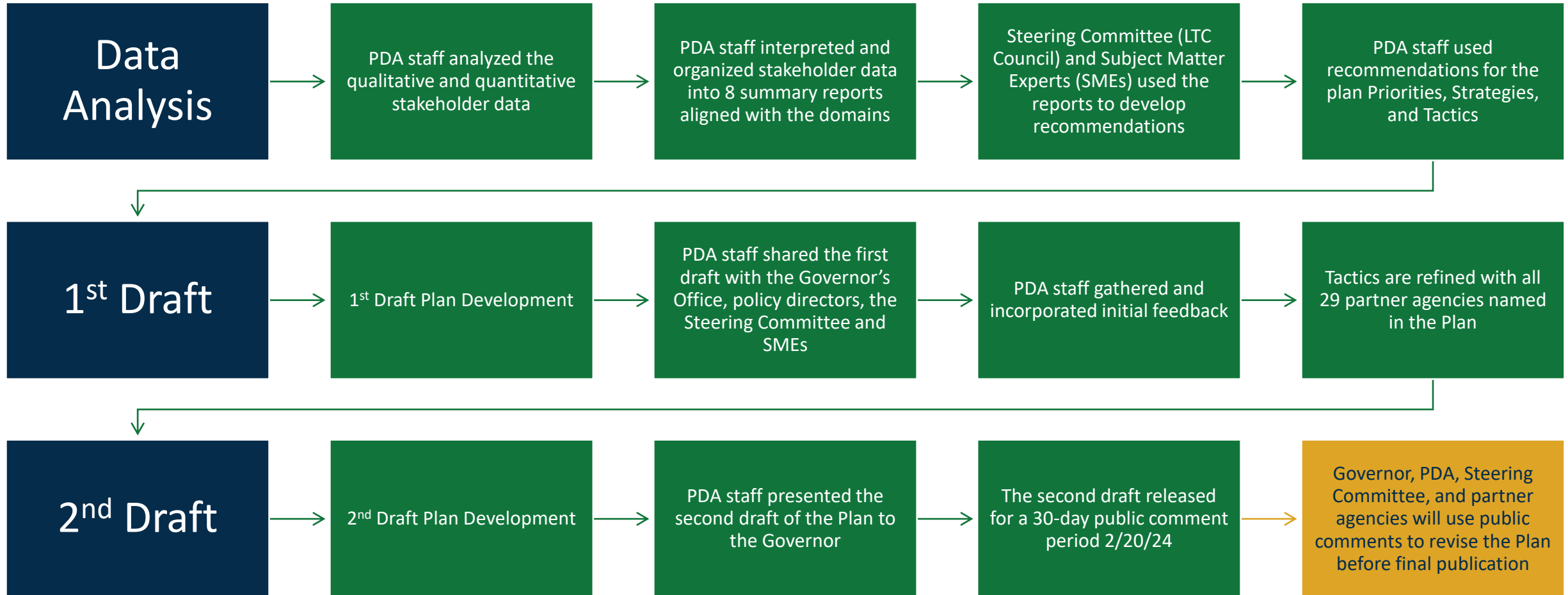
- 44 members of the Long-term Care Council (not including designees)
- 39 members of the Interagency Workgroup (including individuals from Governor's Budget Office, Governor's Policy Office, DOC, L&I, Insurance, PEMA, DGS, DMVA, DDAP, Ag, Education, DHS, Admin & Tech, DCED, DCNR, Revenue, State, and others)
- Additional Subject Matter Experts (SMEs)

Steering Committee members were invited to join as many workgroups as they were interested in but were required to join at least one.

All Steering Committee members received all 8 summary reports and used these reports to identify priorities as well as potential initiatives to be included in the plan.

Each workgroup was facilitated by an external consultant to complete a recommendation report template that identifies priorities, strategies, and tactics with measures, costs, timelines and durations by Friday, November 10<sup>th</sup>.

# Development Phase II: Crafting Policy Initiatives



# Plan Structure: Priorities, Strategies, and Tactics

*Aging Our Way, PA* is structured around **Priorities** (high-level themes), **Strategies** (mid-level approaches), and **Tactics** (specific, measurable initiatives).





# CAREGIVER SUPPORTS

Focuses on strengthening the direct care workforce and supporting care partners by cultivating better systems of support, education, and assistance to ensure more sustainable, competent, and exceptional care for older adults.

## Direct Care Workforce Tactics:

- 111. Audit the recommendations from the 2019 Blueprint for Strengthening Pennsylvania's Direct Care Workforce and develop an implementation plan.
- 112. Change Scope of Practice laws to allow healthcare paraprofessionals and other individuals involved in supporting the clinical and long-term care needs of older adults and individuals with disabilities to perform functions they are qualified to perform.
- 113. Advocate for changes to federal laws to allow immigrants and refugees who qualify to be hired as direct care workers

# Plan Impact

## Year 1: Expanding and Improving Existing Programs and Resources

- In its first year, Aging Our Way, PA will immediately support the needs of older adults by improving successful and scalable programs while laying the groundwork for more ambitious long-term projects.

## Year 5: Redesigning Infrastructure Across Sectors

- By year 5, ***Aging Our Way, PA*** will build on research and program evaluation to develop new programs that address gaps in services and infrastructure supporting older adults.

## Year 10: Reimagining and Building System of Supports

- Through ***Aging Our Way, PA***, the service delivery and advocacy networks transformed over the previous decade will deliver reimagined systems of supports that elevate the aging experience to be the best phase of a person's life.

# Available for Public Comment

A 30-day public comment period has been established beginning Tuesday, February 20, 2024.

1. Review [Aging Our Way, PA](#) in Detail.

2. Provide comments and feedback through:

- [Online Public Comment Form](#)

- By Mail:

Aging Our Way, PA,  
555 Walnut St. 5th Floor  
Harrisburg, PA 17101

- By Email:

[agingplan@pa.gov](mailto:agingplan@pa.gov)

3. Await the final version of ***Aging Our Way, PA*** in early April, 2024!



# Questions?





# Utah for All Ages A Master Plan for Aging

Council of State Governments

March 18, 2024

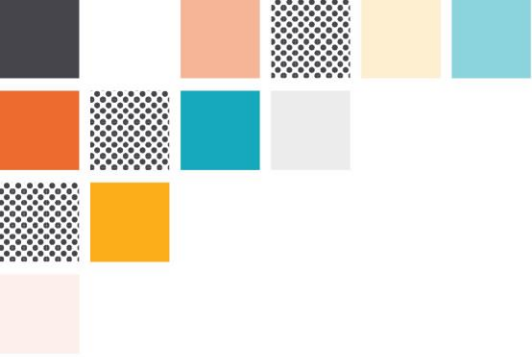


UtahAging.org  
Utah Commission on Aging

Rob Ence, MBA

Executive Director

Utah Commission on Aging







# Independence



Social Isolation

Food Insecurity

Abuse & Fraud

Emergency Preparedness

**Ageism**

Fitness

Falls Prevention

Health & Wellness

Long-Term Care

Caregiving

**Mobility & Transportation**

Financial Adequacy

**Housing /Aging In Place**

Mental Acuity

End of Life

# Building Trust

- **Sharing Events**
- **Volunteer Management**
- **Resource Navigation**
- **Chance Encounter – Mon Ami**
- **Aggregate Reporting**



# Incremental Progress

- **Event Management**
- **Virtual Resource Center**
- **Call Center**
- **Bottom-Up Reporting**
- **Master Plan Framework**





# Master Plan

- **State Leadership**
- **Stakeholder Inclusiveness**
- **Comprehensive Issues**
- **Rational Data**
- **Measurable Outcomes**



# Utah for All Ages

A Master Plan for Aging in Utah

Prepared by the  
**Utah Commission on Aging**

Prepared for  
Governor of Utah  
Utah Legislature  
All Utah Adults



**State of Utah**  
SPENCER J. COX  
Governor

DEIDRE M. HENDERSON  
Lieutenant Governor

Office of the Governor

Feb. 5, 2024

Utah's population will soon exceed 4 million people. People who are 65 and older make up about 15% of the total population, and in the near future, are expected to represent one in every five residents. This demographic trend impacts our households, culture, economy, environment, and increasing needs of older adults.

Utah benefits from the wisdom and contributions of our older adults, and we recognize that the next generation will be more diverse, live longer, and desire to make meaningful contributions to our great state. If we don't have a meaningful plan for an aging population, we expect to see an increase in the struggles for meaningful employment, affordable housing, food and financial security, and access to quality health care.

These trends are not new, but without deliberate planning, the challenges will accelerate and overshadow the opportunities that should be available to everyone. The purpose of the strategic plan for intelligent aging is to make sure Utahns are engaged and valued across the spectrum of aging into older adulthood.

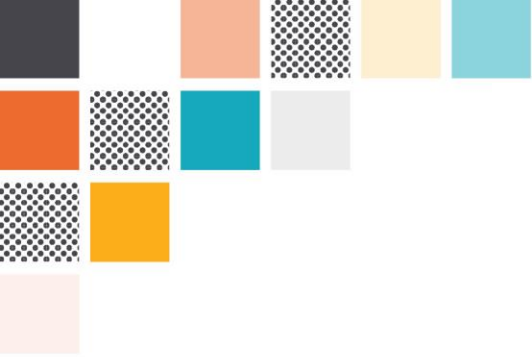
S.B. 104 Master Plan For Aging was signed into law March 15, 2023, and directs the Utah Commission on Aging to periodically publish a plan that will guide the aging experience over the future decades and make sure all Utahns are able to navigate the challenges and opportunities of older adulthood.

This is a call to action for state and local governments, private and public entities, and individuals to engage innovatively, proactively, and collaboratively to create a Utah where people of all ages can thrive and age with the grace and dignity they deserve. This plan helps lead the way.

Sincerely,

A handwritten signature in black ink, appearing to read "S. J. Cox".

Spencer J. Cox  
Governor



## **1. Age-Friendly Ecosystems**

### *Staging Successful Aging*

Utah adults benefit from age-friendly principles in our communities of living, education, health care, workplace, and public health that improve the quality of life and the aging experience for all.

## **2. Live Well Everyday**

### *Sustaining Health and Wellness*

Utah adults access services and resources that optimize our quality of life by caring for our physical, mental, and social well-being and establishing healthy lifestyles towards a successful aging experience.

## **3. Affordable Aging**

### *Financial Sufficiency*

Utah adults work, save, manage, and protect their assets and resources, free from exploitation and ageism, to sustain economic viability for life.

## **4. Plan for Life**

### *Personal Empowerment*

Utah adults live self-determined lives with dignity, autonomy, competence, and freedom from social isolation.

## **5. Networks for Care**

### *Support Systems*

Utah adults access education, resources and support services to better serve those for whom they care and to preserve their own well-being.

## **6. Embrace Technology**

### *Educated Aging*

Utah adults are empowered through technology and safe device utilization to make informed choices on issues that impact the way we age.



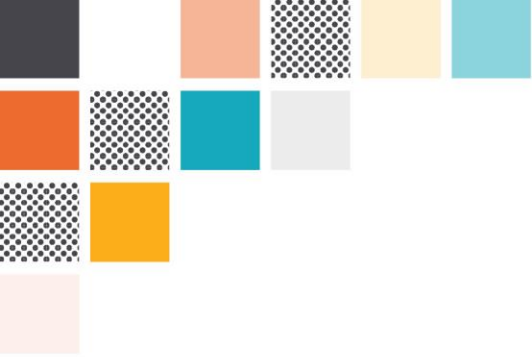
## B. Health Care Workforce Expansion

1. Support policy incentives for geriatric trained specialists and rural providers.
2. Expand the adoption of 4M (What Matters, Medication, Mentation, Mobility) principles in older adult health care practices.
3. VA Benefits are known and utilized by eligible Utah Veterans.
4. Establish licensing standards for professional workers managing patients with mental health issues.
5. Work with DOPL to include dementia care training across applicable disciplines.
6. Adopt guidelines for Dementia Disease Management, Care, and Education.
7. Determine the need and create a plan for transitional housing requirements for mental health and abuse victims.
8. Mental Health resources are available and utilized.

Models: E4 Policy Academy, others

Leads: Jennifer Lloyd, Anne Asman, Dee Dee Richardson, Tim Farrell, Gary Kelso, Mark Supiano, Beth Fauth, Linda Edelman, Joel Macey

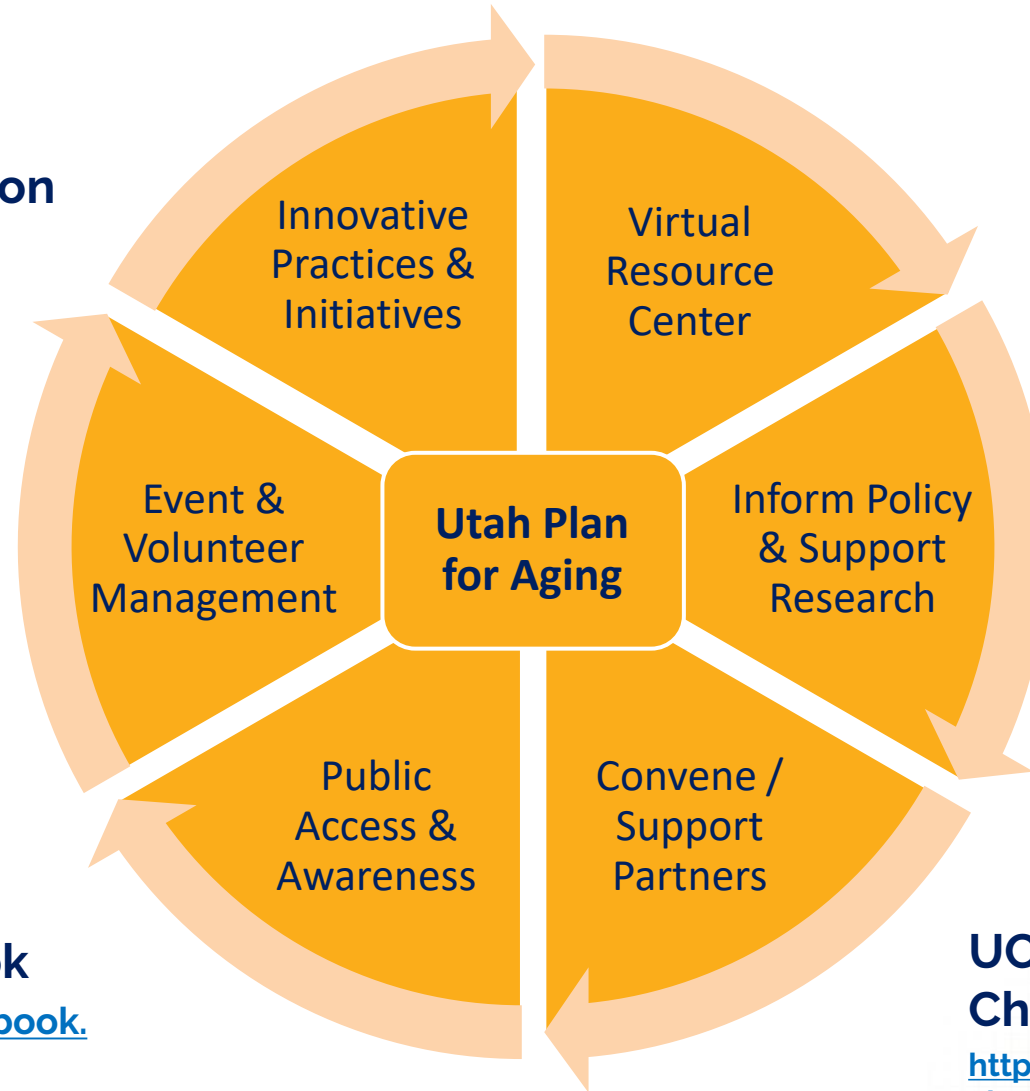
Measures: Improved standards for mental health workers, increase in geriatric trained providers, increase in rural providers



# UCOA Virtual Ecosystem



**UCOA Navigation  
Hotline**  
888-985-6866  
(Fall 2024)



**UCOA Virtual  
Resource Center**  
[www.utahaging.org](http://www.utahaging.org)



**UCOA Facebook**  
<https://www.facebook.com/utahaging/>

**UCOA YouTube  
Channel**  
<https://www.youtube.com/channel/UCfSJREf73GpswhCGhFeHZCg/videos>

# Q&A/Discussion

# Next Steps

- Next Network Meeting: Tuesday, April 30 at 3pm EDT
  - Update on workforce-related action plans of the Moving Forward Coalition
  - Registration open: [https://csg-org.zoom.us/webinar/register/WN\\_pQWjZAOeSjqFhgFz-so9oA#/registration](https://csg-org.zoom.us/webinar/register/WN_pQWjZAOeSjqFhgFz-so9oA#/registration)
- Join the mailing list: send an email to [sslone@csg.org](mailto:sslone@csg.org)
- Check out the Updates: [National Online Resource Center](#)
  - Send Us: Relevant Bills, Reports, Resources, Articles, Initiatives
  - Request State Technical Assistance Services



**Thank You!**

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