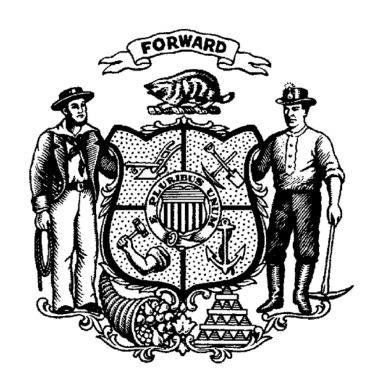
State of Wisconsin

Board on Aging and Long Term Care



Agency Budget Request 2023 – 2025 Biennium September 15, 2022

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STATE OF WISCONSIN BOARD ON AGING AND LONG TERM CARE

1402 Pankratz Street, Suite 111 Madison, WI 53704-4001

Ombudsman Program (800) 815-0015 Medigap Helpline (800) 242-1060 Part D Helpline (855) 677-2783 Fax (608) 246-7001 http://longtermcare.wi.gov MEMBERS of the BOARD Abigail Lowery Tanya L. Meyer Dr. Valerie A. Palarski James Surprise Dr. Dale B. Taylor

EXECUTIVE DIRECTOR and STATE OMBUDSMAN Jessica L. Trudell

September 15, 2022

Brian Pahnke, Budget Director Department of Administration 101 E. Wilson Madison, WI 53703

Dear Mr. Pahnke:

Enclosed please find the biennial budget request for FY 2023 – 2025 for the Board on Aging and Long Term Care (BOALTC). The budget for the Board on Aging and Long Term Care consists of the adjusted base and standard adjustments to the base. Our budget request also includes essential positions and updated statutory language in Wis. Stat. § 16.009 to comply with federal law. Additionally, as required under 2015 Act 201, the Board has prepared alternative submissions that comply with the zero-percent growth and five-percent reduction mandates.

We believe these positions and this process will provide a budget that addresses the needs of the agency's clients who are residents of our state's nearly 6,000 long-term care homes, consumers of Medicaid long-term care services and our state's 1.2 million Medicare beneficiaries. We have made every effort to make the best use of program resources by utilizing budgeted revenues efficiently and effectively to fund the Board's priorities and statutory mandate to resolve complaints related to health, safety, welfare and rights. This request would enable BOALTC to serve the citizens of Wisconsin more fully, continuing its advocacy for the highest quality of care for which Wisconsin is known.

The members of the Board and I look forward to further discussions and working together for the betterment of residents, consumers and beneficiaries served.

Sincerely,

Jessica L. Trudell, JD

Executive Director/State Ombudsman

Losina S. Fudell

AGENCY DESCRIPTION

Created by the Wisconsin Legislature in 1981, the Board on Aging and Long Term Care is home to three important consumer programs: the Long Term Care Ombudsman Program, the Volunteer Ombudsman Program and the Medigap Helpline & Medigap Part D and Prescription Drug Helpline. The mission of the Board on Aging and Long Term Care is, and always has been, consumer focused. It is our purpose to advocate for the interests of older adult consumers of long-term care and Medicare beneficiaries.

The Board on Aging and Long Term Care is enabled by Wisconsin Statute at § 16.009, *stats*. This section incorporates, by reference, the federal Long Term Care Ombudsman Program statutes found in the Older Americans Act at 42 USC § 3058g and codified in the Code of Federal Regulations at 45 CFR Part 1321 and Part 1324. Our agency is given policy direction and oversight by a seven-member citizen board, appointed by the Governor with the advice and consent of the State Senate under Wisconsin Statute at § 15.105(10), *stats*. Operational control is vested in an Executive Director / State Long Term Care Ombudsman who is supported by managerial staff including an Office Manager, an Ombudsman Supervisor, an Assistant Ombudsman Supervisor, a Volunteer Program Supervisor, a Medigap Helpline Program Supervisor and Legal Counsel.

The **Long Term Care Ombudsman Program** is Wisconsin's version of a federally mandated program that provides certified professional advocates who represent the interests of and speak for residents of long-term care facilities, as well as for those who receive their home and community-based services through the state's managed long-term care programs, namely Family Care, Family Care Partnership, PACE (Program of All-Inclusive Care for the Elderly) and IRIS (Include Respect I Self-Direct). Ombudsmen respond to complaints lodged by or on behalf of these clients and advocate to protect their health, safety and welfare. Ombudsmen also serve as consultants and educators to providers and citizens on any number of issues, including resident rights, facility-based advocacy, legal decision-makers and Wisconsin's managed long-term care supports and services.

The **Volunteer Ombudsman Program** has been in existence since 1994. The Volunteer Ombudsman Program recruits, screens, trains, and supervises volunteers who make unannounced weekly visits to nursing homes. The Volunteer Ombudsmen are supported by their regional Volunteer Coordinators and the Volunteer Ombudsman Program Services Supervisor. Volunteer Ombudsmen visits strengthen the advocacy services provided by Regional Ombudsmen for residents living in nursing homes. During this reporting period, the program averaged 85 volunteers. The volunteer program covers 32 of 72 counties in the state. Volunteer Ombudsmen submit a formal written monthly report to their Volunteer Coordinators, providing a summary of information regarding the resident's concerns in that assigned nursing home to the Regional Ombudsman.

The **Medigap Helpline Program** is an insurance counseling service that provides information and counseling to callers who have questions relating to Medicare programs, Medicare Supplemental insurance, Medicare Advantage and Medicare Part D prescription drug plans, Medical Assistance programs, employer sponsored group health plans, and transitioning from the Marketplace coverage into Medicare.

The Programs operated by the Board on Aging and Long Term Care provide confidential toll-free telephone numbers and an online complaint mechanism. Information about access is available on required posters in long-term care facilities and on all materials sent to Medicare-eligible persons as required by federal rule, and on our website at: https://longtermcare.wi.gov/.

MISSION

The mission of the Board on Aging and Long Term Care is to advocate for the interests of the state's long-term care consumers, to inform those consumers of their rights and to educate the public at large about health care systems and long-term care.

The Board is the premier resource for information and advocacy for our client population and is an integral part of the ever-changing system for long-term care delivery in Wisconsin. The Board will increase its visibility by expanding its role and recognition as a leader and model of advocacy on the state and national stage.

The Board subscribes to and defends the values of: respect and dignity for the individual; protection of the right of the individual to be free from threats to health, safety and quality of life; fairness and transparency; and open, clear and consistent communication. Agency staff and volunteers provide valuable services consistent with the spirit and intent of these values.

PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES

Program 1: Identifying and Addressing the Needs of Older and Disabled Adults and Medicare Beneficiaries

Goal: To protect the rights and promote empowerment, through systems change and self-advocacy, of persons age 60 and older who are recipients of facility-based, managed long-term care or self-directed supports services.

Objective/Activity: Identify and investigate concerns and complaints received via the BOALTC toll-free number, the Ombudsman Program Online Complaint system, and other methods of registering a complaint

Objective/Activity: Educate and empower residents, tenants, members, participants and others regarding rights, ombudsman role and function, and provider responsibilities.

Objective/Activity: Educate current and new providers regarding ombudsman authority, role and function and provider responsibilities related to resident, tenant, member and participant rights.

Objective/Activity: Review, develop and disseminate informational and educational materials that are inclusive and ensure consumers are represented and informed.

Goal: The Board's Volunteer Ombudsman Program will encourage resident participation in scheduled resident council meetings in skilled nursing facilities in the program's designated service area.

Objective/Activity: Volunteer Ombudsmen will encourage and empower resident participation by inviting residents individually to attend resident council meetings. Volunteer Ombudsmen will attend resident council meetings with the permission or invitation of the resident council president. A Volunteer's role is to advocate for the residents' individual rights and share concerns with resident consent.

Goal: Improve public education and outreach to consumers on issues related to Medicare, Medicare Supplemental insurance, Medicare Advantage plans, Medicare Part D (prescription drug), transitional issues from Marketplace or Medicaid programs to Medicare and related forms of insurance.

Objective/Activity: The Board will educate and empower the public via outreach efforts, including personal appearances by staff at public forums, in order to achieve the goal of making the Medigap Helpline Program a resource that is recognized by Wisconsin's Medicare beneficiaries as a reliable and trustworthy source of accurate information about Medicare Supplemental, Medicare Advantage, Part D and related insurance products. Greater statewide outreach efforts in the form of in-person contacts with local groups of Medicare-eligible individuals are being used to advance this goal.

Goal: Utilize the Medigap Volunteer Program to improve the ability of the program to provide services to more Medicare beneficiaries.

Objective/Activity: Deploy effectively trained and supervised volunteers to assist with everyday office duties and the completion of Medicare Part D plan-finders to allow the Medigap Helpline and Medigap Part D Helpline staff responsible for increasingly complex Medicare programs to focus on providing accurate and timely counseling.

Objective/Activity: Train volunteers to perform referral calls to allow additional time for counselors to assist callers with Medicare issues.

Goal: Refine, simplify, expand and publicize the available information services provided by the Board on Aging and Long Term Care.

Objective/Activity: The Board's website will include up-to-date information on the agency's programs addressing issues of importance to persons in need of long-term care services or insurance for older or disabled individuals.

PERFORMANCE MEASURES BOALTC

2021 AND 2022 GOALS AND ACTUALS

Prog. No.	Performance Measure	Goal 2021	Actual 2021	Goal 2022	Actua I 2022
1.	Number of complaints investigated by Ombudsmen on behalf of Long Term Care Consumers.	3,200	3,214	3,250	2,887
1.	Number of education programs given to Long Term Care consumers by Ombudsman program staff.	100	99	115	76
1.	Number of education programs given to Long Term Care providers by Ombudsman program staff.	100	67	110	55
1.	Number of times volunteer ombudsmen and volunteer coordinators attend resident councils with facility visits.	200	101	220	141
1.	Number of outreach presentations by Medigap Helpline program staff.	55	25	75	30
1.	Number of Medigap Program Volunteer hours provided.	500	58	1,000	33
1.	Number of hits on the Board's Web site.	310,000	514,742	325,000	353,956

Note: Actuals are different than expected due to Covid, reduction of volunteers in the office, CMS restrictions on facility visits and staff/volunteer turnover.

2023, 2024 AND 2025 GOALS

Prog. No.	Performance Measure	Goal 2023	Goal 2024	Goal 2025
1.	Number of complaints investigated by Ombudsmen on behalf of Long Term Care consumers.	3,275	3,285	3,300
1.	Number of education programs given to Long Term Care consumers by Ombudsman program staff.	120	125	130
1.	Number of education programs given to Long Term Care providers by Ombudsman Program staff.	85**	110	115
1.	Number of consultations given to Long Term Care providers by Ombudsman Program staff.	150	155	160
1.	Number of times volunteer ombudsmen and volunteer coordinators attend resident councils with facility visits.	225	230	235
1.	Number of outreach presentations by Medigap Helpline program staff.	80	85	90
1.	Number of Medigap Program Volunteer hours provided.	1,200	1,250	1,300
1.	Number of Plan Finders run by Medigap Helpline program staff for beneficiaries.	650	675	700
1.	Number of closed calls by Medigap Helpline.	10,000	10,200	10,400
1.	Number of hits on the Board's Web site*	40,000	45,000	50,000

Note: Based on fiscal year.

Performance measures and goals are new or have been modified for the 2023-25 biennium.

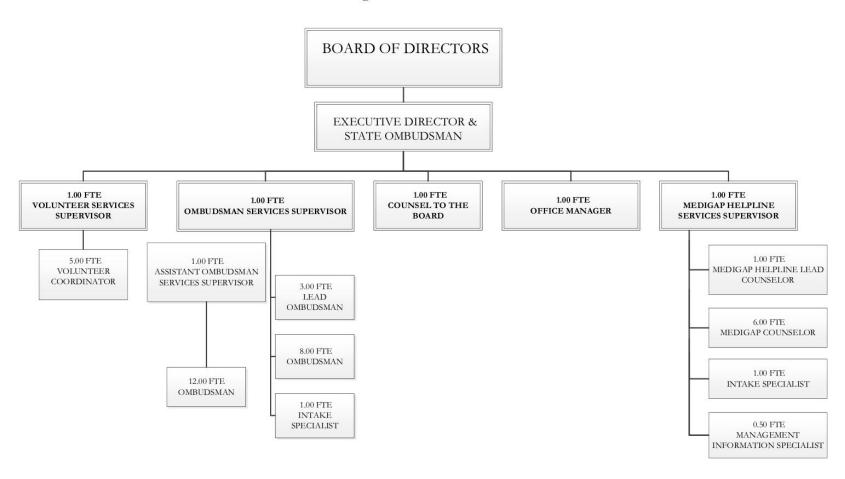
^{**} Some goal targets have been temporarily reduced due to the impact that COVID-19 has had on BOALTC operations and work as well as staff turnover.

^{*} BOALTC's new website published in 2022 with NIC Wisconsin measures website hits differently than the previous reporting mechanism, therefore the target goals have been reduced.



Board on Aging and Long Term Care

Organization Chart



As of: 9/15/2022

Agency Total by Fund Source

Board on Aging and Long-Term Care

				ANNUAL SUMM			BIENNIAL SUM	MARY			
Source of Funds		Prior Year Total	Adjusted Base	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE	Base Year Doubled (BYD)	Biennial Request	Change From (BYD)	Change From BYD %
GPR	s	\$1,698,237	\$1,710,500	\$1,917,000	\$1,945,300	21.98	21.98	\$3,421,000	\$3,862,300	\$441,300	12.90%
Total		\$1,698,237	\$1,710,500	\$1,917,000	\$1,945,300	21.98	21.98	\$3,421,000	\$3,862,300	\$441,300	12.90%
PR	s	\$2,156,830	\$2,107,800	\$2,252,700	\$2,283,000	25.52	25.52	\$4,215,600	\$4,535,700	\$320,100	7.60%
Total		\$2,156,830	\$2,107,800	\$2,252,700	\$2,283,000	25.52	25.52	\$4,215,600	\$4,535,700	\$320,100	7.60%
Grand Total		\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	10.00%

Agency Total by Program

Board on Aging and Long-Term Care

				ANNUA	L SUMMARY				BIENNIAL SUMMARY			
Source of Funds		Prior Year Total	Adjusted Base	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE	Base Year Doubled (BYD)	Biennial Request	Change From (BYD)	Change From BYD %	
01 Identification of the needs of the aged and disabled												
Non Federal												
GPR		\$1,698,237	\$1,710,500	\$1,917,000	\$1,945,300	21.98	21.98	\$3,421,000	\$3,862,300	\$441,300	12.90%	
	S	\$1,698,237	\$1,710,500	\$1,917,000	\$1,945,300	21.98	21.98	\$3,421,000	\$3,862,300	\$441,300	12.90%	
PR		\$2,156,830	\$2,107,800	\$2,252,700	\$2,283,000	25.52	25.52	\$4,215,600	\$4,535,700	\$320,100	7.59%	
	S	\$2,156,830	\$2,107,800	\$2,252,700	\$2,283,000	25.52	25.52	\$4,215,600	\$4,535,700	\$320,100	7.59%	
Total - Non Federal		\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	9.97%	
	S	\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	9.97%	
PGM 01 Total		\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	9.97%	
GPR		\$1,698,237	\$1,710,500	\$1,917,000	\$1,945,300	21.98	21.98	\$3,421,000	\$3,862,300	\$441,300	12.90%	
	S	\$1,698,237	\$1,710,500	\$1,917,000	\$1,945,300	21.98	21.98	\$3,421,000	\$3,862,300	\$441,300	12.90%	
PR		\$2,156,830	\$2,107,800	\$2,252,700	\$2,283,000	25.52	25.52	\$4,215,600	\$4,535,700	\$320,100	7.59%	
	S	\$2,156,830	\$2,107,800	\$2,252,700	\$2,283,000	25.52	25.52	\$4,215,600	\$4,535,700	\$320,100	7.59%	
TOTAL 01		\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	9.97%	
	s	\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	9.97%	

Agency Total by Program

Board on Aging and Long-Term Care

AGENCY TOTAL	\$3,855,067	\$3,818,300	\$4,169,700	\$4,228,300	47.50	47.50	\$7,636,600	\$8,398,000	\$761,400	9.97%
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Agency Total by Decision Item

Board on Aging and Long-Term Care

Decision Item	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
2000 Adjusted Base Funding Level	\$3,818,300	\$3,818,300	44.50	44.50
3003 Full Funding of Continuing Position Salaries and Fringe Benefits	\$161,600	\$161,600	0.00	0.00
3005 Reclassifications and Semiautomatic Pay Progression	\$14,600	\$25,000	0.00	0.00
4000 BOALTC Administrative Staffing	\$175,200	\$223,400	3.00	3.00
TOTAL	\$4,169,700	\$4,228,300	47.50	47.50

Program Revenue

	CODES	TITLES
DEPARTMENT	432	Board on Aging and Long-Term Care
PROGRAM	01	Identification of the needs of the aged and disabled
SUBPROGRAM		
NUMERIC APPROPRIATION	21	Gifts and grants

Revenue and Expenditures	Prior Year Actuals	Base Year Estimate	1st Year Estimate	2nd Year Estimate
Opening Balance	\$33,700	\$33,700	\$33,700	\$33,700
Collected Revenue	\$12,300	\$0	\$0	\$0
Total Revenue	\$46,000	\$33,700	\$33,700	\$33,700
Expenditures	\$12,300	\$0	\$0	\$0
Total Expenditures	\$12,300	\$0	\$0	\$0
Closing Balance	\$33,700	\$33,700	\$33,700	\$33,700

Program Revenue

	CODES	TITLES
DEPARTMENT	432	Board on Aging and Long-Term Care
PROGRAM	01	Identification of the needs of the aged and disabled
SUBPROGRAM		
NUMERIC APPROPRIATION	31	Contracts with other state agencies

Revenue and Expenditures	Prior Year Actuals	Base Year Estimate	1st Year Estimate	2nd Year Estimate
Opening Balance	(\$222,500)	(\$413,200)	(\$321,200)	(\$407,800)
Collected Revenue	\$1,415,800	\$1,528,900	\$1,650,000	\$1,750,000
Collection of Prior Year AR	\$0	\$94,100	\$0	\$0
Prior Year Encumbrance	\$0	(\$2,100)	\$0	\$0
Total Revenue	\$1,193,300	\$1,207,700	\$1,328,800	\$1,342,200
Expenditures	\$1,606,500	\$1,528,900	\$0	\$0
2000 Adjusted Base Funding Level	\$0	\$0	\$1,569,300	\$1,569,300
3003 Full Funding of Continuing Position Salaries and Fringe Benefits	\$0	\$0	\$41,100	\$41,100
Compensation Reserve	\$0	\$0	\$2,900	\$8,800
Health Insurance Reserves	\$0	\$0	\$15,100	\$29,600
Wisconsin Retirement System	\$0	\$0	\$100	\$200
27th Pay Period Reserve (FY24 only)	\$0	\$0	\$41,000	\$0
3005 Reclassifications and Semiautomatic Pay Progression	\$0	\$0	\$5,800	\$12,500
4000 BOALTC Administrative Staffing	\$0	\$0	\$61,300	\$78,200
Total Expenditures	\$1,606,500	\$1,528,900	\$1,736,600	\$1,739,700
Closing Balance	(\$413,200)	(\$321,200)	(\$407,800)	(\$397,500)

Program Revenue

	CODES	TITLES
DEPARTMENT	432	Board on Aging and Long-Term Care
PROGRAM	01	Identification of the needs of the aged and disabled
SUBPROGRAM		
NUMERIC APPROPRIATION	32	Insurance and other information, counseling and assistance

Revenue and Expenditures	Prior Year Actuals	Base Year Estimate	1st Year Estimate	2nd Year Estimate
Opening Balance	\$0	\$0	\$0	\$0
Collected Revenue	\$538,000	\$525,400	\$597,300	\$602,300
Total Revenue	\$538,000	\$525,400	\$597,300	\$602,300
Expenditures	\$538,000	\$525,400	\$0	\$0
3005 Reclassifications and Semiautomatic Pay Progression	\$0	\$0	\$0	\$0
4000 BOALTC Administrative Staffing	\$0	\$0	\$24,900	\$31,600
2000 Adjusted Base Funding Level	\$0	\$0	\$538,500	\$538,500
3003 Full Funding of Continuing Position Salaries and Fringe Benefits	\$0	\$0	\$11,800	\$11,800
Compensation Reserve	\$0	\$0	\$2,900	\$8,800
Health Insurance Reserves	\$0	\$0	\$5,900	\$11,500
Wisconsin Retirement System	\$0	\$0	\$100	\$100
27th Pay Period Reserve (FY24 only)	\$0	\$0	\$13,200	\$0
Total Expenditures	\$538,000	\$525,400	\$597,300	\$602,300
Closing Balance	\$0	\$0	\$0	\$0

Decision Item (DIN) - 2000 Decision Item (DIN) Title - Adjusted Base Funding Level

NARRATIVE

Adjusted Base Funding Level

Decision Item by Line

2325 Biennial Budget

DEPARTMENT

CODES	TITLES
432	Board on Aging and Long-Term Care

DECISION ITEM

CODES	TITLES
2000	Adjusted Base Funding Level

	Expenditure Items	1st Year Cost	2nd Year Cost
01	Permanent Position Salaries	\$2,199,600	\$2,199,600
02	Turnover	\$0	\$0
03	Project Position Salaries	\$0	\$0
04	LTE/Misc. Salaries	\$0	\$0
05	Fringe Benefits	\$1,042,400	\$1,042,400
06	Supplies and Services	\$576,300	\$576,300
07	Permanent Property	\$0	\$0
08	Unallotted Reserve	\$0	\$0
09	Aids to Individuals & Organizations	\$0	\$0
10	Local Assistance	\$0	\$0
11	One-time Financing	\$0	\$0
12	Debt service	\$0	\$0
13		\$0	\$0
14		\$0	\$0
15		\$0	\$0
16		\$0	\$0
17	TOTAL	\$3,818,300	\$3,818,300
18	Project Positions Authorized	0.00	0.00
19	Classified Positions Authorized	44.50	44.50
20	Unclassified Positions Authorized	0.00	0.00

2325 Biennial Budget

Decision Item by Numeric

Program	Decision Item/Numeric	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
	2000 Adjusted Base Funding Level				
01	Identification of the needs of the aged and disabled	d			
	01 General program operations	\$1,710,500	\$1,710,500	20.48	20.48
	31 Contracts with other state agencies	\$1,569,300	\$1,569,300	18.04	18.04
	32 Insurance and other information, counseling and assistance	\$538,500	\$538,500	5.98	5.98
	Identification of the needs of the aged and disabled Sub Total	\$3,818,300	\$3,818,300	44.50	44.50
	Adjusted Base Funding Level Sub Total	\$3,818,300	\$3,818,300	44.50	44.50
	Agency Total	\$3,818,300	\$3,818,300	44.50	44.50

2325 Biennial Budget

Decision Item by Fund Source

Decision Item/Source of F	unds	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
2000 Adjusted Base Funding Le	vel				
GPR	S	\$1,710,500	\$1,710,500	20.48	20.48
PR	S	\$2,107,800	\$2,107,800	24.02	24.02
Adjusted Base Funding Level To	otal	\$3,818,300	\$3,818,300	44.50	44.50
Agency Total		\$3,818,300	\$3,818,300	44.50	44.50

Decision Item (DIN) - 3003

Decision Item (DIN) Title - Full Funding of Continuing Position Salaries and Fringe Benefits

NARRATIVE

Standard Budget Adjustment - Full Funding of Continuing Position Salaries and Fringe Benefits

Decision Item by Line

2325 Biennial Budget

DEPARTMENT

CODES	TITLES
432	Board on Aging and Long-Term Care

DECISION ITEM

CODES	TITLES
3003	Full Funding of Continuing Position Salaries and Fringe Benefits

	Expenditure Items	1st Year Cost	2nd Year Cost
01	Permanent Position Salaries	\$92,700	\$92,700
02	Turnover	\$0	\$0
03	Project Position Salaries	\$0	\$0
04	LTE/Misc. Salaries	\$0	\$0
05	Fringe Benefits	\$68,900	\$68,900
06	Supplies and Services	\$0	\$0
07	Permanent Property	\$0	\$0
08	Unallotted Reserve	\$0	\$0
09	Aids to Individuals & Organizations	\$0	\$0
10	Local Assistance	\$0	\$0
11	One-time Financing	\$0	\$0
12	Debt service	\$0	\$0
13		\$0	\$0
14		\$0	\$0
15		\$0	\$0
16		\$0	\$0
17	TOTAL	\$161,600	\$161,600
18	Project Positions Authorized	0.00	0.00
19	Classified Positions Authorized	0.00	0.00
20	Unclassified Positions Authorized	0.00	0.00

2325 Biennial Budget

Decision Item by Numeric

Program	Decision Item/Numeric	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
	3003 Full Funding of Continuing Position Salar	ies and Fringe Ben	efits		
01	Identification of the needs of the aged and disabled	d			
	01 General program operations	\$108,700	\$108,700	0.00	0.00
	31 Contracts with other state agencies	\$41,100	\$41,100	0.00	0.00
	32 Insurance and other information, counseling and assistance	\$11,800	\$11,800	0.00	0.00
	Identification of the needs of the aged and disabled Sub Total	\$161,600	\$161,600	0.00	0.00
	Full Funding of Continuing Position Salaries and Fringe Benefits Sub Total	\$161,600	\$161,600	0.00	0.00
	Agency Total	\$161,600	\$161,600	0.00	0.00

2325 Biennial Budget

Decision Item by Fund Source

Decision Item/Source of F	unds	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
3003 Full Funding of Continuing	3003 Full Funding of Continuing Position Salaries and Fringe Benefits				
GPR	S	\$108,700	\$108,700	0.00	0.00
PR	S	\$52,900	\$52,900	0.00	0.00
Full Funding of Continuing Posi Salaries and Fringe Benefits To		\$161,600	\$161,600	0.00	0.00
Agency Total		\$161,600	\$161,600	0.00	0.00

Decision Item (DIN) - 3005

Decision Item (DIN) Title - Reclassifications and Semiautomatic Pay Progression

NARRATIVE

Standard Budget Adjustment - Reclassifications and Semiautomatic Pay Progression

Decision Item by Line

2325 Biennial Budget

DEPARTMENT

CODES	TITLES
432	Board on Aging and Long-Term Care

DECISION ITEM

CODES	TITLES
3005	Reclassifications and Semiautomatic Pay Progression

	Expenditure Items	1st Year Cost	2nd Year Cost
01	Permanent Position Salaries	\$12,600	\$21,600
02	Turnover	\$0	\$0
03	Project Position Salaries	\$0	\$0
04	LTE/Misc. Salaries	\$0	\$0
05	Fringe Benefits	\$2,000	\$3,400
06	Supplies and Services	\$0	\$0
07	Permanent Property	\$0	\$0
08	Unallotted Reserve	\$0	\$0
09	Aids to Individuals & Organizations	\$0	\$0
10	Local Assistance	\$0	\$0
11	One-time Financing	\$0	\$0
12	Debt service	\$0	\$0
13		\$0	\$0
14		\$0	\$0
15		\$0	\$0
16		\$0	\$0
17	TOTAL	\$14,600	\$25,000
18	Project Positions Authorized	0.00	0.00
19	Classified Positions Authorized	0.00	0.00
20	Unclassified Positions Authorized	0.00	0.00

2325 Biennial Budget

Decision Item by Numeric

Program	Decision Item/Numeric	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
	3005 Reclassifications and Semiautomatic Pay	Progression			
01	Identification of the needs of the aged and disabled	d			
	01 General program operations	\$8,800	\$12,500	0.00	0.00
	31 Contracts with other state agencies	\$5,800	\$12,500	0.00	0.00
	Identification of the needs of the aged and disabled Sub Total	\$14,600	\$25,000	0.00	0.00
	Reclassifications and Semiautomatic Pay Progression Sub Total	\$14,600	\$25,000	0.00	0.00
	Agency Total	\$14,600	\$25,000	0.00	0.00

Decision Item by Fund Source

Decision Item/Source of F	unds	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
3005 Reclassifications and Sem	iautomatic Pa	y Progression			
GPR	S	\$8,800	\$12,500	0.00	0.00
PR	S	\$5,800	\$12,500	0.00	0.00
Reclassifications and Semiauto Progression Total	matic Pay	\$14,600	\$25,000	0.00	0.00
Agency Total		\$14,600	\$25,000	0.00	0.00

Decision Item (DIN) - 4000

Decision Item (DIN) Title - BOALTC Administrative Staffing

NARRATIVE

The Board on Aging and Long Term Care (BOALTC or Board) requests to create 3.00 FTE positions, including 1.00 FTE State Long Term Care Ombudsman, 1.00 FTE Communications Specialist - Senior, and 1.00 FTE Executive Assistant, to enhance administrative support and program capacity to meet increasing consumer rights and public demands. The positions would be split funded by general purpose revenue (GPR) and program revenue-service (PR-S), from contracts with other state agencies and from the Office of the Commissioner of Insurance (OCI). The request also modifies statutory language to allow separation from the Executive Director the position responsibility of Ombudsman operations through the creation of an independent full-time State Long Term Care Ombudsman position; this request would bring BOALTC in compliance with the Older Americans Act per 42 USC § 3058g(a)(3) and the federal Ombudsman rule per 45 CFR § 1324.11(c).

The Board is mandated by state and federal statute to serve long-term care facility residents aged 60 and older and recipients of long-term care services under the Medicaid waiver programs in Wisconsin known as Family Care, Program for All-Inclusive Care for the Elderly (PACE), and Include, Respect, I Self-Direct (IRIS). The Board is also required to serve the state's Medicare beneficiaries and those turning 65, or those eligible for Medicare through BOALTC's Medigap Helpline and Medigap Part D Helpline.

Due to a large volume of referrals and contacts in recent years, an increase in the older adult population, and the increasing complexity of consumer and stakeholder issues, BOALTC no longer has sufficient capacity to continue to meet the needs of those that it is mandated to serve. BOALTC currently has 44.5 permanent staff positions, with an average supervisor to staff ratio of 1.0:9.0, with two of the supervisors supervising thirteen and twelve staff each. Requests for position authority in previous biennia have focused on increasing the capacity of frontline staff. However, due to the reasons specified below, BOALTC has reached a critical point where additional administrative, programmatic and operations leadership is necessary to support frontline staff, in order to increase BOALTC's ability to ultimately provide essential and effective services to Wisconsin's older adult citizens and those who support them.

This request would enable BOALTC to more fully serve the citizens of Wisconsin, continuing its advocacy for the highest quality of care for which Wisconsin is known. This request would allow BOALTC to reach additional citizens, consumers, and beneficiaries not otherwise able to be reached, and who are experiencing delays due to current staff workload challenges. These positions would allow BOALTC to support frontline staff as recent demographics indicate an aging state, and as BOALTC staff require new and continuing education around emerging and complex topics. This requires full participation of systems and issue advocacy at both state and national levels, which will impact current and future generations of long-term care service users, older adults and Medicare beneficiaries.

Submission of a request for creation of the State Ombudsman, Communications Director and Executive Assistant positions and for the requested statutory change in Wis. Stat. § 16.009, was unanimously approved by BOALTC's Board of Directors at its August 3, 2022 meeting.

Background

Current demographic projections indicate a substantial increase to the aging population of Wisconsin in coming years, particularly in some of the state's most rural and underserved counties. The state's population aged 65 and older is expected to grow by 72 percent between 2015 and 2040. The rate is six times higher than the overall Wisconsin population growth projection of 12 percent for the same period.¹

The Medigap Helpline serves our state's 1.2 million Medicare beneficiaries.² To assist with helpline calls, Medigap has six FTE licensed and SHIP certified insurance counselors, one intake specialist and one lead position.

The Long Term Care Ombudsman Program serves approximately 125,000 clients which include: approximately 89,500 persons living in licensed or certified long-term care settings, 25,000 persons enrolled in managed care and 8,300 persons enrolled in the IRIS program³. The Volunteer Ombudsman Program serves nursing home residents in 32 of our state's 72 counties. The total number of nursing home and assisted living facilities in the state is 5,946 homes, with new licensures occurring daily in assisted living, according to the Department of Health Services Division of Quality Assurance Bureau of Assisted Living. These homes are served by 17 regional ombudsmen, working within assigned regions of the state. These regional ombudsmen also serve older adult clients in the state's managed care programs, for a total Ombudsman to potential client ratio of 1:6,700. Two IRIS Ombudsmen serve the state's older adult IRIS consumers, for a total Ombudsman to potential IRIS client ratio of 1:4,150. The program also has a Veterans Ombudsman to cover the state's veterans' homes as well as a Relocation Ombudsman focused on technical support and advocacy for long-term care residents facing facility closures.

From a client services standpoint, Wisconsin has for many years been far behind the Institute of Medicine Study's (1995) recommendation of an Ombudsman to client ratio of 1:2,000. Wisconsin's current ratio is based on client data only and does not include other stakeholders who call to receive Ombudsman services, including family members, legal representatives, providers, and legislative representatives. This ratio has over time continued to be impacted by the aging demographic trends statewide relative to older adults, as well as the increasingly complex nature of cases involving trauma, neglect, abuse and financial misappropriation.

This complexity of issues in Medicare and long-term care continues to grow and the need for well trained, experienced Ombudsman staff, Medigap counselors, Volunteer Coordinators and Volunteer Ombudsmen, with a dedicated and strong administrative support structure behind them, is greater than ever. Program work requires a higher degree of expertise and knowledge, takes longer to resolve effectively, and often requires consultation or debrief with a supervisor, Executive Director and/or the State Ombudsman (who are currently one in the same). Calls from the public for BOALTC leadership to weigh in on collective issues relative to long-term care and Medicare are also increasing and contain a greater specificity of need. The Long Term Care Ombudsman Program, as the public voice for long-term care consumers, and the Medigap Program, as a voice for Medicare beneficiaries, has an obligation to respond to these requests with accuracy, efficiency and a mind toward issue resolution to positively impact outcomes in a way that both protects and supports Wisconsin's older adult citizens, while utilizing the state's resources thoughtfully and effectively on a long-term basis.

State Ombudsman

The Office of the Long Term Care Ombudsman is housed within BOALTC and led by an Executive Director who also serves as the State Ombudsman, authorized to carry out the responsibilities of the Board under the federal Older Americans Act per 42 USC § 3058g(a)(3), the federal Ombudsman rule per 45 CFR § 1324.11(c), and state statute under Wis. Stat. § 16.009. Wis. Stat. § 16.009 currently requires the Executive Director to also serve as the full-time State Ombudsman.

The requirement of this dually-purposed position under Wis. Stat. § 16.009 conflicts with federal law; the Older Americans Act per 42 USC § 3058g(a)(3) requires the State Ombudsman to serve on a full-time basis and the federal Ombudsman rule per 45 CFR § 1324.11(c) also requires the State Ombudsman to serve on a full-time basis, and only in that specific capacity. The rule, established in 2016, provides that the Ombudsman duties "are to constitute the entirety of the Ombudsman's work" and the State agency carrying out the Office "shall not require or request the Ombudsman to be responsible for leading, managing or performing the work of non-ombudsman services or programs except on a time-limited intermittent basis."

¹ Governor's Task Force on Caregiving Report, https://www.dhs.wisconsin.gov/gtfc/gtfc-report.pdf

² CMS Medicare Enrollment Data: SHIP Tracking and Reporting System, https://data.cms.gov/summary-statistics-on-beneficiary-enrollment/medicare-and-medicaid-reports/medicare-monthly-enrollment/data

³Department of Health Services; Bureau of Nursing Home Resident Care; Bureau of Assisted Living. Managed Care enrollment data is provided for members and participants age 65 and older; BOALTC Ombudsmen serve persons age 60 and older.

It is not possible for one individual to perform the functions of the full-time Executive Director and the full-time State Ombudsman while complying with both federal and state law, or to justly serve the Board's staff and constituents. The Executive Director also supervises the Medigap Helpline Supervisor and directs the Medigap Helpline. In order to align the state statute under Wis. Stats. §§ 16.009(2)(a), 16.009(4)(a), with federal law, BOALTC requests a statutory change to strike the requirement of this dually-held role as seen in the attached Statutory Language proposal, and as BOALTC is requesting herein of 1.00 FTE to function as the full-time State Ombudsman.

There are 53 State Ombudsmen across the nation for each US state and territory. To the best of the Board's knowledge and in consultation with the Administration for Community Living and Consumer Voice, every state except Wisconsin has a full-time State Ombudsman in addition to an Executive Director/agency head. The citizens of the state of Wisconsin deserve the same representation, credibility and dedicated advocacy that a full-time position would provide.

Communications Specialist – Senior

The pandemic has highlighted the rights, services and care that long-term care residents expect and are entitled to receive. The pandemic shone a bright light on many of the issues present in long-term care and health care systems. There is an increased need for the Board and programs to be able to communicate with long-term care providers and insurance companies and for the Board to be the voice for the residents and Medicare beneficiaries. BOALTC's ability and capacity to reach the citizens, providers and communities across the state and to respond to media inquiries would be greatly heightened with the addition of the Communication Specialist position. BOALTC has experienced advances in technology and the need for updated websites, social media development and communication management for enhanced accessibility, improved ease of communications through streamlined coordination, and management of listservs and other tools to disseminate important information to a wide audience in a timely manner.

Executive Assistant

The sole administrative support positions for the agency are 1.0 FTE Office Manager, 1.0 FTE intake specialist to manage the Ombudsman and Volunteer Ombudsman intake line, and a 1.0 FTE intake specialist to manage the Medigap Helpline intake line. The requested Executive Assistant would serve as a back-up for the intake and Office Manager positions.

Additional support is necessary for the Medigap helpline intake due to the volume and complexity of information handled on the calls received, which has begun to exceed the resources available for support. For example, in FY 2020-21, the Medigap Helpline had over 11,000 contacts and in FY 2021-22 nearly 10,800 contacts. The time a counselor spends on each phone call with a beneficiary has increased and in FY 2021-22, averaged 35.5 minutes per call. This increase in time per call reflects the complexity of navigating the Medicare system, the knowledge required of BOALTC's insurance counselors and the dedication necessary to assist every caller.

Further, when intake staff is on vacation, duties fall to a lead or the program supervisor, taking time away from supervisory duties and technical assistance.

BOALTC's Attorney Management/Counsel is currently not able to focus their efforts on fulfilling federal and state responsibilities due to the lack of administrative staff and resources. The Older Americans Act per 42 USC § 3058g provides that the State agency "shall ensure" there is "adequate legal counsel" to advise and consult with Ombudsmen to protect the "health, safety, welfare and rights of residents" and to assist the Ombudsmen with performance of their duties. Wis. Stat. § 16.009(3)(bm) reflects the federal requirement for the Board on Aging to employ an attorney to provide legal services in accordance with the requirements of the Ombudsman program for complaint resolution and systems advocacy.

However, currently the Attorney Management/Counsel to the Board position includes the following titles and responsibilities: Records Officer, Records Custodian, Equity and Inclusion Officer and Board Parliamentarian. BOALTC's Attorney Management position currently assists with all Board publications, communications, review of print materials, website management, equity and inclusion plan implementation and monitoring, and all responses to media inquiries. As there is limited administrative support for the Executive or management team, the Attorney Management handles many administrative tasks and duties as needed. The granting of the Executive Assistant and Communications positions and their ability to focus on administrative tasks would enable the Attorney Management to focus on legal consults and representation for increasingly complex program needs. These positions would also enable program supervisors to more fully devote their time to supervisory, technical assistance and management duties instead of the various administrative work and tasks.

STATUTORY LANGUAGE

Current Language:

Wis. Stat. § 16.009(2)

- (2) The board shall:
- (a) Appoint an executive director within the classified service who shall serve as the state long-term care ombudsman as specified under sub. (4) (a) and who shall employ staff within the classified service.

Wis. Stat. § 16.009(4)

(4)

(a) The board shall operate the office in order to carry out the requirements of the long-term care ombudsman program, as defined in 42 USC 3058g (a) (2), under 42 USC 3027 (a) (12) (A) and 42 USC 3058f to 3058h and in compliance with 42 CFR 1321 and 1324. The executive director appointed by the board shall serve as the state long-term care ombudsman. The executive director may delegate operation of the office to the staff employed under sub. (2) (a), as designated representatives of the ombudsman.

Proposed Language:

Wis. Stat. § 16.009(2)

- (2) The board shall:
- (a) Appoint an executive director within the classified service who shall employ the state long-term care ombudsman under sub. (4) (a) and staff within the classified service.

Wis. Stat. § 16.009(4)

(4)

(a) The board shall operate the office in order to carry out the requirements of the long-term care ombudsman program, as defined in 42 USC 3058g (a) (2), under 42 USC 3027 (a) (12) (A) and 42 USC 3058f to 3058h and in compliance with 45 CFR 1321 and 1324. The executive director appointed by the board shall employ the state long-term care ombudsman. The state ombudsman may delegate operation of the office to the staff employed under sub. (2) (a), as designated representatives of the ombudsman.

Decision Item by Line

2325 Biennial Budget

DEPARTMENT

CODES	TITLES
432	Board on Aging and Long-Term Care

DECISION ITEM

CODES	TITLES
4000	BOALTC Administrative Staffing

	Expenditure Items	1st Year Cost	2nd Year Cost
01	Permanent Position Salaries	\$97,400	\$129,900
02	Turnover	\$0	\$0
03	Project Position Salaries	\$0	\$0
04	LTE/Misc. Salaries	\$0	\$0
05	Fringe Benefits	\$47,200	\$62,900
06	Supplies and Services	\$30,600	\$30,600
07	Permanent Property	\$0	\$0
08	Unallotted Reserve	\$0	\$0
09	Aids to Individuals & Organizations	\$0	\$0
10	Local Assistance	\$0	\$0
11	One-time Financing	\$0	\$0
12	Debt service	\$0	\$0
13		\$0	\$0
14		\$0	\$0
15		\$0	\$0
16		\$0	\$0
17	TOTAL	\$175,200	\$223,400
18	Project Positions Authorized	0.00	0.00
19	Classified Positions Authorized	3.00	3.00
20	Unclassified Positions Authorized	0.00	0.00

2325 Biennial Budget

Decision Item by Numeric

Program	Decision Item/Numeric	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
	4000 BOALTC Administrative Staffing				
01	Identification of the needs of the aged and disabled	1			
	01 General program operations	\$89,000	\$113,600	1.50	1.50
	31 Contracts with other state agencies	\$61,300	\$78,200	1.05	1.05
	32 Insurance and other information, counseling and assistance	\$24,900	\$31,600	0.45	0.45
	Identification of the needs of the aged and disabled Sub Total	\$175,200	\$223,400	3.00	3.00
	BOALTC Administrative Staffing Sub Total	\$175,200	\$223,400	3.00	3.00
	Agency Total	\$175,200	\$223,400	3.00	3.00

2325 Biennial Budget

Decision Item by Fund Source

Decision Item/Source of F	unds	1st Year Total	2nd Year Total	1st Year FTE	2nd Year FTE
4000 BOALTC Administrative St	affing				
GPR	S	\$89,000	\$113,600	1.50	1.50
PR	S	\$86,200	\$109,800	1.50	1.50
BOALTC Administrative Staffing	g Total	\$175,200	\$223,400	3.00	3.00
Agency Total		\$175,200	\$223,400	3.00	3.00

Proposal under s. 16.42(4)(b)2.: 0% change in each fiscal year

FY: **2024**Agency: **BOALTC - 432**

Exclusions: Federal

Debt Service

	Appropriation		Fund Adjusted Base		Base	(See Note 1) 0% Change	Proposed Budget 2024		Item	Change from Adj Base		(See Note 2) Remove SBAs		Change from Adjusted Base after Removal of SBAs		
Agency	Alpha	Numerio	Source	\$	FTE	Target	Proposed \$	Proposed FTE	Ref.	\$	FTE	\$	FTE	\$		FTE
432	1 a	10:	L GP	1,710,500	20.48	0	1,828,000	20.48		117,500	0.00	(117,500)	0.00		0	0.00
432	1k	13:	L P	1,569,300	18.04	0	1,616,200	18.04		46,900	0.00	(46,900)	0.00		0	0.00
432	1kb	132	<u> P</u>	538,500	5.98	0	550,300	5.98		11,800	0.00	(11,800)	0.00		0	0.00
Totals				3,818,300	44.50	0	3,994,500	44.50		176,200	0.00	(176,200)	0.00		0	0.00

Note 1: Reduction target must be met within state operations appropriations, but may be allocated across those appropriations and fund sources.

Note 2: Amounts should be SBAs (DINs 3001 - 3011) from agency request multiplied by -1.

Niff

Target Reduction =

0

Difference =
Should equal \$0

Items - Describe proposed changes (excl. SBAs) to reach target or other priorities of agency

1

Proposal under s. 16.42(4)(b)2.: 0% change in each fiscal year

FY: **2025**Agency: **BOALTC - 432**

Exclusions: Federal

Debt Service

	Appropriation		Fund Adjusted Base		Base	(See Note 1) 0% Change	Proposed Budget 2025		Item	Change from Adj Base		(See Note 2) Remove SBAs		Change from Adjusted Base after Removal of SBAs		
Agency	Alpha	Numerio	Source	\$	FTE	Target	Proposed \$	Proposed FTE	Ref.	\$	FTE	\$	FTE	\$		FTE
432	1a	10:	L GPF	1,710,500	20.48	0	1,831,700	20.48		121,200	0.00	(121,200)	0.00		0	0.00
432	1k	13:	L PF	1,569,300	18.04	0	1,622,900	18.04		53,600	0.00	(53,600)	0.00		0	0.00
432	1kb	133	<u> P</u> F	538,500	5.98	0	550,300	5.98		11,800	0.00	(11,800)	0.00		0	0.00
Totals				3,818,300	44.50	0	4,004,900	44.50		186,600	0.00	(186,600)	0.00		0	0.00

Note 1: Reduction target must be met within state operations appropriations, but may be allocated across those appropriations and fund sources.

Note 2: Amounts should be SBAs (DINs 3001 - 3011) from agency request multiplied by -1.

Difference = 0

0

Should equal \$0

Target Reduction =

Items - Describe proposed changes (excl. SBAs) to reach target or other priorities of agency

1

Proposal under s. 16.42(4)(b)1.: 5% change in each fiscal year

FY: **2024**Agency: **BOALTC - 432**

Exclusions: Federal

Debt Service

						(See Note 1)				(See Note 2)				Change from Adjusted Base			
	Approp	riation	Fund	ınd Adjusted Base		5% Reduction	Proposed Budget 2024		Proposed Budget 2024		Item	Item Change from Adj Ba		Remove	SBAs	after Removal of SBAs	
Agency	Alpha	Numeric	Source	\$	FTE	Target	Proposed \$	Proposed FTE	Ref.	\$	FTE	\$	FTE	\$	FTE		
432	1a	101	GPR	1,710,500	20.48	(85,500)	1,828,000	20.48		117,500	0.00	(117,500)	0.00	0	0.00		
432	11	131	PR	1,569,300	18.04	(78,500)	1,425,300	18.04	1	(144,000)	0.00	(46,900)	0.00	(190,900)	0.00		
432	1kb	132	PR	538,500	5.98	(26,900)	550,300	5.98		11,800	0.00	(11,800)	0.00	0	0.00		
Totals				3,818,300	44.50	(190,900)	3,803,600	44.50		(14,700)	0.00	(176,200)	0.00	(190,900)	0.00		

Note 1: Reduction target must be met within state operations appropriations, but may be allocated across those appropriations and fund sources.

Note 2: Amounts should be SBAs (DINs 3001 - 3011) from agency request multiplied by -1.

Difference = 0
Should equal \$0

(190,900)

Target Reduction =

Items - Describe proposed changes (excl. SBAs) to reach target or other priorities of agency

The advocacy and counseling services of the Board's programs are mandated by state and federal law and recognized by citizens as a valuable resource to assure that consumers of long-term care services and Medicare-related insurance products are provided with effective advocacy and reliable information. A reduction of this magnitude will significantly increase waiting times for receipt of services provided by the Board's staff and decrease the number of persons who can be directly served by the advocacy and information programs of the Board.

Proposal under s. 16.42(4)(b)1.: 5% change in each fiscal year

FY: **2025**Agency: **BOALTC - 432**

Exclusions: Federal

Debt Service

						(See Note 1)]		(See No	ote 2)	Change from Adjust	ted Base
	Appropriation		Fund	Adjusted Base		5% Reduction	Proposed Budget 2025		Item	Change from Adj Base		Remove SBAs		after Removal of SBAs	
Agency	Alpha	Numeric	Source	\$	FTE	Target	Proposed \$	Proposed FTE	Ref.	\$	FTE	\$	FTE	\$	FTE
432	1 a	101	GPR	1,710,500	20.48	(85,500)	1,831,700	20.48		121,200	0.00	(121,200)	0.00	0	0.00
432	1k	131	PR	1,569,300	18.04	(78,500)	1,432,000	18.04	1	(137,300)	0.00	(53,600)	0.00	(190,900)	0.00
432	1kb	132	PR	538,500	5.98	(26,900)	550,300	5.98		11,800	0.00	(11,800)	0.00	0	0.00
Totals				3,818,300	44.50	(190,900)	3,814,000	44.50		(4,300)	0.00	(186,600)	0.00	(190,900)	0.00

Note 1: Reduction target must be met within state operations appropriations, but may be allocated across those appropriations and fund sources.

Note 2: Amounts should be SBAs (DINs 3001 - 3011) from agency request multiplied by -1.

Difference = 0
Should equal \$0

(190,900)

Target Reduction =

Items - Describe proposed changes (excl. SBAs) to reach target or other priorities of agency

The advocacy and counseling services of the Board's programs are mandated by state and federal law and recognized by citizens as a valuable resource to assure that consumers of long-term care services and Medicare-related insurance products are provided with effective advocacy and reliable information. A reduction of this magnitude will significantly increase waiting times for receipt of services provided by the Board's staff and decrease the number of persons who can be directly served by the advocacy and information programs of the Board.