

THE STATE OF SYSTEM TRANSFORMATION: THE 2013 CALIFORNIA SUMMIT ON TRANSFORMING LONG-TERM SERVICES AND SUPPORTS



SUMMIT REPORT 2013

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I. Executive Summary

More than 300 stakeholders attended The SCAN Foundation's 2013 California Summit on Transforming Long-Term Services and Supports (LTSS), coming together to build a deeper understanding of the policies affecting LTSS transformation and the skills needed to advocate for a service system that promotes dignity, choice, and independence. Stakeholders heard from leaders in the federal government, state legislature and administration, the media, academia, and community members who provided an overview of the political, financial, and environmental realities of LTSS in California.

With the implementation of the Coordinated Care Initiative (CCI) scheduled for 2014, stakeholders must work together in new ways to develop partnerships between health care and LTSS providers. The Summit offered an opportunity for stakeholders to learn more about current trends, policy changes, and areas to influence transformation. Workshops included updates on the CCI and managed LTSS; information on innovative models of care that successfully bridge health care and LTSS; discussions focused on building business acumen to compete in the evolving market; and using data to influence change. Stakeholders engaged with presenters to garner new insights, clarification, and information on policies and practices to help inform their strategies for LTSS transformation.

The Summit focused on stakeholder efforts toward better coordination while maintaining and strengthening the values of a model that focuses on the individual and not his or her diagnosis. Important next steps for future work include building business practices to compete in an ever-evolving marketplace and strengthening services through advocacy, evaluation, and funding options.



Laura Larson, Betty Carlton, and Forest Harlan with the Diversity Network participate in thoughtful discussion.

II. Introduction

California continues to work towards transformation of its long-term services and supports system through new opportunities provided by federal policies that seek to deliver services in a more person-centered, coordinated, and cost-effective manner. With the Coordinated Care Initiative (CCI)¹ scheduled for implementation in 2014, stakeholders continue to participate in and prepare for this initiative.

“We are on a path of transformation and we cannot turn back. It is up to us to build a system that provides dignity, choice, and independence for all Californians.”
– Bruce Chernof, The SCAN Foundation

On November 13, 2013, The SCAN Foundation hosted its third annual Summit engaging more than 300 stakeholders from across California in a daylong discussion about changes occurring at both the state and local levels. A diverse gathering of consumers, providers, aging and disability advocates, academics, federal and state administration officials, policymakers, and the media engaged in dialogue to discuss policies that will further system transformation toward person-centered care.

Dr. Bruce Chernof, President and CEO of The SCAN Foundation, opened the Summit by challenging attendees to consider their role in the path for LTSS transformation, ensuring dignity, choice, and independence for all Californians. His comments acknowledged that change is difficult but the process and outcomes will benefit from the broad range of stakeholders working together to draw on their varied skills, knowledge, and experiences.

Jennie Chin Hansen, CEO of the American Geriatrics Society and board member for The SCAN Foundation, provided the backdrop for the day’s discussion by presenting the current environment and realities in health care for older adults with complex needs. Highlighting that the older adult population is growing exponentially and placing larger demands on the health care and LTSS systems, she encouraged stakeholders from across the spectrum to work collectively to ensure that their efforts produce a system that meets the individual’s needs at the right time and place. Ms. Hansen affirmed a high priority for developing quality measurements that incorporate functional status and quality of life. She also identified two paradigm shifts needed for a new, heightened focus on person-centered care: 1) balancing the medical model with the social model to provide LTSS to individuals and caregivers when needed, and 2) switching from asking “What’s the matter with you?” to “What matters to you?”

¹ For more information on the Coordinated Care Initiative, please see: The SCAN Foundation fact sheet, California’s Coordinated Care Initiative: Background and Overview located at <http://thescanfoundation.org/california%E2%80%99s-coordinated-care-initiative-background-and-overview> and the CalDuals website www.calduals.org.

California's health care and LTSS systems have a history of implementing innovative approaches to service delivery, such as the Program of All-Inclusive Care for the Elderly (PACE), Accountable Care Organizations (ACOs), Special Needs Plans (SNPs), Medi-Cal managed care, and the CCI starting in 2014. With every county touched by at least one of these service delivery models, California is positioned to use person-centered care and integrated financing to help provide better care and lower costs. Ms. Hansen acknowledged that while the concept for integrated financing can be unnerving for some stakeholders, it can provide for much-needed flexibility in service provision. Her remarks further reinforced that California's stakeholders are an integral part of ensuring that dignity, choice, and independence are incorporated as cornerstones to building a system that provides the services people want and need.



Jennie Chin Hansen, CEO of the American Geriatrics Society and board member of The SCAN Foundation, provided an overview of the LTSS environment and insight into systems change.

III. Perspectives on Aging and LTSS in California

The morning plenary panel discussed the current status and potential for transforming LTSS in California through three lenses: 1) recent recommendations from the federal [Long-Term Care Commission](#) and what this means for the state; 2) the California analysis of the [2013 AP-NORC](#) national public opinion poll about aging and long-term care attitudes and perceptions on future planning; and 3) next steps with legislative and budgetary action by state legislators on how to improve quality while managing costs.

Continuity and connectivity emerged as key themes that policymakers can aspire to when creating new models of care for vulnerable Californians. Stakeholders were encouraged to move forward with implementing needed change. For example, in spite of setbacks, the CCI is viewed by some policy leaders as an opportunity for California to improve care coordination, universal assessment, stakeholder engagement, and timely evaluation. Panelists also mentioned that an improved fiscal outlook for the state could allow for thoughtful stakeholder engagement and focused efforts to transform LTSS in a way that meets consumer needs. However, the panel remarked that people need to recognize their own likely need for LTSS. Once people are engaged in the conversation around issues, such as service availability and financing, then they will find value in solutions that make sense.

IV. Perspectives from the Media: LTSS through the Lens of a Reporter

“Therefore, the challenge as a reporter is to investigate and write stories that the elder community is facing. The second challenge is to find the voices - those that are a strong testimony and compelling - so people can identify when they read the stories.”

- Araceli Martinez Ortega, La Opinión

The Summit’s lunch plenary featured award-winning journalists currently covering aging and LTSS issues for such media outlets as NPR, La Opinión and the California Health Report. Each panelist shared a story of an article that they had written, and the impact it had on their reporting. Panelists discussed their experiences and perspectives covering long-term care, and gave insight as to how stakeholders can elevate LTSS coverage in the media.

Panelists noted that while news outlets cover aging issues that address various aspects of the rich and complex lives of older adults, LTSS is not a frequent topic and often not seen as newsworthy. The panelists posited that this may be due in part to the fact that LTSS can be complicated and full of technical jargon. Some panelists viewed their role as educators about the issues, terminology, and solutions. Others expressed the desire for more technical information as background to be able to write about LTSS. However, compelling stories and experiences are the draw to the reader. They concluded by encouraging stakeholders to elevate LTSS coverage in the media through relevant stories, connecting reporters with people affected, thinking strategically about reaching ethnic populations, and using public relations staff as a bridge to the media.

V. Federal Perspectives on LTSS

Kathy Greenlee, Administrator of the Administration for Community Living (ACL) and Assistant Secretary for Aging, provided attendees with an engaging overview of LTSS system challenges and opportunities in the current environment. She discussed the opportunities for improving LTSS available in the *Affordable Care Act* (ACA) and states' responses to budget crises; acknowledging that while those initiating changes are focused on health care, stakeholders can use these opportunities to transform LTSS. Stakeholders were encouraged to work with state departments, the Centers for Medicare and Medicaid Services (CMS), and health plans to ensure LTSS transformation retains the values of the social model versus a medical model.

"How do we continue to embed the voices of the individual for whom these services are designed, so they participate and design the services...it is our responsibility, those of us in the federal level and state level, to ensure that the advocates have a seat."

– Kathy Greenlee, Administration for Community Living and U.S. Department of Health and Human Services

Ms. Greenlee acknowledged financial realities that will require providers to switch from a social service grant-based system to a provider-based system, and outlined necessary shifts in business practice. She encouraged providers to examine their business practices, and develop their business acumen in order to communicate and negotiate effectively with the health care sector. Further, Ms. Greenlee expressed the importance of community driven outcome measures to demonstrate the value of the provider network. Without this leadership from the LTSS community a threat exists to the values of consumer protection, community involvement, and consumer direction.

ACL and CMS have initiated the development of a community living strategic plan with goals to cultivate a higher performing system, standardized quality measures, and partnerships with other federal departments (housing, transportation, etc.). Ms. Greenlee acknowledged that California stakeholders continue to adapt to and lead the change in LTSS, but there is more work to be done moving forward. She emphasized the following next steps:

- Build structures and networks of community-based organizations
- Think like a business - invest capital in people and information technology while building business acumen
- Create quality measures specific to LTSS
- Understand and participate in LTSS market competition, and work to meet demand

- Create ways to provide business expertise in LTSS
- Advocate for investment in LTSS through federal, state, and local appropriations
- Develop ways to demonstrate value and capture cost savings
- Develop stronger elder abuse competencies and services
- Recommit to advocacy/self-advocacy

VI. Engaging in LTSS Transformation

Summit attendees participated in a variety of workshops designed to provide up-to-date information on LTSS initiatives and skill building opportunities. Attendees discussed changes to the system and what skills and resources will be necessary to effectively participate in the transformation process. Below are brief descriptions of workshop activities.

California's Coordinated Care Initiative: Update and Implementation Discussion

This discussion focused on the current status of the CCI, including next steps and suggestions for local level stakeholder engagement. Panelists highlighted issues including consumer outreach and choice, provider outreach and engagement, quality measurement, care coordination, ombudsmen system, access to services, plan readiness, and overall system readiness issues. Stakeholders sought to clarify the various options under the CCI, and how they could play a role to ensure a successful transition. Questions were raised as to how consumers would access complaint resolution through the future Cal MediConnect ombudsman programs, and how to distinguish this from the Department of Health Care Services (DHCS) ombudsman program that applies to the broader Medi-Cal program. The discussion included lessons learned from the CBAS (Community Based Adult Services) transition to managed care and how those lessons might apply to the upcoming LTSS transition. Panelists highlighted the importance of partnering at the local level with health plans to engage across medical and supportive services, and how all stakeholders will play a role in working with consumers to ensure they understand their range of options.

The Expansion of Managed Care to Rural California Communities: Challenges, Opportunities and Emerging Issues

Panelists provided an overview of California's efforts to expand Medi-Cal managed care to 28 rural counties, including the current status of implementation, next steps, and ongoing stakeholder involvement. Dialogue described who is affected, how LTSS systems will be impacted, and concerns about provider access. In 2014, seniors and people with disabilities (SPDs) must enroll in a managed care plan, so it is important that the system be prepared to meet the needs of this population, including the provider networks and access to services. Linking home and community-based providers with managed care plans to better coordinate care and prepare for eventual transition of SPDs to rural managed care is essential, as well as potential LTSS integration. Participants emphasized their role in stakeholder engagement with implementation, and their need to remain informed as issues develop.

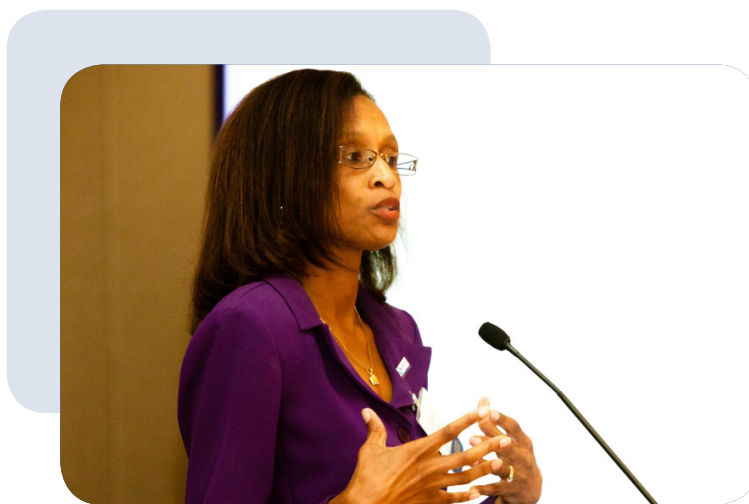
ADRCs: Roles and Partnerships in a Changing LTSS Landscape

The development of Aging and Disability Resource Centers (ADRCs), or "Aging and Disability Resource Connections" as referred to in California, is a national initiative that began in 2003. Panelists provided an overview of the ADRC's role in California's LTSS system, and ways to ensure financial sustainability. The state has recently established specific ADRC designation criteria to guide ADRC development. Creating sustainable funding for ADRCs has been a challenge. Panelists also shared their review of how ADRCs are financed and sustained throughout the U.S. as well as their experience assisting two California ADRCs (one urban and one rural) in the development of a business plan. A user-friendly business plan model will be posted to the state's website for future use. Notably, one key outcome of the California ADRC work is the improved collaboration between Area Agencies on Aging and the Independent Living Centers.

Models of Care that Bridge Healthcare and Supportive Services

Panelists represented various settings of care, and discussed their approaches to sustainability. Regardless of setting – integrated system, federally qualified health center (FQHC), or community-based organization (CBO) – developing and implementing models of care

for people with advanced illness requires significant effort. Panelists shared that 1) partnerships built for these programs need to be constantly maintained in order to be successful, and 2) the partnerships should include a diverse set of providers from across sectors that typically have not worked collaboratively (e.g. CBO and health care sector), and have a redefined payer relationship.



Linda Bazile, of LifeLong Medical Care, speaks at a workshop titled *Models of Care that Bridge Healthcare and Supportive Services*.

Shifting Roles in Medicaid Managed LTSS: State Staff, Community-Based Providers, and Managed Care Organizations

This panel discussion described the evolution of key stakeholders' roles and responsibilities (i.e., state staff, health plans, and community-based providers with explicit and implicit roles in systems change) as state policy action shifts toward managed systems for Medicaid LTSS. Panelists and attendees focused on what could be learned and applied from other states and the CBAS transition to managed care, as well as how stakeholders can support the state to guarantee the level of monitoring and oversight capacity needed to ensure quality of care for individuals in these new models.

Transforming Community-Based Organizations in a Changing Health Care Environment

The healthcare environment is rapidly evolving, and CBOs are in a unique position to expand services, improve community recognition, attract new clients, and influence the creation of new models of service delivery. The panel discussion focused on how to assess opportunities, create new value,

and balance the day-to-day business while simultaneously developing and implementing new strategies. Stakeholders learned the importance of pre-planning, as organizations often jump into the external market only to realize they do not have the right staff, infrastructure, or processes in place to succeed. Attendees also learned the importance of knowing when to drop the pre-work and take action given the accelerated pace of system change in California.



Lori Peterson, of Collaborative Consulting, engages with stakeholders after presenting in the *Transforming Community Based Organizations in a Changing health Care Environment* workshop.

Capturing Your Value: Pricing Home- and Community-Based Services

Given the changing environment with the CCI and the ACA, CBOs must now be able to determine the full cost of services and the value of those services as part of developing new partnerships with the health care sector. This workshop included a review of current changes in the healthcare delivery and payment system, an introduction to the newly developed [Pricing Guide](#) by The SCAN Foundation, and a discussion of value and pricing. The workshop outlined a process CBOs can follow in order to accurately determine the value of the services they provide and competitively price those services to the health care sector.

Using Data for Action

This panel discussion highlighted the value in using data for defining policy issues and shaping programs. The concept of making data more accessible for these purposes is not new, but it is currently attracting a lot of interest. Panelists highlighted useful data sources and tools that

consumer advocates and other stakeholders can use to support their efforts. In order to use data to make change in the system, it needs to tell a story; panel members emphasized the importance of using data visualization tools in this effort and provided examples of such tools. There are also many different ways to use data both in and out of government. When done effectively, it can be an important component of building political capital for making change. Further, panelists discussed what is needed to shape a policy and program environment where decisions are driven by data (i.e., outcome-based decision making). Both challenges and opportunities were identified, including issues surrounding the *Health Insurance Portability and Accountability Act* (HIPAA).

VII. Looking to the Future

"We have tremendous opportunity... long term care reform has started, and we will lead the way forward as we expand the conversation."
– Kathy Greenlee

Both federal and state policy decisions are moving LTSS transformation forward, with the most salient being CCI implementation in 2014. Speakers throughout the day declared that care coordination, universal assessment, and integrated funding are critical elements of providing more organized care to Californians in need. While there are many opportunities, there are also risks in system transformation. Providers must shift how and with whom they do business, regulators must monitor and oversee new contractual arrangements, and consumer advocates must champion beneficiary access and protections in new ways – creating uncertainty for all involved. How California's LTSS system evolves will hinge on the depth and breadth of stakeholder engagement. As evidenced by the 2013 Summit participation, California's stakeholders are highly engaged and deeply committed, placing them in a strong position to further shape an LTSS system that is coordinated, person-centered, and promotes dignity, choice, and independence.



Kathy Greenlee outlined current opportunities and challenges in LTSS transformation, identifying steps for moving forward.

Appendix A: Summit Agenda

The State of System Transformation 2013 California Summit on Transforming Long-Term Services and Supports (LTSS)

Wednesday, November 13, 2013

8:45 a.m. – 4:00 p.m.

Sacramento Convention Center

- 8:00 a.m. **Summit Registration Opens**
3rd Floor *Coffee and morning refreshments*
- 8:45 a.m. **Welcome and Opening Remarks**
Ballroom **Bruce Chernof**, President & Chief Executive Officer, *The SCAN Foundation*
- Jennie Chin Hansen**, Chief Executive Officer, *American Geriatrics Society*, and Board Member, *The SCAN Foundation*
- 9:15 a.m. **Perspectives on Aging and Long-Term Care in California – Where Do We Go From Here?**
- Moderator: Gretchen Alkema**, Vice President, Policy and Communications, *The SCAN Foundation*
- Panelists:**
- **Bruce Chernof**, Chair, *Commission on Long-Term Care*
 - **Gary Langer**, President, *Langer Research Associates*
 - **Nicole Vazquez**, Deputy Chief Consultant, *California State Assembly Budget Committee*
 - **Michelle Baass**, Consultant, *California Senate Budget and Fiscal Review Committee*
- 10:15 a.m. **Break**
- 10:30 a.m. **Morning Sessions**

Rooms **AM Session #1: Transforming Community-Based Organizations in a**
309/310 **Changing Health Care Environment**

Moderator: Lori Peterson, CEO, *Collaborative Consulting*

Speakers:

- **J. Thomas Briody**, President & CEO, *Institute on Aging*
- **Jamie Almanza**, Executive Director, *Bay Area Community Services*

Rooms **AM Session #2: California's Coordinated Care Initiative: Update and**
311/312 **Implementation Discussion**

Moderator: Sarah Steenhausen, Senior Policy Advisor, *The SCAN Foundation*

Speakers:

- **Amber Cutler**, Staff Attorney, *National Senior Citizens Law Center*
- **Abbie Totten**, Director, State Programs, *California Association of Health Plans*
- **Jane Ogle**, Deputy Director, Health Care Delivery Systems, *California Department of Health Care Services*
- **Lydia Missaelides**, Executive Director, *California Association of Adult Day Services*
- **Lishaun Francis**, Associate Director, *California Medical Association*
- **Silvia Yee**, Senior Staff Attorney, *Disability Rights Education and Defense Fund*

Rooms **AM Session #3: ADRCs: Roles and Partnerships in a Changing LTSS**
302/303 **Landscape**

Moderator: René Seidel, Vice President, Programs and Operations,
The SCAN Foundation

Speakers:

- **Lisa Alecxih**, Senior Vice President, The Lewin Group, *Center for Aging & Disability Policy*
- **Karol Swartzlander**, ADRC Program Director, *California Health and Human Services Agency*

- **Michele Puccinelli Walker**, Senior Associate, *Mercer Government Human Services Consulting*
- **Ana Acton**, Executive Director, *FREED Center for Independent Living*,
- **Tracy Murray**, Assistant Director, *Area Agency on Aging, County of Alameda*

Rooms
304/305

AM Session #4: Using Data for Action

Moderator: **Lisa Shugarman**, Director of Policy, *The SCAN Foundation*

Speakers:

- **Andy Krackov**, Senior Program Officer, *California HealthCare Foundation*
- **Andrew Bindman**, Professor of Medicine, Health Policy, Epidemiology & Biostatistics, *University of California San Francisco Philip R. Lee Institute for Health Policy Studies*
- **Charlene Harrington**, Professor, *University of California San Francisco*
- **Toby Ewing**, Consultant, *California Senate Governance & Finance Committee*

12:00 p.m.
Hallway

Lunch

Please find your boxed lunch in the hallway near the main ballroom

12:15 p.m.
Ballroom

Perspectives on LTSS in the Media: Long-Term Care through the Lens of a Reporter

This lunchtime discussion will feature seasoned journalists who cover aging and long-term care issues sharing their thoughts, insights, and perspectives about the issues, and their individual journeys covering this important topic.

Opening Speaker: **Victoria Ballesteros**, Director of Communications, *The SCAN Foundation*

Moderator: **Daniel Weintraub**, Editor of the California Health Report, *healthycal.org*

Panelists:

- **Matt Perry**, Reporter, *California Health Report*
- **Ina Jaffe**, Correspondent, *NPR*

- **Sarah Varney**, Senior Correspondent, *Kaiser Health News/NPR*
- **Araceli Martinez Ortega**, Reporter, *La Opinión*

1:15 p.m. **Break**

1:30 p.m. **Afternoon Sessions**

Rooms **PM Session #1: Capturing Your Value: Pricing Home- and**
304/305 **Community-Based Services**

Moderators: **Karen Scheboth**, Director of Grants Administration, and **Eric Thai**, Director of Finance, *The SCAN Foundation*

- **Victor Tabbush**, Professor Emeritus, *UCLA Anderson School of Management*

Rooms **PM Session #2: Shifting Roles in MMLTSS: State Staff, Community-Based**
311/312 **Providers, and Managed Care Organizations**

Moderator: **Gretchen Alkema**, Vice President, Policy and Communications, *The SCAN Foundation*

Speakers:

- **Paul Saucier**, Director, Integrated Care Systems, *Truven Health Analytics*
- **Rohit Gupta**, Director of Medicare, *Inland Empire Health Plan (IHEP)*
- **Lydia Missaelides**, Executive Director, *California Association of Adult Day Services*
- **Laura Trejo**, General Manager, *Los Angeles City Department of Aging*

Rooms **PM Session #3: Models of Care that Bridge Healthcare and Supportive**
309/310 **Services**

Moderator: **Bruce C. Vladeck**, Senior Advisor, *Nexera, Inc.*

Speakers:

- **Betsy Gornet**, Chief Advanced Illness Management Executive, *Sutter Care at Home*
- **Brenda Schmitthenner**, Aging Program Administrator, County of San Diego, *Health and Human Services Agency, Aging & Independence Services*
- **Lucinda Bazile**, Regional Director, Contra Costa Health Centers, *LifeLong Medical Care*

Rooms
317/318

**PM Session #4: The Expansion of Managed Care to Rural California
Communities: Challenges, Opportunities, and Emerging Issues**

Moderator: Sandra Fitzpatrick, Executive Director, *California Commission on Aging*

Speakers:

- **Margaret Tatar**, Medi-Cal Managed Care, Division Chief, *California Department of Health Care Services*
- **Gail Nickerson**, Director of Rural Health Services, *Adventist Health*
- **Mary Sawicki**, Director, *Calaveras Health and Human Services*
- **Joe Cobery**, Director, Passages, *Area Agency on Aging*

3:00 p.m.

Break

3:10 p.m.

Ballroom

Next Steps

Kathy Greenlee, Administrator, *Administration for Community Living*; and
Assistant Secretary for Aging

4:00 p.m.

East Lobby
Area on
3rd Floor

Reception

Appendix B: Partners and Participants

We were pleased to have the participation of 311 people from 198 agencies and organizations representing millions of Californians at the Summit. The SCAN Foundation greatly appreciates the contributions of the many organizations and individuals dedicated to the advancement of California's aging and disability populations who made this year's Summit a success:

- AARP California
- Asian Community Center Senior Services
- Access to Independence
- Addus HealthCare
- Administration for Community Living
- AGEnts for Change
- Aging & Independence Services
- Aging Options, LLC
- Alameda County Area Agency on Aging
- Alameda County Public Authority
- Alzheimer's Association
- Alzheimer's Association, California Southland
- Alzheimer's Association, Orange County Chapter
- Alzheimer's Family Services Center
- Anthem
- Area 4 Agency on Aging
- Asian Community Center
- Assembly Budget Committee
- Assembly Health Committee
- Assembly Speaker Perez's Office
- Assemblymember Bloom's Office
- Bay Area Community Services
- Bet Tzedek Legal Services
- Betty Irene Moore School of Nursing at UC Davis
- California Alliance for Retired Americans
- California Association for Health Services at Home
- California Commission on Aging
- California Department of Aging
- California Department of Health Care Services
- California Department of Social Services
- California Health and Human Service Agency
- California In-Home Supportive Services Consumer Alliance
- California Primary Care Association
- California State Independent Living Council
- California State Retirees
- California Association of Adult Day Services
- California Association of Health Plans
- California Association for Health Services at Home
- Calaveras Health and Human Services
- California Alliance for Retired Americans
- California Association of Area Agencies on Aging
- California Elder Justice Coalition
- California Health Report
- California HealthCare Foundation
- California Medical Association
- California Mental Health Directors Association
- California State Council on Developmental Disabilities Area Board II
- Californians for Disability Rights
- CalPACE

- California Retired Teacher Association
- Camarillo Health Care District
- Care1st Health Plan
- CareMore
- CCAO/CSU, Chico
- Coalition for Compassionate Care of California
- California Department of Social Services
- Center for Disability and Health Policy, Western University
- Center for Elders Independence
- Center for Independent Living
- Central California Legal Services, Inc.
- Central Coast Center for Independent Living
- California Foundation for Independent Living Centers
- California Olmstead Advisory Committee
- City of Fremont
- City of Oakland
- Centers for Medicare and Medicaid Services
- Collaborative Consulting
- Community Living Campaign
- Congress of California Seniors
- Contra Costa County, Advisory Council on Aging
- Contra Costa Health Plan
- County of Marin Aging and Adult Services
- County of Riverside Office on Aging, Aging and Disability Resource Connection
- County of San Diego, Aging & Independence Services
- Curry Senior Center
- Department of Finance
- Department of Health Care Services
- Disability Rights California
- Disability Rights Education and Defense Fund
- Easter Seals Southern California
- Eaton Interpreter Services
- Elder Abuse Prevention Roundtable
- Elder Options, Inc.
- Family Caregiver Alliance
- Far Northern Regional Center
- FREED
- Government Action and Communication Institute
- Harbage Consulting
- Harris Family Center for Disability and Health Policy
- Health Care Services
- Health Net
- Health Plan of San Mateo
- Health Projects Center
- Healthy Aging Association ○
- Healthycal.org
- Health Insurance Counseling and Advocacy Program (HICAP)
- Home and Health Care Management
- Huntington Hospital Senior Care Network/ MSSP Site Assn.
- In-Home Supportive Services (IHSS)
- IHSS Public Authority
- IHSS Public Authority of Marin
- Independent Living Services of Northern California
- Independent Living Resource Center, Inc
- Independence at Home, a Division of SCAN Health Plan
- Inland Empire Health Plan
- Institute on Aging
- Jewish Family Service of Los Angeles/ LAAAC
- Kaiser Health News

- Kaiser Permanente
- L.A. Care Health Plan
- La Opinión
- Langer Research Associates
- Leading Age California
- Lehman Levi Pappas & Sadler
- LifeCourse Strategies
- Lifelong Medical Care
- Los Angeles City Department of Aging
- Medi-Cal Managed Care
- Mercer
- Mercy Housing California
- Mildred Consulting
- Monterey County DSS
- Murdoch Walrath & Holmes
- National Consumer Voice for Quality Long-Term Care
- National Health Foundation
- National Senior Citizens Law Center
- Northern California Presbyterian Homes and Services
- NestCare FPC
- Nevada Sierra Regional IHSS Public Authority
- New Beginnings Coalition
- Nexera, Inc.
- Northern California Presbyterian Homes and Services
- National Public Radio (NPR)
- On Lok Senior Health Services
- ONEgeneration
- Orange County Aging Services Collaborative
- Pacific Clinics
- Partners in Care Foundation
- Passages, Area Agency on Aging
- Placer Independent Living center
- Rehabilitation Services of Northern California
- Resources for Independent Living
- Riverside County Office on Aging
- Sacramento IHSS Public Authority
- San Diego Senior Alliance
- San Francisco Long Term Care Coordinating Council
- San Mateo County Aging and Adult Services/Public Authority
- Santa Clara County Senior Care Commission
- SCAN Health Plan
- Services Employees International Union-United Healthcare Workers (SEIU-UHW)
- SEIU-United Long Term Care Workers
- Self Help for the Elderly, Adult Day Services
- Senate Budget and Fiscal Review Committee
- Senate Governance and Finance Committee
- Senate Office of Research
- Senate Republican Fiscal Office
- Senior Services Coalition of Alameda County
- Seniors Council
- SeniorServ
- Sourcewise
- St. Barnabas Senior Services
- Stanislaus Coalition Regional Coalition
- Stoneman Village
- Sutter Health
- The Anderson School at University of California, Los Angeles (UCLA)
- The Arc California
- The Atrium of Carmichael

- The Glenner Memory Care Centers
- The Health Trust
- The Lewin Group
- The Margolin Group
- The National Consumer Voice for Quality Long-Term Care
- Truven Health Analytics
- UCLA Center for Health Policy Research
- United Domestic Workers/American Federation of State, County & Municipal Employees (UDW AFSCME) Local 3930
- United Healthcare Community Plan
- University of California San Francisco (UCSF)
- UCSF PRL Institute for Health Policy Studies
- U.S. Administration for Community Living
- Valley Caregiver Resource Center
- VOICED
- Woodland Healthcare: Yolo Adult Day Health Center
- Yolo Healthy Aging Alliance
- Yolo Public Authority



Dr. Bruce Chernof welcoming stakeholders to the third annual LTSS Summit, with the largest attendance to date.

Acknowledgments

The SCAN Foundation thanks our many partners who helped make the 2013 Summit a resounding success. We appreciate the Government Action and Communication Institute (GACI) team for coordinating the day's event. We also are grateful to Brenda Premo for her guidance with ensuring accessibility for all participants. Finally, we thank all of our speakers and panelists for giving their time and expertise. For a full listing of presenters and Summit materials, please visit the [2013 Summit web page](#).