The mission of Pinal/Gila Long Term Care Department is to provide comprehensive and coordinated healthcare services to elderly and/or physically disabled individuals who have difficulty taking care of themselves both financially and physically so they can live independently as long as possible maintaining an optimal level of health.
LONG TERM CARE DEPARTMENT

Strategic Business Plan Alignment Map 2 of 3

Issue 1 – Economic Crisis
The continuing economic crisis and its negative impact on funding for health care services, combined with increased obligations to stakeholders will, if not addressed, result in:
• Decreased member access to health care services
• Deterioration in members’ health
• Loss of community based support program, which provides in-home services to prevent premature institutionalization

Issue 2 – Data Collection
Increasing performance measure and data collection requirements (or expectations) at the state level has exceeded the department's capacity to manage these requirements and will, if not addressed, result in:
• Diminished ability to focus on member issues and positive health outcomes
• Continued decline in clinical indicators due to inaccurate measurement

Issue 3 – Communication and Collaboration
The continuation of poor internal and external communication and collaboration, compounded by department growth and external demands will, if not addressed, result in:
• Inefficient work practices
• Diminished capacity to proactively address issues
• Compromised data collection processes
• A decrease in staff morale
• Dissatisfied contracted providers

Issue 4 – Provider Network Gaps
The increasing frequency of gaps in our local services provider network combined with anticipated change in the demographics of new customers will, if not addressed, result in:
• Decreased access to basic health care services
• An inability to respond to changing customer expectations regarding health care services
• Separation from family and support systems due to out-of-County placements

The purpose of the Healthcare Management Activity is to provide advisory and consultation services to our members so they can have an optimal treatment plan that incorporates the healthcare recommendations provided.

Result Measure(s):
1. 75% of Pinal/Gila Long Term Care members over the age of 18 will have documented advance directives

The purpose of the Long Term Care Benefits Activity is to provide medical, behavioral, nursing home, community based, and member advocacy & education services to members so they can maintain an optimal level of independence and health status.

Result Measure(s):
1. 74% of members will continue to remain in the community with supportive services

The purpose of the Continuous Quality Assurance (CQA) Activity is to provide results of monitoring, reporting, review, evaluation, education and intervention services to Arizona Health Care Cost Containment System (AHCCCS) and Pinal/Gila Long Term Care so they can determine the standard of care being provided.

Result Measure(s):
1. 60% of Pinal/Gila Long Term Care members with diabetes between the age of 18 and 75 inclusive will have a documented annual retinal exam

2. 80% of Pinal/Gila Long Term Care members with diabetes between the age of 18 and 75 inclusive will have a documented hemoglobin A1C assessment

3. 72% of Pinal/Gila Long Term Care members with diabetes between the ages of 18 and 75 inclusive will have a documented Lipid Screen
LONG TERM CARE DEPARTMENT
Strategic Business Plan Alignment Map 1 of 3

LONG TERM CARE DEPARTMENT
Strategic Goal #2: FINANCIAL VIABILITY
By 2011, Pinal/Gila Long Term Care members will continue to receive enhanced benefits, community programs will continue to be funded and stakeholders will continue to be supported, as evidenced by:

• Maintaining an average Medical Loss ratio of 90% or higher
• Maintaining an administrative expense ratio at or below the State standards (currently at 8%)
• Maintaining an equity per member level of $2,000 or more 100% of the time

The purpose of the Long Term Care Benefits Activity is to provide medical, behavioral, nursing home, community based, and member advocacy & education services to members so they can maintain an optimal level of independence and health status.

Result Measure(s):
1. 74% of members will continue to remain in the community with supportive services

Countywide Strategic Priorities
Accountability
Financial Responsibility

Issue 1 – Economic Crisis
The continuing economic crisis and its negative impact on funding for health care services, combined with increased obligations to stakeholders will, if not addressed, result in:
• Decreased member access to health care services
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Issue 4 – Provider Network Gaps
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Strategic Living
**Pinal/Gila Long Term Care**

**Strategic Business Plan Alignment Map 3 of 3**

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**Issue 1 – Economic Crisis**

The continuing economic crisis and its negative impact on funding for health care services, combined with increased obligations to stakeholders will, if not addressed, result in:

- Decreased member access to health care services
- Deterioration in members’ health
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**Issue 4 – Provider Network Gaps**

The increasing frequency of gaps in our local services provider network combined with anticipated change in the demographics of new customers will, if not addressed, result in:

- Decreased access to basic health care services
- An inability to respond to changing customer expectations regarding health care services
- Separation from family and support systems due to out-of-County placements

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**Countywide Strategic Priorities**

- **Healthcare**
  - By 2012, there will be an increase in the number of licensed healthcare facilities: hospitals (from 1 to 2), skilled nursing homes (from 1 to 2), and outpatient clinics (from 46 to 51)
  - By 2012, there will be an increase in the number of physicians from 75 per 100,000 to 82 per 100,000

- **Jobs and Economic Development**

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**LONG TERM CARE DEPARTMENT**

**Strategic Goal #3:**

**PROVIDER NETWORK**

By 2012, Pinal/Gila Long Term Care members will enjoy increased member choice in the availability and accessibility of appropriate, contracted, local provider services, as evidenced by:

- Utilization of non-contracted providers will decrease by 3%
- An increase in the number of licensed healthcare facilities:
  - Hospitals: from 1 to 2
  - Skilled nursing homes: from 1 to 2
  - Outpatient clinics: from 46 to 51
- A 10% increase in the number of physicians from 75 per 100,000 to 82 per 100,000

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The purpose of the Provider Network Activity is to provide additional contracted, local healthcare providers (hospitals, skilled nursing homes, outpatient clinics and physicians) to Long Term Care members so they can have accessible, quality care.

**Result Measure(s):**
1. 88% of services will be delivered by contracted providers
**Pinal/Gila Long Term Care**

**Cross Cutting Issues**

<table>
<thead>
<tr>
<th>Issue: #2 – Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal: #2 – Optimal Health Status</td>
</tr>
<tr>
<td>Cross Cutting With: Horizon Home Care</td>
</tr>
<tr>
<td>Need(s): Collaboration with Horizon to increase the number of P/GLTC members receiving influenza and pneumococcal vaccinations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Issue: #3 – Communication and Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal: #2 – Optimal Health Status</td>
</tr>
<tr>
<td>Cross Cutting With: Horizon Home Care, Public Fiduciary</td>
</tr>
<tr>
<td>Need(s): Work together towards providing the best quality of care to members who are served by both agencies and/or who need additional interventions to keep them safe in the community</td>
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</tbody>
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