



# Community Care of Central Wisconsin CCCW

Long-Term Care Planning Grant  
Final Report  
Prepared by Kate Norby, Project Coordinator  
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# Planning Partners

**Community Care of Central Wisconsin was developed by a multi-county consortium comprised of:**

- Community Care of Portage County
  - [www.co.portage.wi.us/CCPC/ccpc.htm](http://www.co.portage.wi.us/CCPC/ccpc.htm)
- Marathon County Department of Social Services
  - [www.co.marathon.wi.us/dep\\_detail.asp?dep=30](http://www.co.marathon.wi.us/dep_detail.asp?dep=30)
- North Central Health Care
  - [www.norcen.org/](http://www.norcen.org/)
- Wood County Department of Social Services
  - [www.co.wood.wi.us/social/](http://www.co.wood.wi.us/social/)
- Wood County Unified Services
  - [www.co.wood.wi.us/unified/index.htm](http://www.co.wood.wi.us/unified/index.htm)



**Transition Planning Teams worked in cooperation with the Aging and Disability Resource Centers of Portage County and Central Wisconsin.**

## Changes in Membership

- There were no changes in county membership or partner agencies throughout the planning process.
  
- Individuals who left the Transition Planning Committee and Governance Board during the planning period were:
  - Jim Gignac, Wood County Supervisor (replaced by Wood County Board Supervisor Peter Hendler; fall, 2006)
  - Dave Bast, Director of Wood County Unified Services (replaced by new Director, Kathy Roetter; fall, 2007)
  - Tim Steller, Director of North Central Health Care (replaced by new Director, Gary Bezucha; fall, 2007)
  - Tom Pitcher CCCW Governing Board Member Representative, Marathon County (replaced by new Marathon County Member Representative Peter DeSantis; spring, 2008)
  - Patricia Arnold, Wood County Board Supervisor (no longer on the Wood County Board; became a Wood County Member Representative; spring, 2008)

# Strategic Planning for Systems Change

**Transition Teams** guided the development of governance, administration and operations of Community Care of Central Wisconsin. All teams were partner agency inclusive, participatory, and consensus based.

## **Community Care of Central Wisconsin Transition Teams :**

- Transition Planning Committee
- CCCW Governing Board
- Access Workgroup
- Education Workgroup
- Provider Education Workgroup
- Long Term Care Supervisor Planning Committee

## The Transition Planning Committee

The Community Care of Central planning grant was awarded on January 15, 2006. In February, the Transition Planning Committee was formed. Members of the Transition Planning Committee included Directors and County Board Supervisors from all five partner agencies. This group was charged with creating and gaining each county's approval of a governance model for CCCW. Through their efforts, Marathon, Wood, and Portage counties created a separate legal planning entity as authorized through Section 66.0301 of the Wisconsin State Statutes for the purpose of coordinating and providing long-term support services for residents of the tri-county service area. To read the Agreement and its enabling resolution, see attachment A .

The Resolution was overwhelmingly passed in each of the three counties and resulted in the creation of a nine member CCCW Governing Board. March 26, 2007 was the final meeting of the Transition Planning Committee.

# Transition Planning Committee Membership and Affiliation

- Jim Canales, Director, Community Care of Portage County (CCPC)
- Vicki Tylka, Director, Marathon County DSS
- Tim Steller (replaced by Gary Bezucha), Director, North Central Health Care
- John Chrest, Director, Wood County DSS
- Dave Bast, (replaced by Kathy Roetter), Director, Wood County Unified Services
- Jim Clark, CCPC and Portage County Board Member
- Lonnie Krogwold, CCPC and Portage County Board Member
- Ken Day, Marathon County Board Supervisor
- Karen Piel, Marathon County Board Supervisor
- Patricia Arnold, Wood County Board Supervisor
- Peter Hendler, Wood County Board Supervisor (replaced Jim Gignac)



# **The Transition Planning Committee Purpose Statement and Tenets**

The Transition Planning Committee adopted a Purpose Statement and Tenets for Community Care of Central Wisconsin. These guiding principles were also recognized by the newly formed CCCW Governing Board. The Board agreed to use key principles of this document to establish goals and to evaluate the success of the organization in the future.

To read the Purpose Statement and Tenets see attachment B.



## **CCCW Governing Board**

The Governing Bodies of Portage, Marathon and Wood Counties agreed to cede their responsibility and liability to provide long-term care services to CCCW. Each County Board designated three individuals as its representatives to serve on the Community Care of Wisconsin Governing Board. Each County Board has and will continue to appoint at least one individual who receives services from CCCW, is affiliated with or representative of individuals who receive services from CCCW, or is eligible to receive services from CCCW. The Governing Board meets, at a minimum, once per month.

To read the CCCW Governing Board Bylaws, please see attachment C.

# CCCW Governing Board Membership and Affiliation

- James Clark, Portage County Board (CCCW Board Secretary/Treasurer)
- Lonnie Krogwold, Portage County Board
- Janis Ribbens, Portage County Member Representative
- Ken Day, Marathon County Board (CCCW Board President)
- Keith Langenhan, Marathon County Board Chair
- Peter DeSantis, Marathon County Member Representative
- Peter Hendler, Wood County Board
- Patricia Arnold, Wood County Member Representative (CCCW Board Vice President)
- Jean Bitner, Wood County Member Representative

To read CCCW Board Biographies, see Attachment.



## **Governance Model**

### **From 66.0301 to Long-Term Care District**

On February 19, 2008, a Resolution to modify the organizational structure by which Family Care would be provided to Marathon, Portage, and Wood County residents from the previously approved 66.0301 to the statutorily defined Long-Term Care District (46.2896) was passed by all three County Boards.

To read this Enabling Resolution please see Attachment E.



## **The CCCW Governing Board Definitions of Success**

On July 25, 2007, Board President Ken Day led the Governing Board through a visionary discussion about the future success of CCCW. This activity prompted Board Members to share and discuss their definitions of success for the new entity.

To read more about these definition of success, see Attachment F.

## Legal Counsel

The CCCW Governing Board engaged the assistance of Attorney Dean Dietrich of Ruder Ware (<http://www.ruder.com/index.html>) to provide legal counsel for the development of the CCCW governance structure and continues to use his services to date. Attorney Steve Lipowski, also of Ruder Ware, assisted CCCW with lease development and negotiation for the new facility in Stevens Point.

## Consultant Support

- The Board and staff utilized the expertise of the following consultants throughout the planning process:
  - TMG – Information Technology, Policy Governance
  - Milliman Actuaries – Business Plan and System Review
  - Wipfli – Human Resources Development
  - M3 – Human Resource Development (insurance and benefits)



# Workgroups

- Access Workgroup
- Education Workgroup
- Provider Education Workgroup
- Long Term Care Supervisor Workgroup

## **Access Workgroup**

The Access Workgroup, made up of supervisory staff from Aging and Disability Resource Centers, Long Term Support Units, and Economic Support Units in Marathon, Portage and Wood Counties met through the fall of 2006 and later reconvened in the spring of 2008. The Access Work Group was charged with making recommendations that would ensure Access for individuals transitioning from waivers and waitlists and during ongoing operations of Community Care of Central Wisconsin. This group produced three flow charts which detail the processes to be completed in: (1) transitioning residents currently receiving waiver services to Family Care; (2) offering the opportunity to enroll in Family Care to individuals on waiting lists; and (3) assisting new consumers in the entire region to enroll in Community Care of Central Wisconsin.

To view these flow charts, see Attachments G, H, and I.



## **Education Workgroup**

Long term care supervisors, staff, and consumers from Marathon, Portage, and Wood Counties worked to keep individuals informed during the planning process. This group continues to develop and recommend strategies for introducing Family Care to current long term care consumers, individuals on waiting lists, staff, and communities at large. This group met on a monthly basis and will continue to meet and plan during Family Care rollout in Marathon and Wood Counties.

# Education Group Deliverables

Staff Education Day – Attachment J Staff Education Day Agenda

CCCW Website – <http://communitycareofcentralwisconsin.org/>

Staff Update Memos -

<http://communitycareofcentralwisconsin.org/staffinfo.htm>

Family Care FAQs - <http://communitycareofcentralwisconsin.org/faq.htm>

Current Waiver Participant Survey -

[http://communitycareofcentralwisconsin.org/pdf/Current\\_Long\\_Term\\_Care\\_Consumer\\_Survey\\_Results\\_Web%20Posting.pdf](http://communitycareofcentralwisconsin.org/pdf/Current_Long_Term_Care_Consumer_Survey_Results_Web%20Posting.pdf)

Family Care Consumer Panels - Attachment K Sample Invitation

Regionalization of the Member Handbook – in progress

## **Provider Education Workgroup**

The Provider Education Workgroup was formed as a subgroup of the Education Workgroup and met for the first time in August, 2006. Initially the membership included select staff from the three consortium county departments. The original charge of this group was to provide high level education to providers about Family Care. Providers were defined as those agencies currently contracted by each of the consortium counties as well as those who will need to be contracted with in order to fulfill the Family Care benefit (i.e. current Medicaid card services). The group met monthly in person, but also communicated via email to discuss pertinent issues. Meetings are held, at minimum, monthly. Membership of the workgroup has expanded to include both potential providers and currently contracted providers. The newly revised workgroup is currently addressing the main task of providing educational trainings in various locations throughout our region.

# Provider Education Work Group Deliverables

Provider Network Day – Attachment L

Provider Education newsletters -

<http://communitycareofcentralwisconsin.org/providerstab.htm>

Provider Questionnaire –

[http://communitycareofcentralwisconsin.org/pdf/Service\\_Description\\_Questionnaire\\_March\\_24\\_final.pdf](http://communitycareofcentralwisconsin.org/pdf/Service_Description_Questionnaire_March_24_final.pdf)

Outreach Letter from new Provider Network Manager -

[http://communitycareofcentralwisconsin.org/pdf/Provider\\_Letter\\_March%2024\\_08\\_Final.pdf](http://communitycareofcentralwisconsin.org/pdf/Provider_Letter_March%2024_08_Final.pdf)

Online Provider Directory – in progress

[http://communitycareofcentralwisconsin.org/Joomla/index.php?option=com\\_sobi2&Itemid=2](http://communitycareofcentralwisconsin.org/Joomla/index.php?option=com_sobi2&Itemid=2)

Provider Education Workshops – in progress, Attachment M



## **Long-Term Care Supervisor Workgroup**

The CCCW supervisor workgroup, consisting of supervisors from Portage, Marathon, and Wood County or their appointed representative was created in June of 2007. The two main objectives were to educate waiver case managers on the fundamentals of Family Care and to design a pre-enrollment plan for the new Family Care counties. Meetings were held monthly or more often as needed. In order to develop a shared vision the Director of the Fond du Lac MCO Jim Meisinger presented at one meeting and Mary Faherty the former Director of the Lacrosse MCO facilitated a two day learning session for supervisors.



## **Long-Term care Supervisor Workgroup Deliverables**

Planned, organized and delivered a two day educational program attended by Marathon, Wood and Portage County staff covering the fundamentals of Family Care including, member rights, service authorization, provider network and business functions, functioning as an IDT, as well as Self-Directed Supports. The group simultaneously completed a training manual for IDT staff to utilize for more in depth training moving forward. Attachment N

Completed an enrollment plan for Marathon County and Wood County to utilize as a guideline to assure a consistent process. Once completed options counseling and pre-enrollment training was given to all Marathon County case managers and several Wood County staff. Attachment O.



## **UW Extension Involvement**

In the spring of 2006, UW-Extension Community Development Educators in Portage and Wood counties began to provide assistance to the Family Care regional expansion project proposed for Marathon, Portage, and Wood Counties. This assistance took a variety of forms. As a first step, UW-Extension educators, Mark Hilliker and Peter Manley, provided process design assistance to professional staff and Transition Planning Committee members related to the development of a deliberate and strategic planning initiative. Then, UW-Extension educators provided primary facilitative assistance to the Transition Planning Committee as they developed purpose and values for the regional effort. Further, this facilitative assistance provided for the development of a proposed governing body structure for the regional organization, a preferred organizational classification, an intergovernmental agreement for provision of Family Care services, and a cost analysis of the regional program to member counties. Finally, facilitative support provided by UW-Extension educators provided for the development of an open forum for discussion of issues and concerns surrounding the Family Care expansion project in Central Wisconsin.



## **UW Extension Involvement Continued**

Another support provided by UW-Extension educators to the expansion effort related to facilitation of workgroups established by the consortium to address issues of access and education. UW-Extension educators from Marathon, Portage, and Wood counties provided ongoing support to the Access and Education Workgroups, and assisted in the development of priority work efforts and related action plans. Additionally, UW-Extension educators provided content-specific information and education related to topics germane to the workgroups.

## Project Management Support

In October, 2006 Project Coordinator Kate Norby was hired to assist the board and staff with expansion planning. Activities of the project coordinator included assisting the Transition Planning Committee and CCCW Governing Board, facilitating multiple workgroups, and undertaking a variety of projects to support CCCW with planning that will meet certification and implementation timelines.

In May, 2007, Jim Canales was hired to assist with CCCW project management activities. Among other things, Mr. Canales responded to the Request for Proposal to contract as Managed Care Organization for the Delivery of Managed Long Term Care in Central Wisconsin in June, 2007. CCCW scored highest of all proposals submitted and were awarded an intent to contract by the Department of Health and Family Services in September, 2007.

RFP: <http://communitycareofcentralwisconsin.org/rfpmltc.htm>

Intent to Award a Contract:

<http://communitycareofcentralwisconsin.org/pdf/DHFSIntenttoAward.pdf>



## **Consumer and Stakeholder Participation**

Although initial planning activities focused on the formation of a governance model for CCCW, stakeholder interest in the transition process has remained a priority. CCCW planning partners have ensured stakeholder membership on all committees and workgroups and have provided information, answered questions, and solicited feedback in a variety of public forums. Stakeholder participation and events are outlined in the following document:

Attachment U

CCCW will continue to draw from the Citizen Participation Profile developed in partnership with the UW-Extension and the Education Workgroup to inform and involve stakeholders through the implementation of CCCW. To read more, see Attachment V



## **General Communication**

Consumers, other stakeholders, and the general public were kept informed during the planning process through a variety of ways. All Transition Planning Committee and Governing Board meetings were publicly noticed with county clerks, an email listserv, and major media in Marathon, Portage, and Wood Counties. Agendas and meeting minutes from these groups are posted on the CCCW website [communitycareofcentralwisconsin.org](http://communitycareofcentralwisconsin.org).

The CCCW website was heavily marketed and has proven to have a high volume of visitors. All persons who completed a stakeholder participation form were contacted in a timely basis and are being kept informed of involvement opportunities as they become available.



## **CCCW Media Coverage**

CCCW and its expansion activities have been covered by a variety of television, radio and newspaper media outlets over the past two and a half years. Television coverage has been provided by CBS, ABC and FOX news affiliates in Wausau; radio through a variety of stations across counties; and newsprint through the daily newspapers of Stevens Point, Marshfield, Wisconsin Rapids and Wausau, as well as a number of non-daily newspapers produced throughout Central Wisconsin.

To read newspaper stories, please view Attachment W



## **Program Development**


CCCW is currently pursuing the Family Care program model, but will continue to explore models that include acute and primary care once firmly established and successful in regional Family Care implementation. A primary reason for choosing Family Care was the consortium's ability to draw and build upon the experience of the already operational Managed Care Organization Community Care of Portage County.



## **Planning Progress: Legal and Operational Platform for Regionalized Governance, Establishment of a Governing Board, and Coordination with Acute and Primary**

CCCW has chosen to form under the statutorily defined Long-Term Care District (46.2896). CCCW is governed by a nine member Governing Board that has equal representation from each participating county. Participating Counties will appoint three members to the CCCW Governing Board and at all times, including at least one County Board Member and one Member Representative.

At this time CCCW will not pursue a model of delivery that includes acute and primary care, but will explore and consider this course as the regionalization of Family Care in Central Wisconsin becomes fully operational.



# **Planning Progress: Risk Reserve, Business Solvency Plan, Administrative and Financial Systems, Information and Technology and Reporting Systems, and Eligibility and Enrollment Systems**

In the establishment of the Risk Reserve and Business Solvency Plan, Administrative and Financial Systems, Information Technology and Reporting Systems, and Eligibility and Enrollment Systems, CCCW utilized the "Family Care Business Infrastructure and Systems Project" report prepared by TMG/Virchow Krause for LaCrosse County and DHFS, to prepare a CCPC/CCCW Gap Analyses for both the IT and Business systems. From these Gap Analyses, CCCW prepared a Business Work Plan to encompass all necessary work for systems functionality, physical locations, and operations.

Attachment X

Attachment Y

Attachment Z

**(Blue highlights on the CCCW Business System analysis are areas that were not addressed as part of the analysis.)**



## **Planning Progress: Implementation and Management Plan for Care Management Provision**

CCCW continues to work on a transition and hiring plan to assure consistency of care management provision for all members. The core structure of the plan is complete but will continue to be modified as new information is gathered. At the core, two Directors of Service Coordination, one specializing in Elderly and Physically Disabled and the other specializing in Developmental Disabilities, will be providing oversight and leadership. Furthermore, at least one supervisor for each of the two target group separations described above will be located in each of the four metro areas (Stevens Point, Wausau, Marshfield, and Wisconsin Rapids) assuring that service coordination teams have daily access to assistance. Additional supervisors will be hired as needed. It is anticipated that a member's geographic location to those sites will be the determining factor regarding how members will receive service coordination rather than the current use of county lines.



## **Planning Progress: Implementation and Management Plan for Care Management Provision Continued**

CCCW also plans on forming units that specialize in serving members that have a secondary mental health diagnosis. Social Work Service Coordinators (SWSC) will serve between 40-50 while Registered Nurse Service Coordinators (RNSC) will serve between 60 and 75. These number will be reduced for IDTs that serve members that have a secondary diagnosis of mental health. CCCW is also planning, as a goal, to limit the number of variation amongst the interdisciplinary teams (IDT). The ideal size for a group of Social Work Service Coordinators (SWSC) and Registered Nurse Service Coordinators (RNSC) will be five. This would include three SWSC and two RNSC. This separation will facilitate more effective communication amongst IDT, yet continue to allow for information and knowledge sharing vital for effective identification and supporting member outcomes.



## **Planning Progress: Provider Network Development**

CCCW has hired a Director of Provider Network who is working to ensure adequacy and capacity of the Provider Network for expansion and certification. In addition, CCCW has recruited for additional Provider Network staff who will assist the Director with the ongoing development of a comprehensive and quality network that will provide CCCW members with choice and quality in the services they receive.

The Director of Provider Network will lead the Provider and Education Committee mentioned elsewhere in this report and is working in partnership with the University of Wisconsin Stevens Point Web and Digital Media Department to create an online CCCW provider directory.



## **Planning Progress: Quality Management Systems**

CCCW is currently recruiting for a Director of Quality and has identified the need for additional staff who will support the development of quality within CCCW. The Director of Quality will be responsible for Quality Assurance and Quality Improvement throughout the organization and will be charged with the development and maintenance of the organization's ongoing quality plan.

The Director of Quality will work across functions to improve processes and to support a culture that values ongoing evaluation and improvement.



## **Planning Progress: Coordination with Adult Protective Services and Statutory Requirements**

CCCW has successfully coordinated Guardianship and Adult Protective Services, and the statutory guidelines associated with these services, with the Portage County Human Services Department. CCCW will plan with both Marathon and Wood Counties to assure consistent application and coordination of Adult Protective Services as they impact CCCW membership throughout the geographic region of Community Care of Central Wisconsin.



## **Planning Progress: Conversion of Present Waiver Caseload and Waiting Lists**

CCCW's process to prepare members and case managers to transition waiver client plans to Family Care member centered plans has been extensive. Numerous educational opportunities have been provided to members and staff. CCCW has provided a pre-enrollment plan to waiver counties for use as a guide. Moving forward, CCCW will continue to provide support to transition counties as requested.

Case managers have been instructed to roll over existing plans unless plans are obviously in conflict with Family Care policy. They were also instructed that additional service should be added as appropriate to meet member outcomes. Care managers are explaining to members that in order to minimize the effects of the transition, care plans will be reviewed more closely over the next year at annual and six month reviews. Additional training for staff is scheduled for early 2009 as a follow up to the ongoing support and mentoring occurring during transition.



# **Aging and Disability Resource Center Planning**

Portage, Marathon and Wood Counties are fortunate to have Aging and Disability Resource Centers already operational in the CCCW Service Area. The staff of the Portage County ADRC and the ADRC of Central Wisconsin participated during this planning period in a variety of ways including workgroup participation and co-facilitation of training and consumer events.

## Major Milestones

- CCCW initially identified and worked toward a 66.0301 model of governance but as a result of the new LTC District language made available late 2007, moved to this alternate model. This was continued progress, as it refined and ultimately resulted in a governance recommendation that was accepted by all three counties, thereby allowing CCCW to move forward.
- Additional progress was made in the development of an organizational model/organizational chart [http://communitycareofcentralwisconsin.org/pdf/CCCWORG4\\_July2008.pdf](http://communitycareofcentralwisconsin.org/pdf/CCCWORG4_July2008.pdf) that includes personnel, location, and employee compensation. This is great progress as CCCW is now able to implement those plans as the planning grant comes to a close.

## Major Milestones Continued

- On June 30, 2008 CCCW began employment of management staff necessary to prepare the organization for certification and operation.
- On July 1, 2008, CCCW became the successor organization of CCPC.
- On July 21, 2008, CCCW began operating from its new Stevens Point office, which will serve as the administrative hub.
- CCCW continues progress in the area of provider network development as CCCW has a plan to reach certification requirements in that area to ensure adequacy and capacity of the network. A Director of Provider Network was hired on July 1, 2008.
- CCCW completed a GAP Analysis of IT and Business Systems and has verified that the CCPC IT system Lifespan will work for CCCW on a regional basis.

## Major Milestones Continued

- All CCPC business functions have been reviewed and modified for expansion; A third party administrator for claims processing has been chosen.
- Great gains have been made in the training of long-term care staff in the non-Family Care counties.
- CCCW has made progress by developing a singular focus on quality management in the organizational model, thereby providing a much greater and defined presence and oversight in the area of quality management within the organization.
- The CCCW Governing Board has made a decision to move in the area of training in policy governance and has reached consensus on what its role in the organization should be.

# Challenges

- Responding to the various political systems existing in each of the three counties in a consistent manner was a challenge.
- Different county organizations and cultures resulted in varied opinions of how to move forward; at times those opinions caused CCCW to step back or to step sideways. The challenge was to continue to go forward.
- Work to be done was significant and the use of staff resources was great.
- Merging of staff with different union representation and organizational cultures remains an ongoing challenge.
- A major challenge was and continues to be consistent communication.

## Challenges Continued

- **Prioritizing:** Ultimately the Transition Planning Committee and CCCW Governing Board chose to focus on governance rather than operations. The end result was that CCCW was ahead in governance model selection and development, but left with less time to deal with significant operational challenges.
- The delay in the passing of the 2007-2009 State budget caused CCCW to stall due to Family Care dollars being part of that budget. The inclusion of the Long-Term Care District language in the budget also resulted in a change in governance model selection for CCCW.
- Planning for consistent, efficient and quality service delivery in a multi-site organization will be a challenge.
- Securing all services and support that had traditionally been provided by counties was and will continue to be a major undertaking.



## **Deviation from the Planning Timeline**

The creation of CCCW as a separate entity took more than a year longer than the original target included in the planning grant. The most significant setback resulted from the delay in the passing of the State budget and the availability of new Long-Term Care District language.



## **Budget Narrative**

To read the final budget details for grant showing line items that reconcile with the final amount billed to DHFS on CARS, please see Attachment AA

## Next Steps/Implementation

- The grant period ended June 30, 2008 and on July 1, 2008 CCCW became the successor MCO of CCPC.
- As mentioned elsewhere, CCCW planned for and successfully accomplished the move into the CCCW central office in Stevens Point. The identification, securing and implementation of three additional office site leases is planned and will happen this year.
- The completion of the CCCW management team hiring will happen over the next several months. CCCW will then employ and train all needed interdisciplinary team and business staff necessary to make the organization successful.
- CCCW will prepare for the September, 2008 certification site visit which should result in CCCW becoming certified to operate regionally.
- All of the activities that need to happen prior to the November 1, 2008 Marathon County and January 1, 2009 Wood County implementation dates will be absolute milestones for CCCW.
- To read the most current CCCW work plan, see Attachment BB

# Assistance Beyond the Grant Period

Identified future needs:

- Governing Board Development: policy governance and the role of the Governing Board.
- State support and assistance with ongoing staff training.
- Technical assistance or support in the development of a quality management unit or division within the organization.
- State support and technical assistance in the area of Information Technology. Although Lifespan will work during the transition period, whether or not it will continue to work effectively long-term is unknown.