

Cabinet for Health and Family Services

2022-2026 Strategic Plan

a. Cabinet Number (2-digits) & Cabinet Name

Cabinet for Health and Family Services – 53

b. Department Number (3 digits) & Department Name

721—Office of the Secretary

723—Office of Inspector General

725—Aging and Independent Living

727—Income Support (Disability and Child Support)

728—Public Health

729—Behavioral Health, Developmental and Intellectual Disabilities

730—Family Resource Centers and Volunteer Services

736—Community Based Services

739—Office of Health Data & Analytics

746—Medicaid Services

767—Office for Children with Special Healthcare Needs

c. Office/Unit Number (Optional) & Office/Unit Name

721 — Office of Administrative Services

721 — Office of Application Technology Services

721 — Office of the Ombudsman and Administrative Review

721 — Office of Human Resource Management

721 — Office of Finance and Budget

721 — Office of Legislative and Regulatory Affairs

721 — Office of Public Affairs

721 — Office of Legal Services

d. Agency Strategic Plan Origination Date

October 2021

e. Agency Strategic Plan Update/Revision Date

N/A

f. Agency Strategic Plan Revision Number

N/A

I. Agency Mission Statement

To be a diverse and inclusive organization providing programs, services, and supports that protect and promote the health and well-being of all Kentuckians and their communities.

II. Agency Vision Statement

A Commonwealth where every Kentuckian reaches their full human potential and all communities thrive.

III. Agency Organizational Core Values

- Equity
- Health & Wellbeing
- Structural Economic Support
- Resilient Individuals and Communities
- Operational Excellence

IV. Statement of Alignment with Governor's Strategic Themes/Goals

A. Wages

1. Educate, empower, and deploy a highly skilled workforce
2. Support individuals to obtain and maintain a living wage

B. Health Care

1. Improve access to quality and affordable healthcare
2. Improve consumer access to information about health, health care quality, and the health insurance marketplace
3. Mitigate adverse behavioral health outcomes related to pandemic and inequity by preserving and enhancing the behavioral health safety network.
4. Expand the recovery-oriented system of care to address the opioid crisis and other substance use disorders.
5. Support and promote the health and wellness of children and families, especially families involved with or at risk of involvement with child welfare
6. Assure a safe and adequate system of care for individuals with intellectual and developmental disabilities.

7. Enhance the system of supports to serve Kentucky's growing aging population
8. Promote the efficient exchange of health information to drive quality health outcomes.

C. Education

1. Promote the full continuum of high-quality childcare in collaboration with community partners. Support and Expand equitable access to quality affordable child care
2. Enhance students' ability to succeed in school by developing and sustaining partnerships that promote early learning and successful transition to school, academic achievement and well-being, and graduation and transition into adult life.
3. Strengthen the community-school-home connection by emphasizing parental engagement in education and community linkages for families
4. Assure that every child and adult receives equitable access to quality and affordable healthcare coverage

D. Retirement

1. Ensure that all CHFS employees have a living wage
2. Encourage staff to contact personnel and utilize the tools made available to plan for retirement

E. Example

1. Operationalize equity within all Cabinet policies, procedures, and programs
2. Become a trauma-informed and resilience-oriented Cabinet
3. Utilize data to inform policies that advance health equity for all Kentuckians
4. Enhance the workplace environment to support and retain a knowledgeable and experienced workforce
5. Utilize human centric design for programs and services that support individuals in reaching their full human potential.

V. Statement of Alignment with the Agency's Budget Request and 6-Year Capital Plan

The goals and objectives outlined within the Cabinet have been developed within expected and/or requested levels of funding.

VI. Situation Analysis/ Environmental Analysis

A. Organizational Description (Internal Environment)

The Cabinet for Health and Family Services is one of the largest cabinets in state government. It is comprised of the following departments and offices: Department for Aging and Independent Living; Department for Income Support; Department for Public Health; Department for Behavioral Health, Developmental and Intellectual Disabilities; Department for Community Based Services; Department for Medicaid Services; the Office for Children with Special Health Care Needs; the Office of Health Data & Analytics; and the Department for Family Resource Centers & Volunteer Services. 4 The following units are attached to the Office of the Secretary: Office of Administrative Services, Office of Application Technology Services, Office of Inspector General, Office of the Ombudsman & Administrative Review, Office of Public Affairs, Office of Finance and Budget, Office of Legal Services, Office of Legislative & Regulatory Affairs and the Office of Human Resource Management.

B. SWOT Analysis

1. Strengths

- Experienced leadership
- Expertise and dedication of staff in program areas
- Partnerships with stakeholders
- Emergency Preparedness
- Increased demand for services due to greater access to CHFS programs

2. Weaknesses

- Maintaining an adequate number of experienced staff
- Increasing workloads due to high demand for services

3. Opportunities

- Collaboration with stakeholders
- Efficiencies through technology
- Insight through data analytics
- Strong economy
- Maximization of federal funding streams

4. Threats

- COVID-19 state of emergency
- Increased demand for services due to greater access to CHFS programs
- Possible reduction of critical services to those in need

C. Critical Success Factors and Key Organizational Challenges

In March of 2020, Kentucky confirmed the first case of COVID-19, launching a massive response effort requiring every resource to fight what is now known as the COVID-19 pandemic. The pandemic has affected most CHFS program areas and increased demand for services. Issues include disruption in the traditional ways services are delivered, as well as not having an adequate number of professional and administrative support staff, and low retention of experienced staff to mentor new employees. The Cabinet was able to respond swiftly to the pandemic and continues to successfully navigate these challenges with enhanced emergency preparedness, and improved communication and collaboration across departments.

The Cabinet remains committed to supporting frontline staff, who experience adverse events in the field. CHFS will continue working towards providing support to departments and offices within CHFS to implement trauma-informed, resilience-oriented policies, practices, and programs, both internally and externally.

The Department for Medicaid Services continues to monitor managed care contracts and MCO performance in improving care management and health outcomes.

To improve citizen access to services, the Cabinet has redesigned the benefit Self-Service Portal (SSP), the statewide eligibility system used for Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and State Supplementation. The updated SSP, now kynect, offers additional functionality across kynect Health, kynect Benefits, and kynect Resources to meet all citizen needs. It has also improved workflows for DCBS staff and allowed other state partners to access the eligibility determination system for certain functions.

Addressing opioid use disorder is a top priority across all levels of government. While Kentucky has made great strides, much work remains. The purpose of the Kentucky Opioid Response Effort (KORE) is to implement a comprehensive targeted response to the opioid crisis by expanding access to a full continuum of equitable, high quality, evidence-based prevention, treatment, recovery and harm reduction services and supports in high-risk geographic regions of the state.

The Cabinet continue to build individual and community capacity by increasing health knowledge, health literacy and self-sufficiency through a range of activities that include kynect, peer support specialists, and Community Health Workers. Kentucky continues to see an expansion in the number of kynectors, peer support specialists, and CHWs. Our kynectors have

increased to over 500 across the state to support individuals seeking services from the Cabinet. Peer support specialists continue to be reimbursed through the Medicaid program. They have proven to be the most cost effective and effective intervention to our most vulnerable populations. The Cabinet will continue to work with these types of community interventionalists to create a career pathway to a living wage job.

The Cabinet's investment in information technology infrastructure proved to be successful during the pandemic, as we expanded our services to the virtual environment. The Kentucky Health Information Exchange (KHIE) facilitated communication among providers and the Cabinet, specifically to testing, diagnosis, and immunizations. CHFS enhanced the structure of our technology platforms to support contact tracing during the pandemic for local health departments, the state, and the cabinet.

VII. Measurable Goals, Objectives, & Key Performance Indicators

A. Wages

A.1. Educate, empower, and deploy a highly skilled workforce

- Promote employment/supported employment and supported education for individuals with serious mental illness, individuals with substance use disorder, and those with intellectual or other developmental disabilities.
- Measure the impact of employment and training programs and identify effective strategies for the alignment between social service, workforce and education programs

A.2. Support individuals to obtain and maintain a living wage

- Increase the statewide work participation rate in the Kentucky Transitional Assistance Program (KTAP) under federal and state program rules
- Provide an Employment and Training Program for work registrants receiving Supplemental Nutrition Assistance Program (SNAP) benefits to assist them in acquiring skills, training, or work experience to increase their ability to obtain regular employment that leads to economic self-sufficiency.

B. Health Care

B.1. Improve access to quality and affordable healthcare

- Ensure access to medical, dental and mental health primary care services for all Kentuckians.
- Promote evidence-based practices regarding integration of health service delivery.
- Meet with local health departments, FQHCs and other providers to operationalize public health transformation and assure women's health services are accessible across the Commonwealth.
- Coordinate Cabinet policies regarding effective use of telehealth
- Support the placement of healthcare professionals in rural communities.
- Review MCO performance to ensure improving care management for Kentucky's Medicaid recipients.
- Eliminate health disparities by advancing health equity as an overarching theme for all CHFS programs

B.2. Improve consumer access to information about health, health care quality, and the health insurance marketplace

- Increase awareness of kynect, and enhance capacity for outreach and enrollment
- Continue to analyze the Kentucky health insurance marketplace and ways to enhance kynect
- Decrease the uninsured rate across Kentucky with a specific focus on health equity
- Implement the Basic Health Program to create a pathway from Medicaid to private insurance that will address benefits cliff in healthcare
- Increase the number of providers participating in the state-based exchange
- Provide information to consumers on quality indicators for health care services

B.3. Mitigate adverse behavioral health outcomes related to pandemic and historic inequity by preserving and enhancing the behavioral health safety network

- Ensure equitable access to prevention, crisis, and trauma-informed treatment and recovery services for all of Kentucky's individuals and families
- Continue to support the regional Community Mental Health Centers with performance-based contracts that emphasize evidence-based practices
- Promote recovery and support services for individuals with a substance use disorder

- Provide education, support, and coaching to partner agencies on trauma, secondary trauma, equity, and resilience building

B.4. Expand the recovery-oriented system of care to address the opioid crisis and other substance use disorders.

- Collaborate with multiple government agencies to facilitate coordination and implementation of evidence-based practices in a data-driven manner
- Serve as the lead agency for dissemination of federal and state dollars, including the Kentucky Opioid Response Effort (KORE) (a/k/a State Opioid Response grants)
- Reduce the number of opioid overdose deaths in Kentucky
- Continue to work with our community partners to reduce the stigma associated with drug use, severe mental illness, and homelessness

B.5. Support and promote the behavioral health and wellness of children and families, especially families involved with or at risk of involvement with child welfare

- Partner through cross-systems integration and collaboration with DCBS, DJJ, KDE and other agencies, providers, and advocates to serve the unique needs of this vulnerable population
- Promote access to evidence-based, trauma-informed behavioral health screening, assessment, and treatment; efficient and effective referral and information-sharing protocol; enhanced family and youth involvement at all levels of the system of care; equitable implementation of the Family First Prevention Services Act; and organizational support to promote workforce resilience
- Promote Kentucky Children Health Insurance Program (KCHIP) enrollment
- Promote prevention services across all systems of care, especially for children and families

B.6. Assure a safe and adequate system of care for individuals with intellectual and developmental disabilities.

- Work with key stakeholders including self-advocates, families and providers, to explore new and innovative solutions to address gaps in the system of care
- Enhance crisis intervention services
- Support resiliency in the waiver community through a continued partnership in response to the pandemic

- Monitor key data indicators related to system capacity and quality of supports

B.7. Enhance the system of supports to serve Kentucky's growing aging population

- Provide long-term services and supports that enable older Kentuckians, their families, caregivers, and persons with disabilities to fully engage and participate in their communities
- Ensure older Kentuckians, persons with disabilities, caregivers and families have access to person-centered planning and options counseling for their long-term services and supports
- Increase the development and implementation of business-related strategies that promote innovation, collaboration, and sustainability of aging and disability network partners.
- Prevent abuse, neglect, and exploitation while protecting the rights of older Kentuckians and persons with disabilities.
- Ensure continuous quality improvement principles to ensure that the array of residential facilities operate in a progressive, efficient, and effective manner

B.8. Promote the efficient exchange of health information to drive quality health outcomes

- Increase adoption of Health Information Exchange (HIE) services to healthcare organizations across Kentucky to deliver improved quality patient care
- Increase network of organizations contributing data electronically into the HIE which allows for patient information exchange between healthcare organizations and public health reporting
- Continue to support the cabinet's investments in IT infrastructure

C. Education

C.1. Promote the full continuum of high-quality childcare in collaboration with community partners.

- Support and expand equitable access to quality affordable child care
- Enhance the system of supports to serve Kentucky's most vulnerable children

C.2. Enhance students' ability to succeed in school by developing and sustaining partnerships that promote early learning and successful transition to school, academic achievement and well-being, and graduation and transition into adult life.

- Provide opportunities for early intervention, early learning and quality child care so young children are healthy and ready to learn
- Increase early literacy and numeracy outcomes in the First Steps Program

C.3. Strengthen the community-school-home connection by emphasizing parental engagement in education and community linkages for families

- In collaboration with the Department of Public Health, increase the number of FRYSC that are training and conducting parent café's as a model for parental engagement.
- Ensure that the existing parent requirement for FRYSC advisory council membership is reflective of the school population.
- Ensure that the existing community membership requirement for FRYSC advisory councils reflects a diverse group of stakeholders for student population.

C.4. Assure that every child and adult receives equitable access to quality and affordable healthcare coverage

D. Retirement

D.1. Ensure that all CHFS employees have a living wage

D.2. Encourage staff to contact personnel and utilize the tools made available to plan for retirement

E. Example

E.1. Operationalize equity within all Cabinet policies, procedures, and programs

- Advance equity in hiring and procurement
- Utilize racial equity tools to evaluate program design and impact
- Disaggregate data to uncover disparities in outcomes

E.2. Become a trauma-informed and resilience-oriented Cabinet

- Implement trauma-informed, resilience-oriented policies, practices, and programs to support CHFS staff
- Provide education, support, and coaching to partner agencies on trauma, secondary trauma, racial equity, and resilience building

E.3. Utilize data to inform policies that advance health equity for all Kentuckians

- Mature data governance for the Cabinet and develop detailed data management strategies
- Enhance cabinet analytics capabilities with tools and platform, both interim and long-term
- Target additional marketing campaigns to underserved populations to promote equitable access to services

E.4. Enhance the workplace environment to support and retain a knowledgeable and experienced workforce

- Retain employees by offering an upward mobility career path
- Develop telework policies to support staff recruitment and retention
- Remove barriers and provide support systems for workers to achieve organizational outcomes
- Highlight employee achievements and gather feedback to improve their experience within the Cabinet
- Enhance the use of technology to increase service efficiency and effectiveness

E.5. Utilize human centric design for programs and services that support individuals in reaching their full human potential.

- Use new and existing technologies to connect and interact with customers and the public including email, social media and the CHFS website

- Develop accessible information technology solutions that accommodate persons with disabilities, limited literacy and those who speak English as a second language