

Colorado's Money Follows the Person Public Outreach Plan

September, 2011



Colorado Choice Transitions Public Outreach Plan

Overview

Colorado was awarded a five-year \$22 million federal grant to implement the Colorado Choice Transitions (CCT) program, the Money Follows the Person (MFP) Demonstration. MFP is a federal grant that supports states' efforts to build and improve the infrastructure that supports home and community-based services (HCBS) for people of all ages with long-term care needs. The vision of the national initiative is to transform long-term care services and support from facility-based and provider-driven care, to person-centered and consumer-directed, community-based care. [The Department of Health Care Policy and Financing \(Department\)](#) is committed to transitioning 490 people from facility-based care into community-based settings by the year 2016, offering a comprehensive array of benefits and services to Medicaid-eligible clients participating in the CCT program.

This plan identifies the Department's goals to be reached through outreach, marketing, education and training efforts, as well as the specific strategies that will be employed to maximize the number of transitions and participation in the CCT program. This plan is intended to direct the development of communication and collaboration among CCT staff and the public to create strong and productive partnerships by providing timely and accurate information while increasing awareness and visibility of the CCT program.

The ongoing implementation and monitoring of the outreach plan will occur as follows:

- **CCT Liaison:** This Department staff position will have primary responsibility for implementing and monitoring the outreach plan. The CCT Liaison will keep relevant state staff and stakeholder committees informed of the successes and challenges with implementation of the plan. The liaison will solicit input from other staff and stakeholders to modify the plan as needed to ensure successful outreach.
- **Project Team:** This team consists of the CCT Project Director, CCT Project Manager, Liaison, CCT Transitions Administrator, CCT Housing Coordinator and other staff. The team meets weekly and has the responsibility of managing the logistics associated with outreach activities.
- **CCT Outreach and Training Workteam:** This team consists of the CCT Project Manager, the CCT Liaison, the Department's Public Information Officer, the CCT Training Specialist, the Division for Developmental Disabilities Supported Living Services Waiver Coordinator, the Case Management Agency Contract Manager and others. This team meets every other week and is charged with developing draft work products, planning outreach activities and meeting deliverables identified in the CCT Outreach Plan. After each outreach activity, the team will debrief about the outcomes.
- **Communications, Training and Outreach Workgroup:** This workgroup is a subcommittee of the Medicaid Infrastructure Grant (MIG) Steering Committee. It

consists of external stakeholders representing diverse perspectives of the disability community. The Department will expand this workgroup's role to include the responsibility of providing recommendations to the Department and the Long-Term Care Advisory Committee on outreach strategies, tactics and activities related to the CCT initiative. This group meets bi-monthly.

- **Long-Term Care Advisory Committee (LTCAC):** The steering committee for CCT is the LTCAC, a diverse group of thought-leaders from a broad range of industry perspectives that meet to discuss, research and advise the Department on recommended policies and processes. The LTCAC meets monthly.

The budget for the outreach plan is \$70,000 over six years, with the first year's allocation set at \$20,000 for start-up costs and the following five years allocated \$10,000 each.

Outreach Goals

The primary goals for marketing and outreach are:

1. To identify and enroll eligible participants;
2. To increase collaboration and communication with our CCT partners to achieve mutual goals and objectives;
3. To educate the public about the CCT program benefits and requirements;
4. To increase effective communication, coordination and cooperation with other State agencies, local agencies, providers, advocates, consumers and other CCT partners;
5. To provide factual and clear information to a broad range of audiences to increase public awareness and knowledge about the CCT initiative; and
6. To clearly define the levels of involvement by the public and communicate expectations about opportunities and constraints.

Key Messages

- The Department was awarded a six year, \$22 million grant, to strengthen the safety-net of community-based long-term services and supports.
- The top priority is to transition 490 people to the community from facility-based care by 2016.
- The CCT initiative will support the movement toward a more person-centered system that provides long-term clients the choice of where, when and how they receive services and improves their quality of life.

- Through the grant, the Department will work towards expanding access to more supports and services available in community settings while containing costs more effectively.
- In partnership with the Division of Housing at the Department of Local Affairs, the State will increase affordable and accessible housing options for all people with disabilities.
- Working with the Office of Long-Term Care at the Department of Human Services, the Department will work on streamlining access to community-based, long-term care services and supports.
- Colorado's [Olmstead Recommendations](#) from 2010 are integrated into the goals of the CCT initiative. The primary tenet of Olmstead states a person with disabilities has the right to live in the least restrictive environment in his or her community.

Target Audiences

CCT outreach, marketing and educational efforts will share a broad range of information to a wide range of audiences and partners, particularly residents in long-term care facilities and their families. Audiences who work with potential program participants will play an instrumental role in the success of the plan as they will be tasked with identifying potential program participants and referring them to Community Transition Coordinators. Partners will also provide supportive services that ensure successful transitions.

The CCT team will utilize its collaborative alliances with community organizations, taskforces and coalitions to help share information about MFP. An initial list of these organizations is listed below and will be further developed in order to broaden the scope of outreach and ensure other community organizations dedicated to the disability, elderly and mental health communities are familiar with CCT resources.

Consumers and their families:

- Elderly and people with disabilities aged 18 or older in Medicaid nursing facilities
- Adults aged 18 and older with developmental disabilities residing in intensive care facilities and nursing facilities
- People with mental illness aged 18 or older residing in Medicaid nursing facilities
- Adults aged 65 and older and individuals between 18-22 residing in mental health institutes

Providers:

- Acute Care Hospitals
- Behavioral Health Organizations
- Community Centered Boards
- Current CTS Providers
- Home and Community-Based Providers

- Independent Living Centers
- Mental Health Centers
- Mental Health Institutes
- Physician Groups/Clinics
- Skilled Nursing & Intermediate Care Facilities
- Supportive Housing
- Regional Centers

State/County Government

- [Governor's Office](#)
- Governor's Advisory Council for Persons with Disabilities
- [State Legislature](#)
- [Colorado Department of Human Services, Office of Long Term Care](#)
- [Colorado Department of Human Services, Office of Behavioral Health](#)
- [Colorado Department of Human Services, Office of Economic Security](#)
- [Colorado Department of Local Affairs, Division of Housing](#)
- [Colorado Department of Public Health and Environment](#)
- [Colorado Department of Transportation](#)
- [Colorado Department of Education](#)
- Local County Departments of Social Services
- Local Public Housing Authorities
- Area Agencies on Aging
- Local Councils of Government

Advocacy Organizations

- [AARP of Colorado](#)
- [The Arc of Colorado](#)
- [Atlantis/ADAPT](#)
- [Colorado Cross Disabilities Coalition](#)
- [Colorado Senior Lobby](#)
- Condition-specific Organizations, such as the MS Society
- [The Legal Center for Persons with Disabilities and Older People](#) (Ombudsman Program)
- [Mental Health Association of Colorado](#)
- [NAMI Colorado](#)

Case Management Agencies

- Single Entry Points
- Community Centered Boards
- Private Case Management Agencies

Trade Associations

- [Alliance Colorado](#)
- [CCB Partners](#)
- [Colorado Assisted Living Association](#)

- [Colorado Behavioral Health Council](#)
- [Colorado Health Care Association](#)
- [Home Care Association of Colorado](#)
- [LeadingAge Colorado](#)

Other

- [Colorado Commission on Aging](#)
- [Colorado Developmental Disabilities Council](#)
- [JFK Partners \(Research\)](#)

Strategies, Tactics and Activities

Marketing, outreach, education and training activities will focus on providing timely information and building relationships to increase CCT program awareness and encourage participation. Activities include the strategic use of social, print, television, radio and electronic media, collateral materials, face-to-face interactions, presentations and training.

Strategy #1: Public Outreach

Speakers Bureau

CCT Team will develop and train a state-wide Volunteer Speakers Bureau with the goal of reaching and educating a vast array of publics about the program, starting in the spring of 2012. The Speakers Bureau will be regionally based and staffed by local contacts to help spread the message in their communities about MFP.

News Releases

News releases will be distributed throughout the entirety of the CCT program, to highlight when specific milestones, or benchmarks, are met and to update concerned parties about other developments. There will be targeted releases to English and Spanish language television, radio and print news outlets, which will be posted on the CCT Web site and provided to program partners.

Informational Presentations

High-level, general trainings, providing basic awareness of the CCT demonstration program will continue to be delivered to numerous audiences at an average of two a month. To meet this requirement, the Department will attend regularly scheduled meetings of various councils, committees and boards hosted by community-based organizations and state agencies.

Email

Email blasts will be used to disseminate critical information to stakeholders. A program distribution list comprised of interested partners and members of the Long Term Care

Advisory Committee has been created for CCT updates. The email distribution list is monitored and maintained to ensure that it is kept current and accurate.

Print Media

Print media, such as hard copy newsletters, newspapers and magazines, will be targeted for articles and paid advertising to update stakeholders, clients, caregivers and other interested parties on CCT program activities and milestone accomplishments. Listed below are examples of publications targeted for messaging. These publications represent the interests of providers, clients, caregivers and other CCT program partners and audiences and include:

[The Denver Post](#)

The Denver Post is a statewide newspaper reaching residents in rural and urban settings. Stories will be pitched throughout the life of the program.

[Seniors Blue Book](#)

The mission of the Seniors Blue Book is to provide seniors, caregivers and senior professionals a comprehensive source of services, senior housing options, resources and information. Booklets are specific by state geographic region and include information on support organizations, health and housing, education and retirement.

[The Prime Time for Seniors](#)

The Prime Time for Seniors targets persons over 50 years of age. The publication includes information on local activities, health tips, financial education and information for caregivers.

[La Voz](#)

A majority of Medicaid clients are Latino. CCT program marketing and outreach materials will be translated into Spanish to comply with The Office of Civil Rights [Title VI](#), Limited English Proficiency. La Voz, a publication of the National Association of Hispanic Publications, is a well-respected Spanish news publication serving the interests of the Latino community throughout Colorado.

Call-in Shows

Television call-in shows have proven effective for marketing programs and for providing useful Department information to interested callers. Local television stations provide telephones for ninety minutes to be answered by subject matter experts. The call-in topic is advertised during the news hour and the station conducts live interviews with a spokesperson. CCT program staff will be available to field phone calls and address interviewer questions. At least two call-in shows will be held at a Spanish language broadcast station.

Electronic Newsletters

[At a Glance](#) is a monthly newsletter published by the Department to communicate news about Medicaid to interested parties. CCT program updates will be posted in At a Glance and also in the [Colorado Indigent Care Program \(CICP\)](#) and the Provider Bulletin. Additionally, program updates will be posted in a new Long-term Supports and Services newsletter currently under development.

Several statewide professional society, trade association and consumer advocacy publications will post CCT updates in their newsletters, magazines and other membership-focused materials.

Twitter

A dedicated Twitter account will be utilized to reach interested parties about the CCT program. Update announcements and meeting invitations will be tweeted at least weekly. Twitter account information will be posted on Web sites, in collateral materials and in all articles and news releases.

Strategy # 2: Stakeholder Engagement

Working Meetings

CCT staff currently engage in working meetings of about 25 scheduled hours per month with various partner agencies, Department staff and external stakeholders, focusing on various aspects of implementation of CCT and developing specific work products.

The Community Transition Services workgroup is an external stakeholder group charged with developing the transition processes for CCT participants moving from a facility. This group meets monthly for two hours and is comprised of representatives from Independent Living Centers, Single Entry Points, nursing facilities and the ombudsman program, among others. This group is also working with CCT staff to create the consumer transition guide, an informational packet for consumers who are interested in community-based options.

Four inter-agency workteams providing input on benefits and services, eligibility and enrollment, outreach and marketing, systems changes and reporting requirements have been meeting since June on a weekly or bi-weekly basis. These groups are charged with examining the various aspects of a client's participation in CCT and developing appropriate processes and procedures to support the client and fulfill Colorado's commitment to transition at least 490 people back to the community. The workteams consist of Department staff members and staff from the Offices of Long-Term Care and Behavioral Health at the Colorado Department of Human Services, the Division of Housing at the Department of Local Affairs and the Colorado Department of Transportation.

The Communications, Training and Outreach workgroup and the LTCAC, which consist of external stakeholders, and their roles have previously been described.

Other subcommittees and/or workgroups will be convened as needed including one involved in the development of housing as well as a group focused on quality of care assurance.

Public Forums

Public forums have been and will continue to be used to gather input and solicit feedback, to hear different points of view expressed and to make sure everyone has a chance to be heard around particular policy issues or decisions impacting the CCT program. The CCT project team is committed to hold or participate in no fewer than 3 public forums each year.

Strategy # 3: Training

Formal Training

Formal training will be developed for specific audiences, such as transition coordinators, case managers and service providers. These professionals are involved with transitioning, enrolling and arranging services for CCT clients. They are responsible for educating consumers, family, friends, caregivers and general audiences about the CCT program. Trainings will also be developed specifically to educate consumers and caregivers. Training will begin in March of 2012 and will include:

- PowerPoint slide presentations;
- Lunch-and-Learn sessions;
- Round Tables; and
- A mixture of synchronous and asynchronous online training, including but not limited to, webinars and 508-compliant online tutorials.

Strategy # 4: Public Information

Collateral materials

Collateral materials will be developed in English and Spanish and in formats for specific target audiences including individuals with vision and hearing impairments and cognitive limitations.

Brochures and posters will be designed by the public relations firm with CCT team oversight. Materials will emphasize program benefits and eligibility and will assist with increasing program awareness and persuading audiences, partners and potential participants to take action.

Fact sheets

Fact sheets will continue to be created for stakeholders and the news media. A general [fact sheet](#) already exists and has been used for media interviews and for educational purposes at forums and stakeholder meetings. All materials will be client-centered and will include consistent messaging with an identifiable uniform look.

Name, Logo and Message Development

The CCT team is contracting with a public relations firm to perform the qualitative consumer research needed to develop the CCT program name and logo. Public relations services will include branding, market research, brochure and poster design and translation. All materials will be printed in English and Spanish.

CCT Informational Brochure

The CCT brochure will be used to inform potential CCT participants about the program. Both English and Spanish brochures will be printed and distributed widely to long-term care facilities, case management agencies, independent living centers, referring providers, hospital discharge planners, senior centers, county health departments, community long-term care organizations and other interested stakeholders. The CCT informational brochure will be used to inform participants, friends, family members and caregivers on how recruiting, screening and enrollment will occur.

Written materials will be available in a number of formats to accommodate needs of various audiences. More specifically, materials will be prepared to meet the needs of individuals with vision and hearing impairments and for better understanding for persons with cognitive limitations. Spanish language versions of all materials will be available.

Web sites

As required by the ADA, the Web site is compliant with Section 508 of the Rehabilitation Act. Visitors to the Web site will find current CCT program information and an invitation to download Adobe Acrobat Reader and information on JAWS, screen-reading software developed to support participant needs.

The Colorado Department of Public Health and Environment, the Colorado Department of Human Services, the Colorado Department of Education and the Housing Division of the Colorado Department of Local Affairs will coordinate and market the CCT program through Web site postings and electronic newsletters. Each agency's Web site will include a link to the main CCT program Web site.

Timeline of Activities

September 2010 – Planning grant received.

October 2010

- Established contract with technical writer and consultant to assist with drafting application
- Convened interagency teams comprised of state staff to participate in technical assistance calls and provide input into the CCT Operational Protocol
- Formed two external stakeholder groups:
 - Benefits and Services Committee, focused on developing a menu of services for individuals transitioning, and
 - Enrollment and Eligibility Committee focused on the enrollment process for people living in long-term care facilities who have the potential to transition.

November 2010

- External stakeholder workgroups and interagency workteams continue to meet
- The Department continues to draft sections of the operational protocol
- Determine goals, benchmarks and key messages for program
- CCT staff present at a Developmental Disabilities Summit hosted by The Arc of Colorado and JFK

December 2010

- External stakeholder workgroups and interagency state staff continue to meet
- The Department hosts a Public Forum to inform the public about the grant opportunity and solicit feedback and opinions
- The Department with input from the interagency workteams and external stakeholder workgroups continues to draft and revise sections of the CCT Operational Protocol

January 2011

- The Department hosts an external stakeholder appreciation event to celebrate their contributions to Colorado's CCT Application
- The Department submits the grant application to the Centers for Medicare and Medicaid Services (CMS)
- CCT staff present at the LeadingAge Annual Legislative Planning Retreat

February 2011

- The Department receives an CCT Award Letter
- CMS requests that the Department provide additional information to comply with the Colorado-specific Terms & Conditions of the grant
- CCT staff present to Ombudsman across Colorado at a statewide training event

- CCT staff present as part of a panel on Federal Healthcare Reform at the Colorado Patient Advocacy Summit Leader's Summit

March 2011

- The Department submits the first round of responses for Colorado's Terms and Conditions
- CCT staff presents to Area Agencies on Aging and Single Entry Points at an Aging and Disability Resource Center Summit

April 2011

- CCT staff present at Community Living Initiative Stakeholder Dialogue in Denver as part of a panel
- CCT staff present at the Colorado Medical Directors Association Conference.
- CCT staff present at the Colorado Commission on Aging

May 2011

- CCT staff present at the Colorado Home Care Association's Annual Conference
- CCT staff present at the Colorado Health Care Association's Spring Conference

June 2011

- CMS provisionally approves Colorado's Operational Protocol and gives green light to move forward with pre-implementation activities to prepare for launch of the CCT Initiative. CMS requests additional information for full approval
- Four inter-agency workteams convened
- Work plans developed with milestones and deliverable dates
- CCT staff present at a meeting of the JFK Partners Advisory Committee

July 2011 - External stakeholder meetings

- CCT staff met with Community Transition Services (CTS) workgroup comprised of external stakeholders to provide general overview and explain goals of the CCT program. Collaboration with this group will be ongoing throughout the life of the grant
- CCT staff and the Division of Housing met with U.S. Department of Housing and Urban Development (HUD), various public housing authorities, CMS and the Administration on Aging to discuss barriers to accessible and affordable housing

August 2011 – Ongoing grant activities.

- Email blasts for program implementation updates and CMS correspondence
- Second round, responses to additional information request submitted to CMS
- CCT staff meets with CTS workgroup to discuss CCT transition processes and procedures; develops plan for creating consumer transition guide
- CCT staff present to the Colorado Senior Lobby

- Public forum: Colorado Division of Housing and CCT staff discusses barriers to accessible and affordable housing with Public Housing Authorities (PHAs)
- CCT and other agency staff met with marketing consultant for first round of brainstorming around program name and logo design
- Colorado submits grant to CMS to support efforts to expand housing options for people with long-term care needs

September 2011 - Development and testing of CCT collateral

- Second round of brainstorming with marketing consultant for program name and logo design with input from Department leadership
- Consultant develops and tests logo with focus groups
- CCT staff develops content for brochure and posters with guidance from marketing consultant in English and Spanish language: clients/providers/families/stakeholders
- The Department develops plan for additional external stakeholder subcommittees and/or workteams of the Long Term Care Advisory Committee
- CCT staff attend the Colorado Developmental Disabilities Council bi-annual meeting
- CCT staff meets with the OLTC-AA (Single Entry Point association) to provide update on the status of the CCT program and to organize a case management workgroup for MFP
- CCT staff meets with Community Centered Boards at the monthly Executive Directors Meeting to provide an update on the status of the CCT program and to organize a case management workgroup for MFP
- CCT staff presents as part of a panel at the Fall Conference for the Colorado Health Care Association
- CCT staff presents at a community long-term strategic planning meeting in Brush, CO
- MIG Communications, Training and Outreach subcommittee established as the workgroup to manage the outreach plan

October 2011

- Stakeholder workgroups and interagency workteams continue to meet
- Ongoing CCT collateral development
- Development of content for brochures and posters
- CCT Directors Meeting, Baltimore, MD
- Public Forum: Round-Table discussions with supportive housing providers and community-based, long-term care service providers
- Present at two regularly scheduled events hosted by community organizations

November 2011

- Twitter-specific account established for announcements: stakeholders, caregivers, clients
- Development of content for brochures and posters
- Stakeholder workgroups and interagency workteams continue to meet
- Present at two regularly scheduled events hosted by community organizations

December 2011

- Articles in allied health professional, provider, home health care organization newsletters
- Print collateral material
- Stakeholder workgroups and interagency workteams continue to meet
- Develop training materials for regional Speakers Bureau
- Develop materials for training of case management agencies, nursing facilities and transition coordination agencies
- Present at two regularly scheduled events hosted by community organizations

January 2012

- Develop and distribute first quarterly newsletters to all stakeholders to be distributed stakeholders, caregivers, providers
- Stakeholder workgroups and interagency workteams continue to meet
- Develop training materials for regional Speakers Bureau contacts
- Develop training materials for case management agencies, nursing facilities and transition coordination agencies
- Present at two regularly scheduled events hosted by community organizations

February 2012

- Finalize training materials for regional Speakers Bureau
- Identify regional contacts and develop Speakers Bureau
- Train regional champions for Speakers Bureau
- Begin planning for April CCT public forum to take place
- Stakeholder workgroups and interagency workteams continue to meet
- Develop training materials for case management agencies, nursing facilities and transition coordination agencies
- Present at two regularly scheduled events hosted by community organizations

March 2012

- Begin formal training to providers, nursing facility staff, transition coordination agencies and case management agencies
- Train regional champions for Speakers Bureau
- Stakeholder workgroups and interagency workteams continue to meet
- Plan CCT public forum

April 2012

- Coordinate with sister agencies for Web site placement and agency newsletters for stakeholders, clients, families
- Public forum
- Ongoing training for regional champions
- Ongoing training to providers, nursing facility staff, transition coordination agencies, case management agencies
- Present at two regularly scheduled events hosted by community organizations
- Stakeholder workgroups and interagency workteams continue to meet

May 2012

- Provider Bulletin article: Medicaid providers
- At a Glance: stakeholders, providers, counties, churches, schools
- Print and distribute brochure and posters: provider, clients, caregivers
- Submit articles for publication targeting specific associations
- Ongoing training to providers, nursing facility staff, transition coordination agencies, case management agencies
- Attend the Colorado Developmental Disabilities Council bi-annual meeting
- Attend and distribute materials at the Salute To Seniors Event and other similar public events
- Stakeholder workgroups and interagency workteams continue to meet

June 2012

- CICP newsletter: providers, stakeholders.
- News release – implementation: general public.
- Pitch story to two major television stations – English and Spanish language – and Colorado Public Radio
- Submit articles for publication targeting specific associations
- Ongoing training to providers, nursing facility staff, transition coordination agencies and case management agencies

- Stakeholder workgroups and interagency workteams continue to meet
- Begin planning public forum

July 2012

- Call-in show at Channel 9News
- 9News Senior Source Spot
- Submit articles for publication targeting specific associations
- Stakeholder workgroups and interagency workteams continue to meet
- Present at two regularly scheduled events hosted by community organizations
- Plan public forum in August

August 2012

- Distribute informational materials at Colorado Senior Law Day in Denver
- Stakeholder workgroups and interagency workteams continue to meet
- Present at two regularly scheduled events hosted by community organizations
- Public Forum

September 2012 – CCT Enrollment starts fall 2012

- Call-in show at Channel 7 and the Spanish language television counterpart

November 2012

- Call-in show Channel 4
- Pitch stories to *Denver Post*, *Prime Time for Seniors* and *La Voz*
- Purchase ads for *Seniors Blue Book*
- Stakeholder workgroups and interagency workteams continue to meet
- Present at two regularly scheduled events hosted by community organizations

December 2012

- Stakeholder workgroups and interagency workteams continue to meet
- Present at two regularly scheduled events hosted by community organizations