

# HCAM 2024 Strategic Plan

## **Introduction**

HCAM's strategic planning retreat is an opportunity for board and staff to come together to review strategic plan objectives and identify the action steps we will take in the following year to help us achieve them. Although we will periodically review our mission statement, the primary purpose of the board's annual strategic planning retreat is to review our objectives and identify the specific actions steps needed to achieve them.

## **Mission**

The mission does not change – it's why HCAM exists.

## **Objectives**

Objectives should be medium-term (two to three years), concrete, results-oriented statements.

## **Action Steps**

Actions steps should be specific, measureable and attainable initiatives that must be accomplished in the year (2024).

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## **2024 Strategic Plan**

## **Mission**

As Michigan's most influential advocate for skilled nursing and assisted living providers, the HCAM's mission is to drive initiatives and deliver solutions, enabling providers to advance excellence in senior care.

## **Objective I**

Work with the state to identify and effectively implement a new reimbursement system that is administratively efficient, provides fair rates to incentivize quality and covers appropriate costs of care.

### **Action Steps:**

1. Continue work with the Executive Committee/Reimbursement Workgroup to identify key components of a new reimbursement system acceptable to HCAM.
2. Advocate that rates are not reduced in the transition and implementation of a new reimbursement system, and work to identify new investment, including updating vent unit rates and policy.
3. Use the ongoing workforce and occupancy challenges to emphasize the need for proper investment in SNF's under any new system.
4. Advocate for the implementation of a new system that includes updates in Medicaid policy, cost reports, audit and appeals processes, as well as continuing the flexible non-available bed plan.
5. Provide education to HCAM members on the (yet unidentified) new system.
6. Educate the legislature and advocate to ensure proper implementation of the new system.

## **Objective II**

HCAM will work to address the ongoing workforce crisis in long-term care – while continuing to promote the profession, including the people who work in it and the career opportunities available.

### **Action Steps:**

1. Work with AHCA and members on grassroots advocacy opposing and/or modifying federal staffing ratio mandate.
2. Ensure passage of medication aide legislation.
3. Work with AHCA to address opportunities on foreign immigration pathways to work in long-term care settings.
4. Work with AHCA to ensure passage of federal Nurse Aide Lock out legislation.
5. Continue MILEO apprenticeship grant.
6. Participate in the Michigan IMPART Alliance – Essential Jobs Essential Care.
7. Participate in the MDHHS DCW Advisory Committee.
8. Ensure passage of staffing agency legislation.
9. Engage on potential Nursing Facility Workforce Stabilization Council recommendations.
10. Ensure permanent continuation of the Direct Care Worker Wage Increase and Non-Clinical Worker Wage Increase beyond state fiscal year 2024.

### **Objective III**

Ensure that regulations are applied in a consistent, accurate, and timely manner.

#### **Action Steps:**

1. Continue participation in the Quality Assurance Committee.
2. Continue participation in quarterly nursing facility stakeholder work group to address issues directly with the department.
3. Continue participation in AHCA's Survey and Regulatory Committee.
4. Continue to track survey indices comparing Michigan, Region V and nationally.
5. Engage with AHCA regarding on-going CMS regulatory changes – e.g. minimum staffing requirement mandate, emergency preparedness and others.
6. Participate in Moving Forward Coalition and engage as necessary on the coalition's recommendations.
7. Work with LARA/MDHHS and MHHA to review PA 231 of 2020, with potential rescission of the statute

### **Objective IV**

In preparation for the transition of MI Health Link to a Highly Integrated Duals Eligible Special Needs Plan (HIDE-SNP) in January 2026, we will identify features of a HIDE-SNP that are important to providers and allow them to operate successfully.

#### **Action Steps:**

1. Work with AHCA and use HCAM research to ensure that MDHHS issues a Request For Proposal (RFP) and sign contracts with health plans that include the elements providers need for protection and success.
2. Work with individual health plans and the Michigan Association of Health Plans on issues important to providers of skilled nursing care.
3. If necessary, advance legislation to ensure the HIDE-SNP includes elements important to providers.
4. In anticipation of statewide expansion of the HIDE-SNP, explore innovative alternatives such as Institutional Special Needs Plans (I-SNPs), Aligned I-SNPs, C-SNP (assisted living), and D-SNPs that may be provider owned.
5. Pursue development and implementation of a provider owned network using AHCA's population health expertise and resources.
6. In preparation of transition to D-SNP, educate members on how to operate within the new program.

### **Objective V**

Support and advance the interests of assisted living communities, including engagement with appropriate stakeholders such as the legislature, departments, administration, and other associations on important issues.

**Action Steps:**

1. Work with legislators and stakeholders to amend House Bill 4841 to mitigate negative impact on Adult Foster Care (AFC) settings and, if enacted, educate members on new requirements.
2. Continue to grow assisted living membership, through in-person meetings, board member contact with potential members, contact with non-member education participants, and other avenues of outreach.
3. Update the Certified Assisted Living Director (CALD) program.
4. Update the medication management program, including updates that would reflect the potential new requirements of HB 4841.
5. Identify and prepare for additional federal or state initiatives to further define and/or regulate AL communities, including participation in the Quality in AL Collaborative through NCAL.
6. Create an online platform for members to collaborate and share best practices for the sector, i.e. the NCAL connected community and NCAL model policy language.
7. Monitor and engage as necessary on issues pertaining to the MI Choice Waiver program.
8. Increase educational offerings and continue to grow event attendance by assisted living membership.

**Objective VI**

Engage with the Office of the Attorney General regarding issues impacting long-term care.

**Action Steps:**

1. Continue participation in the Elder Abuse Task Force. Engage on policy and legislative reforms affecting long-term care.
2. Continue monitoring outcomes of the Sentinel and SCAM Projects.
3. Work with AG's office to address staffing agencies pricing practices, including advancement of legislation.

**Objective VII**

Ensure that the Medicaid reimbursement process – in particular, the cost report audit process - is fair, responsive, timely, and free of unnecessary cumbersome elements.

**Action Steps:**

1. Ensure departmental compliance with statutory requirement that reinterpretation of Medicaid policy in the nursing facility audit process is prospective only.
2. Reengage and participate in quarterly nursing facility stakeholder work group to address issues directly with the department.
3. For fiscal years 2022 and 2023, expedite timelines for the audit and settlement of cost reports, and issuance of final rates.

**Objective VIII**

HCAM will be structured, resourced and managed to achieve our objectives.

**Action Steps:**

1. Continue to promote AHCA/NCAL resources with members, including greater participation in AHCA quality awards program.
2. Continued review of HCAM Constitution.
3. Raise \$225,000 for HCAM PAC in 2024.
4. Executive staff meet with an average of 3 members each quarter.
5. Actively monitor important HCAM financial indices on a quarterly basis, with particular focus on managing expenses.
6. HCAM staff will review strategic plan action steps monthly.
7. If possible, add funds to the PAC Admin account.
8. Share results of Pinnacle Surveys with HCAM Board and take appropriate follow-up action on negative surveys.
9. Continue to grow association - identify non-members to contact on joining HCAM.
10. Update HCAM website on an ongoing basis.
11. Identify opportunities to increase communication with membership, legislature, regulators, and the public through the HCAM website, social media, and the Thelma campaign, as well as traditional media including press releases, op-eds, letters, and continuing to build relationships with print, radio, and TV reporters.
12. Monitor ongoing maintenance and upkeep of HCAM office building and property.
13. Continue to develop relationships with key legislators, administration/department officials and other stakeholders to deepen their understanding of the value of long-term care providers.
14. Arrange legislative visits in facilities each quarter.