

Using the No Wrong Door Model of Customer Service



ADILN Conference
April 25, 2024

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Presentation Outline

- No Wrong Door Model – core concepts
- Strategies for Implementing No Wrong Door
- Person Centered Care
- Racial Equity
- Increase Community Outreach
- Enhanced Collaboration Internally
- Enhanced Collaboration Externally
- Using Data to Measure Success



Learning Objectives

- What is No Wrong Door?
- Why No Wrong Door?
- Purpose and key elements of No Wrong Door model of Customer Service
- Identifying the concepts of the No Wrong Door Model
- Learn how No Wrong Door was implemented at the Milwaukee County ADRC.



No Wrong Door



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Definition of No Wrong Door (NWD)

- NWD supports states efforts to streamline access to long-term services and support (LTSS) options for older adults and individuals with disabilities. NWD is sometimes referred to as “one-stop shops”



What is No Wrong Door

- Since 2003, ACL, Centers for Medicare and Medicaid Services (CMS) and the Veterans Health Administration (VHA) have partnered to support states' efforts to help individuals and their families improve access to long term services and supports (LTSS).
- The first funding opportunities were granted to all 50 states to launch the Aging and Disability Resource Center (ADRC) program.
- A state NWD System is a network of community-based organizations and state agencies that manage access to services that older adults, individuals with disabilities (including Veterans), and their caregivers need to maintain quality living in the community.



Why No Wrong Door

- Powerful system built to support and assist individuals seeking support and resources, regardless of age, income or disability
- Provide objective information, advice, counseling and assistance, empower people to make informed decisions about their long-term care and easier access public and private long term supports and services
- Innovative systems that provides the flexibility for ADRC to meet the needs of customers, while providing timely and efficient services, while preparing to meet the needs of future populations



Purpose and Key Elements

- NWD system allows states and communities a roadmap for developing a one-stop resource hub and access point for long-term services and supports, and benefits
- Key elements of a coordinated NWD system
 - Public outreach and coordination with key referral sources
 - Person-centered counseling
 - Streamlined eligibility for public programs
 - State governance and administration



No Wrong Door in Wisconsin-DHS

- Wisconsin DHS uses No Wrong Door to implement person-centered planning statewide as part of a strategy for making its overall Long Term Services & Supports system more consumer-driven
- Wisconsin DHS actively promotes the philosophy, values, concepts, and practices of person-centered planning throughout its entire No Wrong Door system.
- Foundation of NWD includes information, referral/assistance, person-centered counseling, access to benefits, and state governance and administration.



No Wrong Door in Wisconsin

- AARP No Wrong Door Scorecard
 - Wisconsin ranks #1 in country with an overall 97%



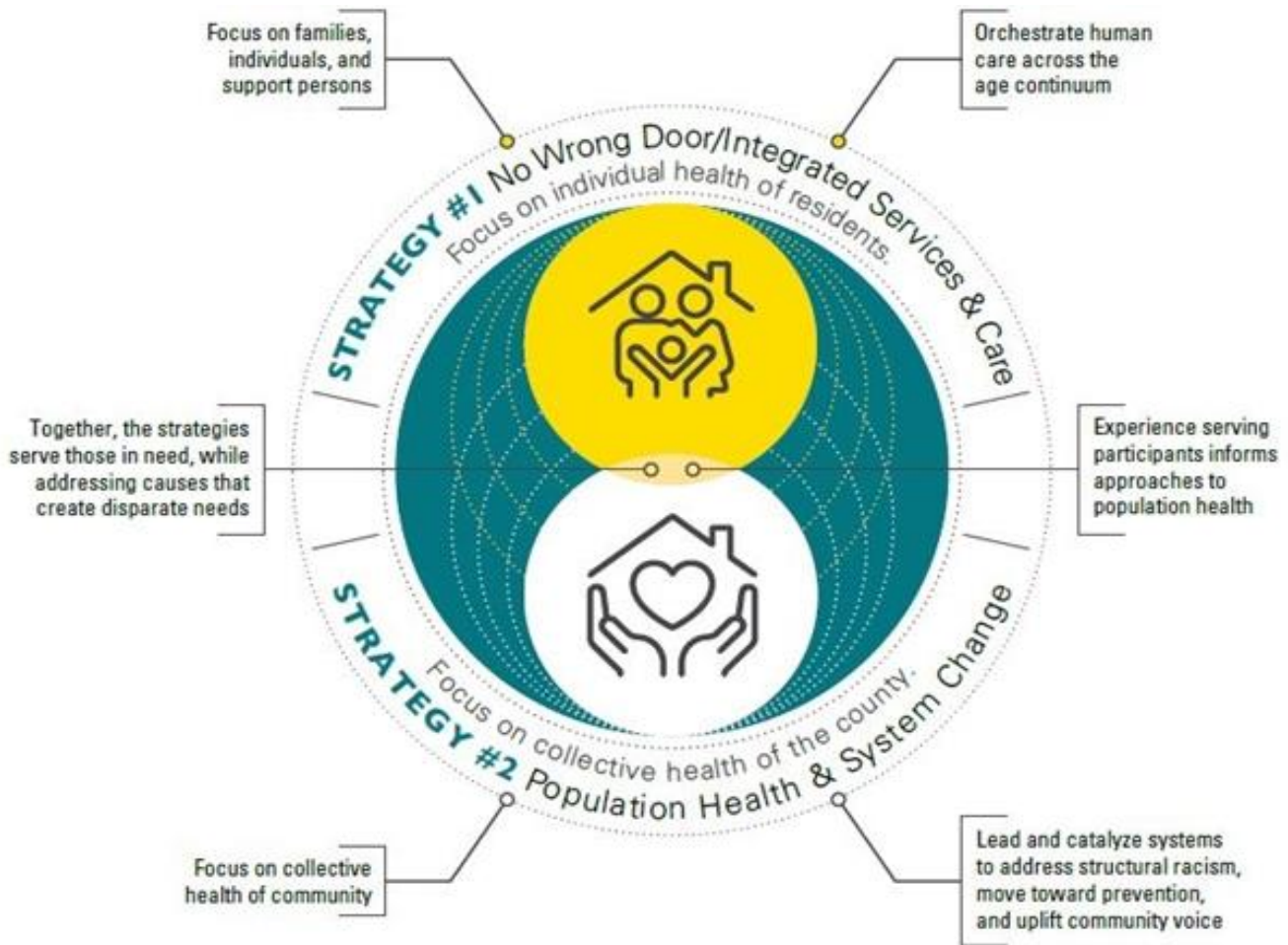
2023 AARP No Wrong Door Scorecard		
State	Overall	Rank
Wisconsin	97%	1
Ohio	96%	2
New Hampshire	95%	3
Washington	95%	4
Massachusetts	93%	5
Minnesota	92%	6
Alabama	92%	7
Oregon	91%	8
Connecticut	91%	9
District of Columbia	89%	10
New Jersey	88%	11
Mississippi	87%	12
New York	87%	13
Kentucky	87%	14
Georgia	86%	15
Rhode Island	86%	16
Pennsylvania	86%	17
Missouri	85%	18
Maryland	84%	19
Delaware	82%	20

NWD FUNCTION	SCORE <i>(out of possible total score of 123)</i>	
	SCORE	RESPONSE OPTIONS
State Governance and Administration	30	Not in place: 0.0 points In planning/strategy development: 1.0 point Partially operational: 2.0 points Fully operational: 3.0 points Don't know: 0.0 points
Target Populations	15	Not in place: 0.0 points In planning/strategy development: 1.0 point
Public Outreach	24	Partially operational in at least one area of the state: 2.0 points
Person-Centered Counseling	27	Fully operational in at least one area of the state: 2.0 points
Streamlined Eligibility	27	Fully operational statewide: 3.0 points Don't know: 0.0 points

1 For more information, see <http://www.longtermscorecard.org/>.



DHHS TO TWO STRATEGIES



Strategic Goal #1

No Wrong Door/Integrated Services & Care

- Integration is a proven strategy to tailor service delivery and address health outcomes.
- Focus on families, individuals and support persons
- Orchestrate human care across the age continuum
- Address Root Causes of needs including social determinants
- Infuse policy and practice with an understand of racial equity
- Investing in staff and human service ecosystem



Strategic Goal #2

Population Health & System Change

- Focus on collective health of the community
- Lead and catalyze systems to address structural racism, move toward prevention, and uplift community voice
- The strategies serve those in need, while addressing causes that create disparate needs
- Experience serving participants informs approaches to population health



No Wrong Door: Advancing Racial Equity in Milwaukee County

- **Normalize**
- **Organize**
- **Operationalize**

DHHS Goals to Advance Racial & Health Equity

2021	2023	2025
Based on the GARE Framework, DHHS "normalizes" racial and health equity through the development of a plan which includes training, resources, tools, opportunities for guided discussion and coaching, and specific strategies to advance each of the 10 identified priority areas.	DHHS has begun to "organize" to advance racial and health equity through the refinement of tools, investment in resources, and linkages to evaluation capacity and community engagement standards	DHHS will "operationalize" racial and health equity by partnering with communities and institutions to address disparities due to structural racism, in all areas of our organization, vendor partners, and funders to set concrete targets to end racial and health inequities in the community; DHHS will utilize participant and community feedback, quality of life indicators, and other metrics to drive decision making and target services where they are needed.

History of Milwaukee County ADRC

- Until 2022, Milwaukee was the only county in Wisconsin to have separate Aging Resource Center and Disability Resource Center.
- Integration of the Disability Resource Center and Aging Resource Center supports the no wrong door philosophy which allows us to connect the customer to various programs/resources, if there are multiple needs
- The Integration created opportunity for us to share knowledge between Disability and Aging



Principles of Integration

Guiding Principles around Adult Integration:

- Simplify Access to Care
- Champion Dignity
- Advance practices that enhance well being
- Prioritize people centered process
- Engage in collective advocacy
- Foster strengthened relationships
- Promote Milwaukee County's vision of advancing racial equity
- Encourage best practices



Person Centered Care



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Person Centered Customer Service

- Putting people at the center of services
- Creating greater access to critical health and human services, while addressing other social determinants of health
- Focus on the person, not just their diagnosis or disability, provide support and resources to vulnerable residents
- Embrace each person's unique culture and identity
- Person centered model allows us to bridge the gap between people and resources to ensure access is achieved



Implementing Person Centered Care

- Wrapping services around people: same customer might benefit from various programs
- Assisting customers with identify their strengths, goals, and connecting them with community resources that fit their needs
- Strategically placing ADRC staff in the community – meeting people where they are at
- Ongoing staff trainings on Person Centered Care and motivational interviewing
- Community Outreach events and team events



Implementing Person Centered Care (con't)

- Build relationship with customer and family
 - Empower people to have a voice and have positive control over their lives
 - Respectful of other cultures, classes, ethnic backgrounds, and races
- Focus on choice among services and supports, help customer make informed decisions by
 - Removing barriers
 - Easy access to services and programs
 - Professional staff accessible in the community to assist customers
- In process of developing an integrated database system across DHHS
- Utilizing tools to measure customer satisfaction



New Marcia P. Coggs Health and Human Service Building

In October 2023, the groundbreaking ceremony of the new Marcia P. Coggs Health and Human Service Building.

- Represents an investment in the community and a commitment to creating a health community, eliminating physical barriers, and improving access to resources that address social determinants of health and ensure our most vulnerable residents have access to needed services
- Four-story, 60,000 square foot building with the first floor intended to be a welcoming, and accessible entry point for information, access to services, and community space
- Located adjacent to the Mental Health Emergency Center-in the community for the community
- Building of **120 single-family homes** in the area to improve the community and provide affordable homeownership to residents



Who is Marcia P. Coggs

Marcia P. Coggs was a political trailblazer and strong advocate for human needs. She was the first African American woman elected to the Wisconsin State Assembly, and the first Black person to sit on the state's Legislature's Joint Finance committee. She served on the Health and Human Services Committee the entire time she was in office, and many of the committees she served on were focused on children, families, and employment.





Marcia P. Coggs Health and Human Service Building

Racial Equity



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Racial Equity Definition

- **Racial equity** is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.

Source: Race Forward

- Prioritizing racial equity means person-centered care and access to high quality care no matter what your race or background



Government Alliance on Race and Equity Framework suggests a 3 Step approach to Institutional Change:

1. Normalize
2. Organize
3. Operationalize



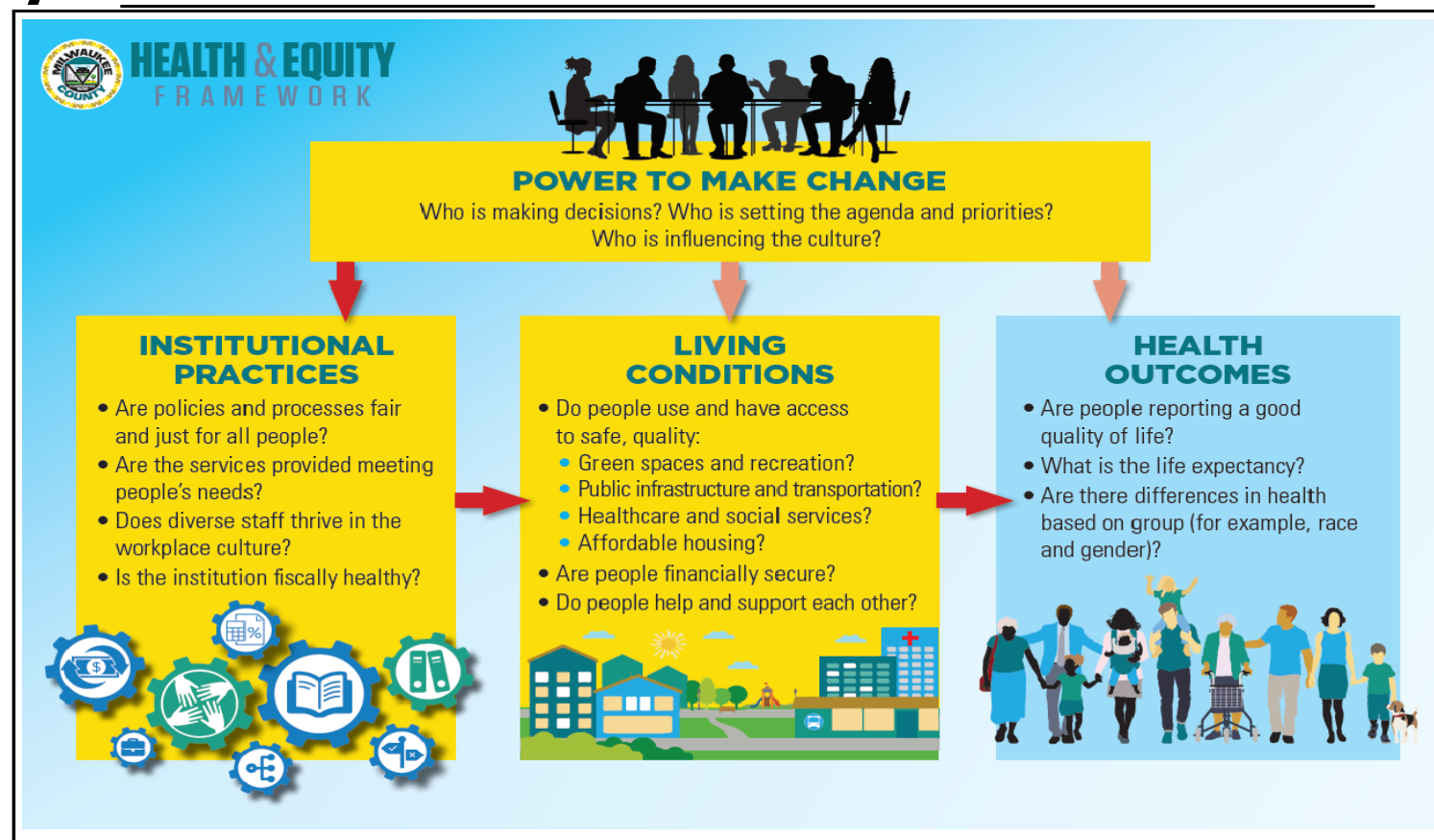
Racial Equity Ambassadors

- 7 Staff volunteers from DHHS
- Extensive training
- Assist staff, peers and supervisors to see things through a racial equity lens
- Sit in interviews to support hiring decisions



Health and Equity Framework

- The importance Of using a racial equity lens for decision making
- Life expectancy and health disparities



The Importance of Outreach



Outreach Ideas for a No Wrong Door Approach



- Expand staff involved in outreach – across service areas
- Increase the amount of outreach to reach community members where they are
- Seek new outreach partners and sites that may reach underserved populations

Milwaukee County Community Outreach



- Staffed nearly **500 outreach events** in the community in 2023
- Collaborated to include staff from ADRC, Area Agency on Aging, Adult Protective Services and DHHS in outreach efforts
- Strengthened outreach with youth transition partners, healthcare agencies, community-based organizations, Latino, African American, Hmong and Native American communities



Enhanced Collaborations



Enhanced Internal Collaborations

- Expanded training between service areas
 - Tuesday Talks, Workforce Training & Development
 - Cross training between staff in different areas
- Warm hand offs between service areas
 - I&A and APS for APS Referrals
 - Meals on Wheels registrations
 - Transportation referrals
- Collaboration on community events and initiatives
 - Dementia Care Specialists and Caregiver Support
 - WEADD – ADRC and APS



Enhanced Internal Collaborations

- Coordination of children's waiver for youth and family transition to adult programs
- ADRC and Office for Persons with Disabilities accessibility collaborations
- Advanced Workers in collaboration with Supervisors provide training for new employees
- Personal sharing of cultural norms and heritage (Staff potlucks, team building, diversity activities)



Expanded External Collaborations



- ADRC staff working from alternatives locations within the community: Veterans Services, Housing, Senior Centers
- Electronic Referral Forms for ILSP, Dementia Care Specialists, Hospital Expedited Referrals Pilot
- ADRC Governing Board focus on FQHC's and healthcare connections as well as Transition Coordinators from MPS and suburban school systems
- Staff trainings "Road Show" to key community partners such as Milwaukee Public Schools, Community Advocates, Independence First

Using Data to Measure Success



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A Data Driven No Wrong Door Approach

Tracking Through ADRC Customer Satisfaction Surveys

- Customer Satisfaction Surveys
 - Information & Assistance
 - Options Counseling
 - Dementia Care Specialists
- Implementation
 - Identify customers - random is best
 - Paper surveys can be left during home visit
 - Online survey link can be emailed
 - DocuSign survey can be texted
 - Ask racial equity questions-see sample



No Wrong Door

Ways to Track Internal Activity

- Internal Housing Referrals
- Adult Protective Services Warm Handoffs
- Dementia Care Specialist Referrals
- Caregiver Program Referrals
- Number of Different Staff Working Outreach Events
- Number of Shared Positions (ie. Housing/ADRC)



Ways to utilize satisfaction data

- Target Customers from different service areas to gauge satisfaction level
- Racial equity questions
- Overall satisfaction or question breakdown
- Compare satisfaction data quarter to quarter
- Use as basis for discussion about what is working/not working
- Can look at individual staff scores for patterns

While receiving services, I believe I was treated poorly by staff because of my race

I believe the quality of the services I received was not affected by my race

Bringing it All Together



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Summary

- The No Wrong Door Model, including Person Centered Care/Racial Equity/Outreach/Enhanced collaboration gives you a framework to reach new goals.
- We hope we provided you with some examples, tools, ideas and inspiration!



Thank you! Any Questions?



Group Sharing and Discussion

- Share your successes: How are other Counties implementing No Wrong Door?
- What have you found to be most successful?
- What challenges have you faced?





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