DEPARTMENT OF HEALTH AND SOCIAL SERVICES (DHSS)

DELAWARE HEALTH CARE COMMISSION COMMISSIONERS STRATEGIC RETREAT

RESETTING AND TRANSFORMING HEALTH CARE IN DELAWARE

NOVEMBER 4, 2022

FACILITATOR:

DR. DEVONA WILLIAMS GOEINS-WILLIAMS ASSOCIATES, INC. WWW.GOEINSWILLIAMS.COM



WELCOME AND INTRODUCTIONS

AGENDA

Welcome and Introduction

Clarifying Commissioners' Roles and Expectations

DHCC Review and Refresh

DHCC Updates

- DHCC Programs
- DIDER
- DIMER

Critical Issues, DHCC Role, and Actions

- Issue I: Diversity/Equity/Inclusion in Health Care Policy Statement
- Issue 2: Workforce
- Issue 3: Emerging Issues

Strategic Direction 2023 and Discussion

Wrap Up and Future Actions

Public Comment



Adjourn

PURPOSE AND OBJECTIVES

PURPOSE:

To reach agreement on future focus and priorities of the DHCC for the next year and create an action plan.

OBJECTIVES:

- 1. Discuss critical issues and reach agreement on DHCC role and action plan.
- Discuss and reach agreement on ways to advance DHCC programs and initiatives.
- Discuss and reach agreement on strategic direction and focus for the coming year.



GROUND RULES

- No right or wrong
- Everyone participates by video, mute when not speaking
- Brainstorming let ideas flow
- Respect others' opinions
- Bucket list for tangents
- Expect unfinished business





ICEBREAKER: STRATEGIC ROLE OF COMMISSIONERS



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What is your strategic role or value as a Commissioner with the DHCC?



STRATEGIC ROLE OF COMMISSIONERS



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- Thought leadership
- Strategic, forward thinking
- Transformational
- Provide guidance to staff
- Share expertise and perspectives from professional backgrounds
- Take on key issues that add value to Delaware's health care system



DHCC REVIEW AND REFRESH

2022 FOCUS, PRIORITIES, AND PRINCIPLES

2022 Focus and Priorities

- Workforce
- ARPA Funding

Principles (how we should operate)

- Affordable care overall.
- Patient centered.
- Services integration with emphasis on mental health, of care.
- Social determinants of health.



ACTION ITEMS FROM 2021 STRATEGIC RETREAT

- Health Care Provider Loan Repayment Program (HCPLRP)
- Workforce
- American Rescue Plan Act (ARPA) of 2021
- Diversity/Equity/Inclusion in Health Care Policy
- DIDER Advancement
- DIMER Advancement



MISSION STATEMENT

The DHCC strives to foster initiatives, design plans, and implement programs that promote access to high-quality affordable care, improve outcomes for all Delawareans, and foster collaboration among the public and private sectors regarding health care.

ROLES, RESPONSIBILITIES AND/OR GOALS:

- Collaborate with other state agencies, instrumentalities, and private sector
- Convene stakeholders
- Initiate pilots
- Analyze the impact of previous and current initiatives
- Recommend policy changes to support improved access to high-quality, affordable care



REFRESH: DUTIES AND AUTHORITY OF THE COMMISSION

- Develop pilot health access projects, consult with public and private entities, assign implementation to the appropriate state agency, and monitor and oversee program progress to ensure that each pilot program is evaluated by an outside, independent evaluator (§ 9903)
- Administration of the Delaware Institute of Medical Education and Research (DIMER) (§ 9903(c)) and the Delaware Institute for Dental Education and Research (DIDER) (§ 9903(d)) which serve as advisory boards to the Commission

REFRESH: DUTIES AND AUTHORITY OF THE COMMISSION

- Collaborate with the Primary Care Reform Collaborative to develop annual recommendations that will strengthen the primary care system in Delaware (§ 9903(f) and § 9904A)
- Establish and administer the Delaware Health Insurance Individual Market stabilization Reinsurance Program and Fund (§ 9903(g))
- Administration of a Health Care Provider Loan Repayment Program (§ 9903(j))
- Administration of the Health Care Spending and Quality Benchmarks program (Executive Order 25)





DHCC UPDATES

DHCC RETREAT

HEALTH CARE PROVIDER LOAN REPAYMENT PROGRAM (HCPLRP) UPDATES



NOVEMBER 4, 2022

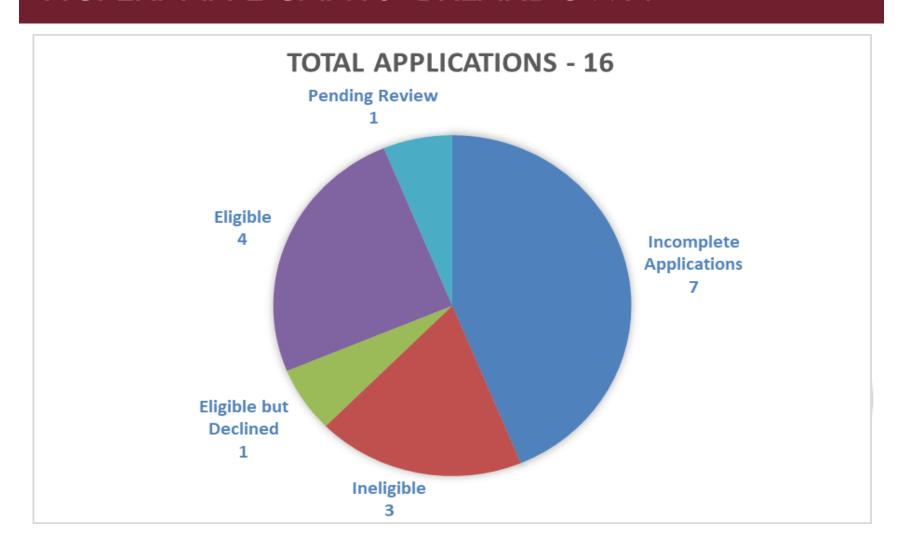
Stephanie Hartos, MPH (DHCC Public Health Administrator) Elisabeth Massa, MA (DHCC Executive Director)

HEALTH CARE PROVIDER LOAN REPAYMENT PROGRAM (HCPLRP) BACKGROUND

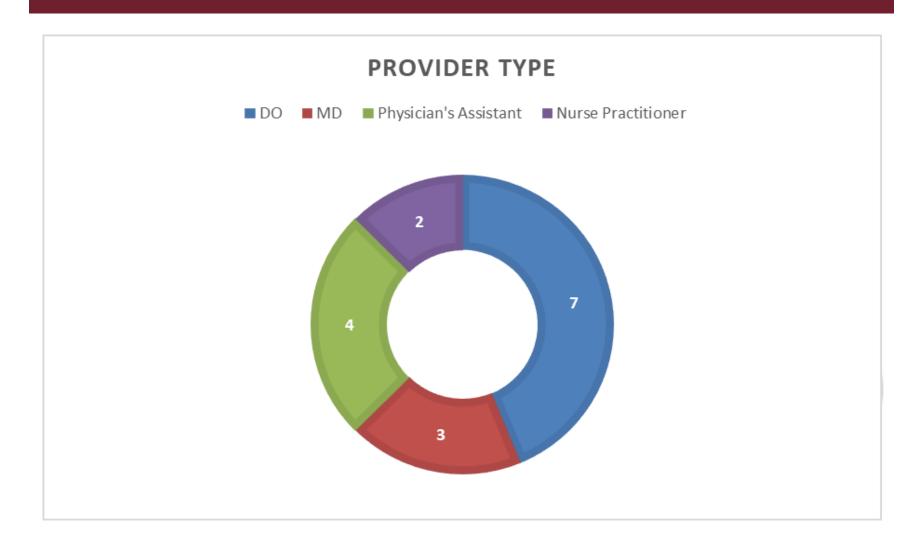
- HB 48 with HA I established a Health Care Provider Loan Repayment Program (HCPLRP) for new primary care providers. The Delaware Health Care Commission (DHCC) is responsible for the administration of the program and may award education loan repayment grants to new primary care providers up to \$50,000 per year for a maximum of four years.
- Eligible clinicians must be a new primary care provider in an ambulatory or outpatient setting and completed graduate education within six-months of the application for HCPLRP grant being submitted.
- Awarded clinicians will be asked to commit to an initial contract term of two
 (2) years with the State of Delaware to receive loan repayment.
- Priority consideration will be given to Delaware Institute of Medical Education and Research (DIMER)-participating students and participants in Delaware based residency programs.



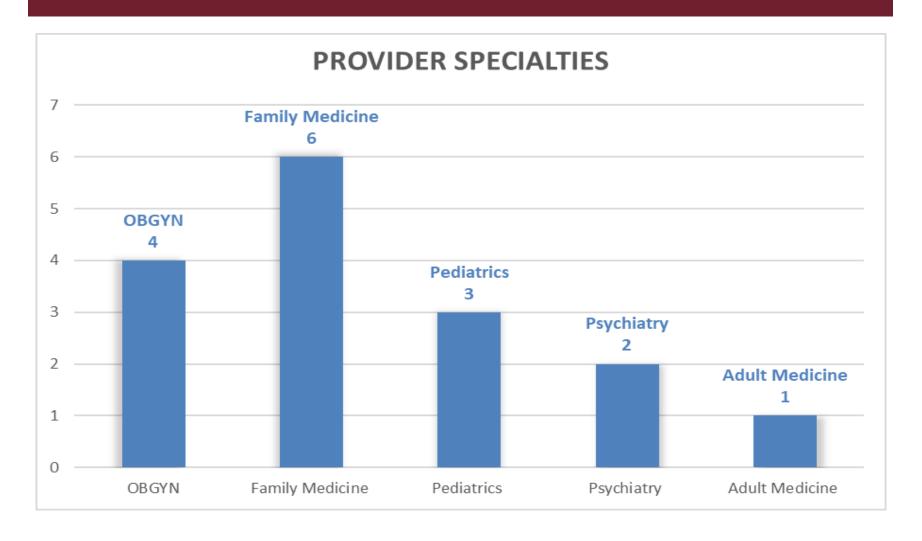
HCPLRP APPLICANTS- BREAKDOWN



HCPLRP APPLICANTS- BREAKDOWN



HCPLRP APPLICANTS- BREAKDOWN



CURRENT ELIGIBLE PRACTITIONERS (TENTATIVE)

Provider Type	Employer	HPSA ID	50% Match?	Total Award Amount for 2-Year Contract	Anticipated Contract Start Date
DO, Pediatrics	Just for Kids Pediatrics	1107638531	No	\$60,000	12/15/2022
MD, Family Medicine	Dover Family Physicians	1105587710	No	\$30,000	12/15/2022
MD, OBGYN	Christiana Care	1105587710	Yes	\$60,000	12/15/2022
MD, Family Medicine	Christiana Care	1107638531	Yes	\$100,000	12/15/2022

HCPLRP MARKETING AND OUTREACH IN THE FALL OF 2022

- DHCC staff have attended meetings with the Delaware Health Sciences Alliance (DHSA) on Healthcare Recruitment and Workforce Development where this program was discussed.
- DHCC staff attended the Delaware Healthcare Association (DHA) Annual Healthcare Forum on October 25 as a vendor to advertise and promote the HCPLRP.
- DHCC staff has been meeting with hospital systems to advertise our program and encourage collaboration.
- HCPLRP brochures have been printed and are available for distribution.
- HCPLRP application has been updated and more user friendly



MARKETING AND OUTREACH GOALS FOR 2023

- Looking to become involved with Residency programs both in Delaware and in surrounding states to better advertise our program.
- Broaden our outreach to more medical schools in the Eastern U.S.
- Continue collaborations with DHSA, DHA, the Medical Society, and other stakeholders who have interest in this program.
- Continue making awards on a regular basis as word-of-mouth is a great form of marketing.

PRIMARY CARE REFORM COLLABORATIVE (PCRC) UPDATES

NOVEMBER 4, 2022

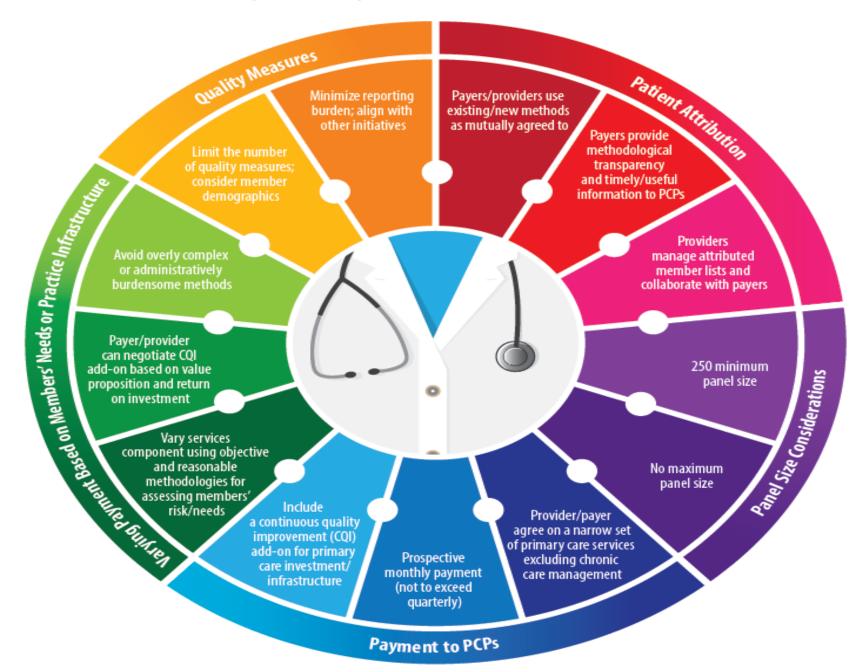
Nancy Fan, MD (DHCC and PCRC chair)

PRIMARY CARE INVESTMENT: INCREASES AS A PERCENT OF TOTAL SPEND

Rate Filing Year	Plan Year	Minimum % Total Cost of Medical Care Spent on Primary Care
2022	2023	8.5%
2023	2024	10%
2024	2025	11.5%



Delaware Primary Care Payment Model: Initial Design Framework



PCRC WORKGROUPS

■ The Payment and Attribution, Care Coordination, and Quality Measures and Benchmarks Workgroups will be meeting in early November to finalize their recommendations for Version 2.0 of the Primary Care Payment Model.



PAYMENT AND ATTRIBUTION WORKGROUP E&M CODE RECOMMENDATIONS FOR BUNDLE

New or Established Patient Office or Other Outpatient Visit:

99201-99205 (New 10-60 Minutes)

99212-99215 (Established 10-40 Minutes)

Prolonged Patient Service or Office or Other Outpatient Service 30-60 Minutes:

99354-99355

Physician Telephone Evaluation 5-30 Minutes:

99441

Physician Online Evaluation and Management Service:

99444

Prolonged Patient Service Without Direct Patient Contact 30-60 Minutes:

99358-99359

QUALITY MEASURES AND BENCHMARKS WORKGROUP- CURRENT RECOMMENDATIONS

	Measure	Population
1.	Colorectal Cancer Screening	Adult
2.	Breast Cancer Screening	Adult
3.	Hemoglobin A1c control (< or =9%)	Adult
4.	Statin Therapy for Patients with Diabetes	Adult
5.	Statin Therapy for Patients with Cardiovascular Disease	Adult
6.	Controlling High Blood Pressure	Adult
7.	BMI (Process Measure)	Adult and Pediatric
8.	Depression Screening	Adult and Pediatric
9.	Tobacco Screening and Cessation Intervention	Adult
10.	Well Visits	Pediatric

LOOKING AHEAD

- The DHCC initiated a Request for Proposal (RFP) for primary care support.
- A vendor should be selected later this fall.
- In 2023, the PCRC will continue developing the model and focus more heavily on practice transformation and moving away from traditional fee-for-service.
- The model with serve as a shared resource between DHCC and the Office of Value-Based Health Care Delivery (OVBHCD).
- The PCRC will continue meeting with other states to learn more about their value-based payment models and will continue collaborating closely with the OVBHCD and other stakeholders to ensure the requirements set forth by SB 120 are met.



DIDER ADVANCEMENT

- Update
- What strategies might advance DIDER goals and align with HCC strategic direction?





DIDER Report to DHCC

November 4, 2022

Louis Rafetto, DMD, MEd Chairperson

Internal Review – 2021

✓ Of the 7 purposes put forth in the legislation, which has DIDER been most successful in addressing and why?

"Temple program and CCHS general practice residency not only provide training opportunities, but CCHS also provides treatment to the community."

✓ Which has DIDER been least successful and why?

"Lack of funding"

"A consistent champion in the legislature" (May change after current task force hearings)

"Insufficient initiatives that support recruitment of dentists and / or hygienists to practice in underserved areas."

Per 2019 study commissioned by D.H.C.C., conducted by Star-Med, LLC., the following conclusions were made about DIDER:

Since 2012, Temple Univ. has met or exceeded its commitment to admit at least 5 Delaware residents to the Kornberg School of Dentistry each year.

From 2014 - 2018, the rate of acceptances for Delaware applicants ranged from 31.8% to 47.6%, compared to an acceptance rate for non-Delaware applicants ranging from 9.6% to 11.4%. The average acceptance rate for Delaware applicants was 42.6%, while the average acceptance rate for applicants not from Delaware was 10.5%.

From 2000 to 2018, over 54% of those who completed dental school and a post-graduate year were licensed and practicing dentistry in Delaware.

<u>Conclusion</u>- DIDER has well achieved its goal to obtain dental school admission for Delaware residents and to achieve a strong rate of return to practice in Delaware and should continue to be strongly supported.

DIDER and DIMER Graduates Obtaining a License in Delaware

REPORT TO THE DELAWARE HEALTH CARE COMMISSION 2019 Health Care Workforce Study

By review of the Delaware professional licensing database, 33.9% of TJUSKMC DIMER students available to practice and 31.1% of such PCOM DIMER students were found to have had a license to practice medicine in the state.

By review of the state's professional licensing database, over 54% of those who have completed dental school and a post-graduate year are licensed and practicing dentistry in Delaware.

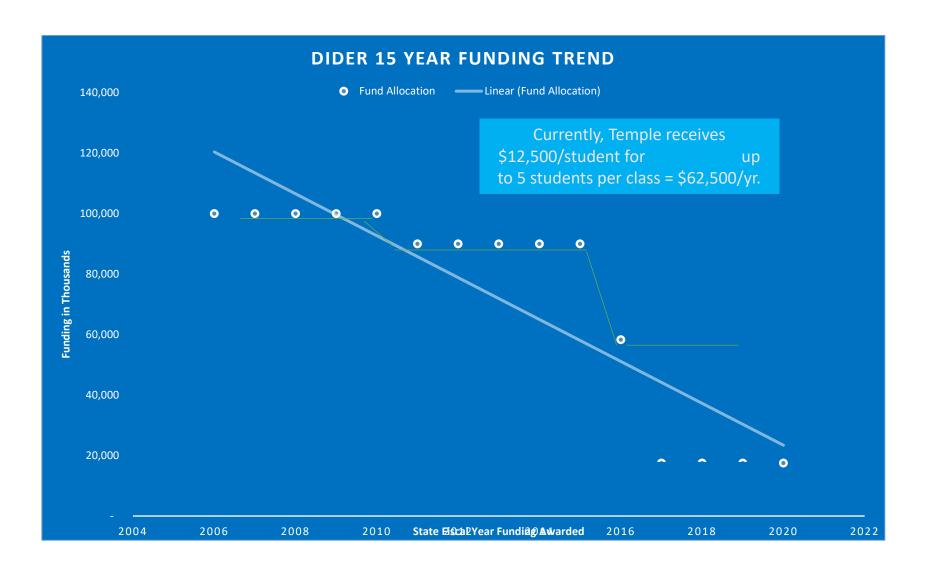
DIMER's record is excellent

AND

DIDER's record compares favorably to DIMER's record

Challenges

- Lack of state support
 - Diminishing financial support for existing programs over the past decade
- No support from D.H.S.A. (financial or otherwise)
- Restrictions on student loan repayment program
 - Federal limited to FQHCs / Prison system
 - State program only available to medical providers



Most Recent DIDER Funding Requests:

Outreach / Engagement Support – Funding to allow outreach to potential students at the university (University of Delaware and Delaware State University) and high school levels as well as to engage enrolled DIDER students during their academic careers. Funding would allow access to a professional marketing / media firm to assist with development of promotional materials, to refresh the DIDER webpage, and to establish a communication plan.

<u>Dental Admissions Testing Preparation</u> – DIDER requests funds to support a pilot program to award qualified U.R.M. students access to a Dental Aptitude Test (DAT) prep course. Further, support might also be extended for such students to take the DAT exam.

<u>General Practice Residency (GPR) Program</u> – Given that the GPR program at Christiana is the single biggest attractor of new dentists to the state, DIDER requests funding to support the program. Historically, the cost of one GPR seat was funded by DIDER. However, this money was lost more than a decade ago. Restored funding will allow expansion of the residency going forward.

<u>Tuition Assistance</u> – Most students graduate from dental school with debt loads approaching \$500,000.00. Existing DIDER funding only provides an advantage in gaining admission to Temple Dental School. The opportunity to provide tuition assistance would expand the opportunity for Delaware residents to attend dental school and provide the state / DIDER a closer link to those students who might receive such funding. Similar to the aforementioned GPR funding, the Delaware General Assembly previously supported this effort.

Deliverables	Projected Cost	Timeline
Outreach / Engagement Support	20,000	April 1, 2022 – June 30, 2022
Dental Admissions Testing Preparation	10,000	July 1, 2022 – June 30, 2023
General Practice Residency Program	200,000	July 1, 2023 – June 30, 2024
Tuition Assistance	40,000	July 1, 2023 – June 30, 2024
Total Request and Timeline:	270,000	April 1, 2022 – June 30, 2024

URM Efforts

- Have been a few URM applicants over the past several years from Delaware State University with favorable g.p.a. but noncompetitive D.A.T. scores
- <u>Response</u> Developed an application / protocol for URM students to have access to a Dental Aptitude preparation course
- Frustration No funding available
 - D.I.D.E.R. funds fully committed to support program with Temple Dental School
 - While D.H.S.A. supports a similar program for M.C.A.T.s, they will not consider funding similar program for D.A.T.s
 - Requested funding from DHCC (no feedback to date)

Temple School of Dentistry 2021-2022 Application Cycle



- 3453 Total Applications
 - 2781 Reviewed for consideration
 - Avg. DAT Score: 21.3
 - Avg. Sci GPA: 3.52 / Avg. Overall GPA: 3.57
 - Number of US States Represented: 19
 - 53% Male / 47% Female
 - 43% Pa Resident, 48% non-PA resident
 - 9% non-US Citizen



2021-2022 Application Cycle - DE

Applicants: 20

Applicants Reviewed: 18

• Interviewed: 12

• Accepted: 10

• Declined: 3

• Enrolled: 4

Invited to apply to Post Bacc: 7

Enrolled in Post Bacc: 4

12 different schools represented including 6 from the University of DE and 1 from DE State, making recruitment challenging at university level.

2022-2023 Applications (Oct. 4, 2022)



- 3139 Total Applications
- 2197 Reviewable for Consideration
- Delaware Candidates
 - 17 Applications (1 URM Hispanic)
 - 8 Invited to Interview
 - 7 interviewed
 - 4 Currently under review
 - 5 Completing application



Ashley Banks, D.M.D.

Program: General Practice Dentistry Hometown: Dagsboro, DE Undergrad: University of Delaware

Dental school: Temple University The Maurice H. Kornberg School of Dentistry



Mark Tanchanco , D.M.D.

Program: General Practice Dentistry

Hometown: Middletown, DE Undergrad: Loyola University Maryland Dental school: Tufts University School of Dental Medicine



Erin Britt, D.D.S.

Program: General Practice Dentistry

Dental school: Virginia Commonwealth University School of Dentistry



Racquel Joseph , D.M.D.

Dental school: Temple University The Maurice H. Kornberg School of Dentistry



Khushbu Patel , D.M.D.

Program: General Practice Dentistry Year: GPD-1

Hometown: Fair Lawn, NI Undergrad: University of Pittsburgh

Dental school: University of Pittsburgh School of Dental Medicine



Program: General Practice Dentistry Year: GPD-1

Hometown: Middletown DE Undergrad: University of Delaware

Dental school: University of Maryland School of Dentistry



Linda Asiamah , D.D.S.

Program: General Practice Dentistry Hometown: Houston, TX



Program: General Practice Dentistry

CCHS Residency as a Recruitment Tool

This year's class of g.p.r. residents is typical of the past several years ... diverse, from different dental schools and states of origin



Oral & Maxillofacial Surgery Program also draws from diverse backgrounds and locations, including: California Ohio Missouri Pennsylvania Virginia

Oral and Maxillofacial Surgery 2022 2023



Barry Boyd, MD, DMD, FACS Program Director



Marissa Beligihold, 00% 0M5 - 4



Ahmad Elbejay, DMD, MPI:



lacob Gribb, DM OMS - 3



John Wheelock, I GMS - 3



Minsung Kim, DD OMS - 2



Arjun Kalandaivelu, 105 OMS 2



rett Backer, DMD



Jose De La Guerra, 10/10 OMS 1



Mohamed Alshures, DMD OMS - INTERN



Harrison Heise, DMD OMS INTERN

2020 - 2021 and 2021-2022 **GPR Classes**

General Practice Dentistry 2021-2022



















General Practice Dentistry 2020-2021























Recent Dental Licenses Issued (64 Dentists / 73 Hygienists)

Dentists

<u>2021</u>

28 dental licenses issued

- 8 from DE based residency
- 14 from out-of-state residencies
- 6 via reciprocity pathway

<u>2022</u>

36 dental licenses issued

- 10 from DE based residency
- 18 from out-of-state residencies
- 8 via reciprocity pathway

Hygienists

2021

- 41 Hygiene licenses issued
 - 22 by examination pathway
 - ▶ 19 by reciprocity pathway

2022

- 32 Hygiene licenses issued
 - 21 by examination pathway
 - 11 by reciprocity pathway

No Qualified Applicant to Take the Dental Exam Has Ever Been Turned Away From Taking the Exam

Outreach To Potential High / College Students

- <u>Action</u> Sub-committee working to establish an updated standardized power point presentation on dentistry as a career as well as organize "points of contact" to identify opportunities (coordinated with DSDS)
 - Previous effort have been "one-offs" and piecemeal
- <u>Frustration</u> A lack of funding to support more elaborate outreach opportunities and marketing materials

Dentists and Dental Students in Delaware 2022

The following slides adopted from presentation by the survey's P.I. Tibor Tóth, Ph.D., Assistant Professor, Biden School of Public Policy and Administration, tibi@udel.edu

Study Population = All **Dentists in DE** providing **direct patient care in DE**

- List from Div of Professional Regulation: 542 as of April 1, 2022
 - 542 marked active
 - 78 Duplicates
 - 464 Unique + 27 identified through input from Dentists for a total of 491 contacted.

High Return Rate Demonstrated a "high level of cooperation"

Between DSDS And The Investigating Team

The survey sheds light on common criticisms heard about dental licensure



Figure 2.8

Dentists State of High School Graduation by County, Delaware, 2022

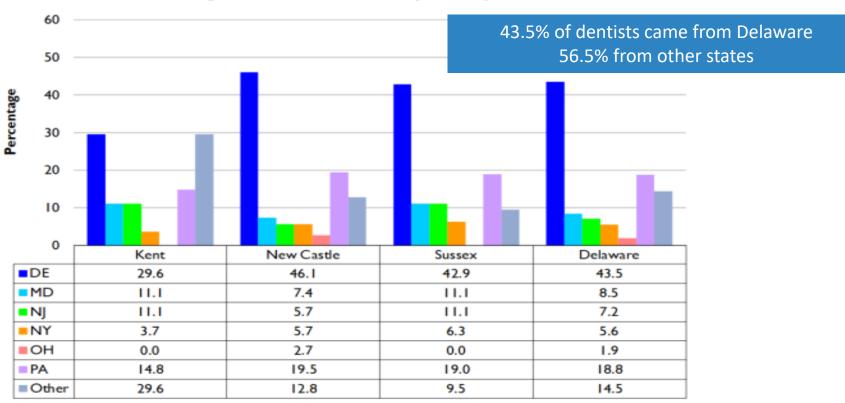


Figure 2.9
State of Dental School Attendance of Dentists by County, Delaware, 2022

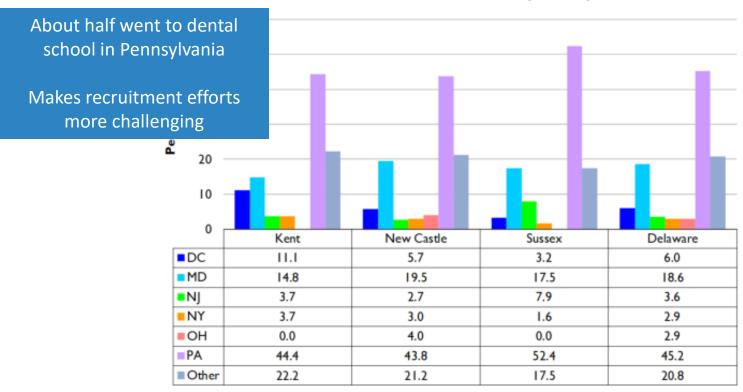
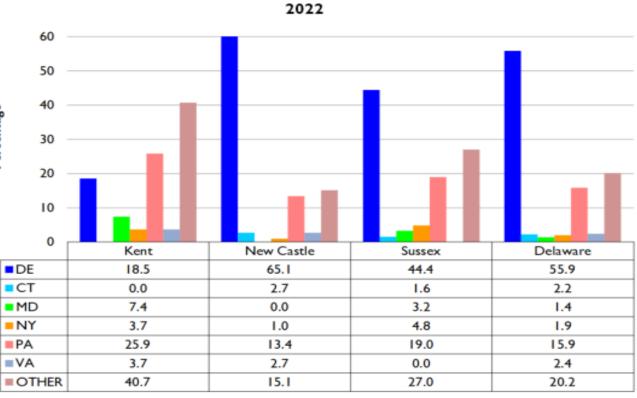


Figure 2.10
State of Dental Residency Program Attendance of Dentists by County, Delaware,

56% did residency in DE 44% did residency in other states



Delaware's Dental Students / Residents

- Study Population = Delaware's Dental Students
 - Recruited by:
 - E-mails to schools/residency programs
 - Personal contacts/appeal to dental program training participants

29 responses / 22 deemed "usable"

Figure 6.1
Estimated Student Debt (Undergrad + Dental school) of Dental Students/Residents, Delaware, 2022

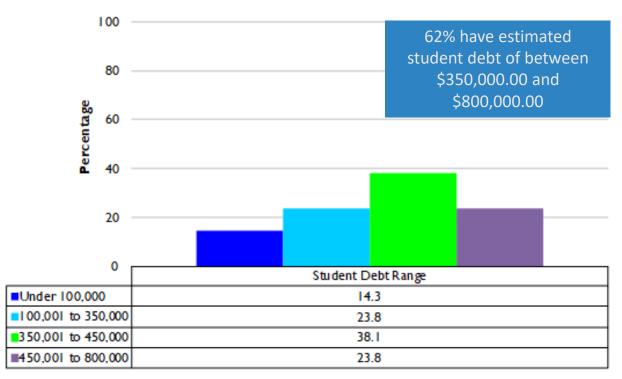


Figure 6.2
Percentage of Dental Students/Residents by Decision on where they will Practice,
Delaware, 2022

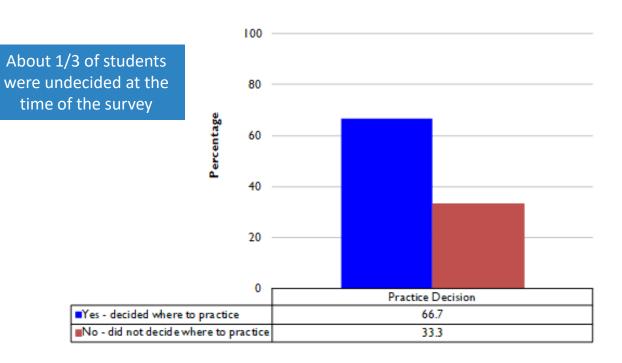


Figure 6.3

Percentage of Dental Students/Residents by Location of Where They Intend to Practice, Delaware, 2022

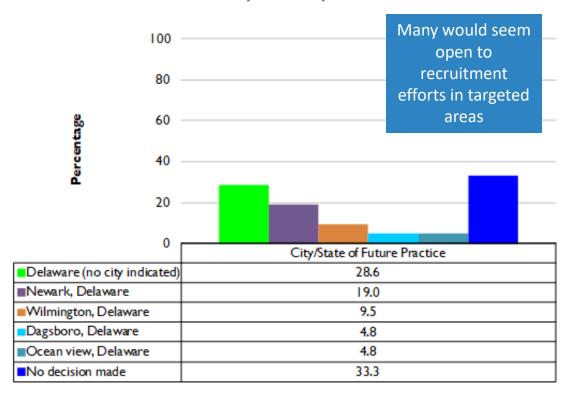


Figure 6.4

Percentage of Dental Students/Residents by Type of Practice They Intend To Go
Into, Delaware, 2022

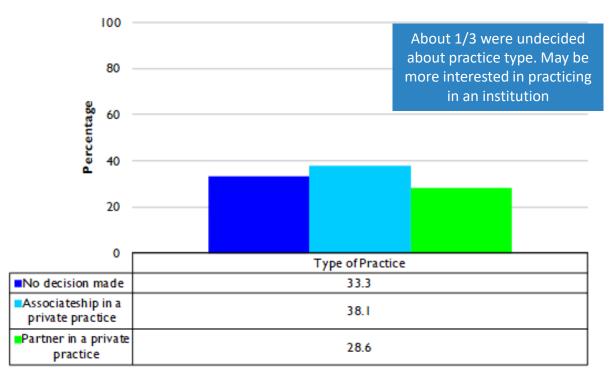


Figure 6.5

Percentage of Dental Students/Residents by Importance (Self Identified) of Student

Debt in Deciding Where They Will Practice, Delaware, 2022

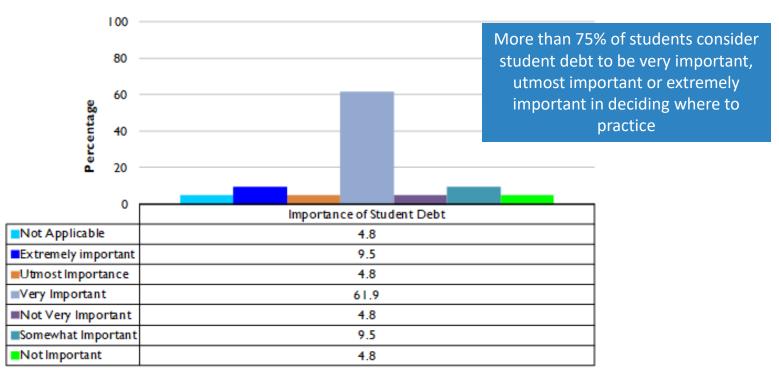


Figure 6.6

Percentage of Dental Students/Residents by Importance (Select Options) of The Loan Repayment Program in Deciding Where They Will Practice, Delaware, 2022

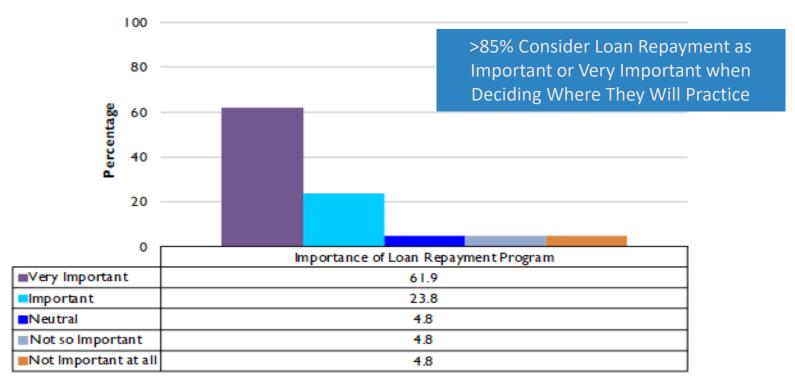


Table 6.1

Percentage of Dental Students/Residents by Ranked Factors of Importance
(Ranking) in Deciding Where They Will Practice, Delaware, 2022

	Most Important	Important	Somewhat Important	Neutral	Somewhat Unimportant	Unimportant	Least Important
Money/debt burden	61.9	14.3	19.0	0.0	4.8	0.0	0.0
Being Close to Family	28.6	47.6	9.5	9.5	4.8	0.0	0.0
Ease to Obtain Initial License	9.5	9.5	9.5	28.6	14.3	9.5	19.0
Type/Care Profile	9.5	52.4	19.0	9.5	4.8	0.0	4.8
Community/Perceived Quality of Life	19.0	42.9	38.1	0.0	0.0	0.0	0.0
School System	9.5	14.3	28.6	14.3	4.8	19.0	9.5

Ease of obtaining a license was the least important concern when considering where to practice

Figure 6.7

Percentage of Dental Students/Residents by Own Perception of General Practice
Residency (GPR) and Advanced Education (AEGD), Delaware, 2022

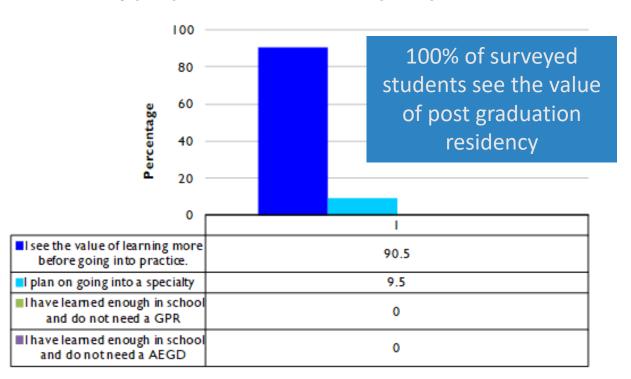
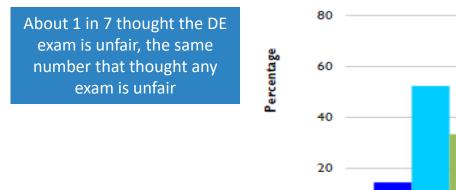


Figure 6.8 Percentage of Dental Students/Residents by Agreement or Disagreement With Statements Relating to dental Licensure Examinations, Delaware, 2022



Agree

Disagree

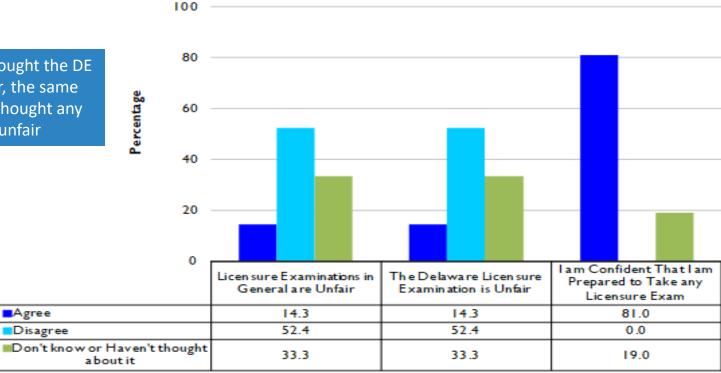


Figure 6.10

Percentage of Dental Students/Residents by the State License They Plan on Obtaining, Delaware, 2022

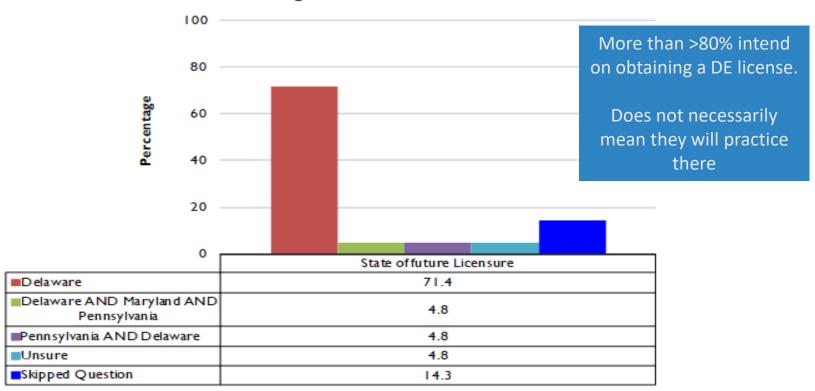


Figure 6.11
Percentage of Dental Students/Residents by Concerns Identified When Thinking about the Delaware Licensing Exam, Delaware, 2022

Concerns the same for any patient based clinical examination

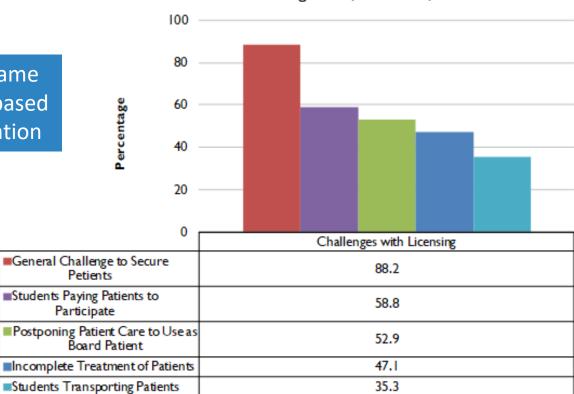
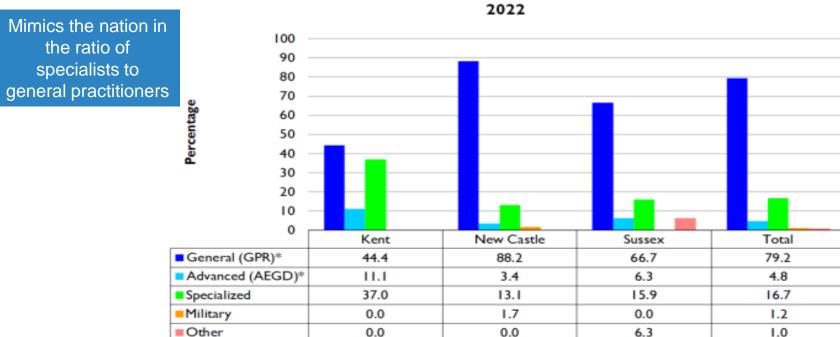


Figure 2.12

Type of Dental Residency Program Attendance of Dentists by County, Delaware,



*AEGD - Advanced Education in General Dentistry *GPR - Genral Practice Residency

Task Force on Access to Dental Care

- DIDER is an active participant on Senator McBride's task force
 - Recruitment and Retention
 - Provider Types
- Important issues are being covered in the 90-120 minute sessions
 - Presentations
 - Q and A Discussions
- Conversations have been productive and respectful
- Report of the Task Force due in February
- Perhaps the results will deliver more resources

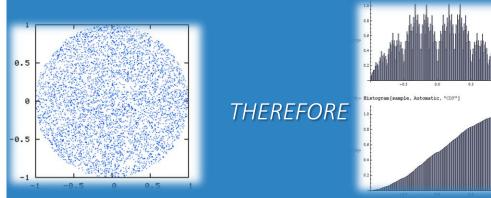
Conclusions

- DIDER is performing its duties well given current financial restraints
- We have an excellent partner in Temple University School of Dentistry
- The CCHS residency provides important training AND community service in addition to be a strong attractor of dentists to Delaware
- DIDER can improve its serve with increased financial (and other) support from the state and other agencies

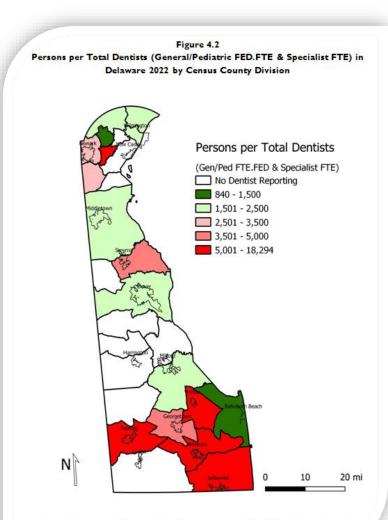
Conclusions

- Consider expansion of mission to include:
 - Support training for dentists to manage patients with disabilities?
 - Support training for hygiene and dental assistants?
- Recruitment efforts at the college and high school levels should be further enhanced
- Recruitment will be most effective if targeted to support areas of areas of need

The distribution of dentists is not random ...



Recruitment efforts should be targeted, using resources in light of what makes dentists practice where they do



THANK YOU

AND

GO PHILLIES!!



DIMER ADVANCEMENT

DIMER

- Update
- What are the best ways to advance DIDER goals and strategies to align with our strategic direction?







DHCC RETREAT

Issue I: Diversity/Equity/Inclusion in Health Care Policy Statement

- What does having the statement mean for the DHCC?
- What are the implications for the role of the DHCC?
- What actions should we take? Who will take the lead (lead and co-lead)?

Issue 2: Workforce

- How do we connect with other workforce initiatives?
- How do we organize to have industry wide discussions?
- What are the policy implications for the DHCC?
- What actions should we take? Who will take the lead (lead and co-lead)?



WORKFORCE SUB-COMMITTEE

- Update
 - Workforce database

Discussion:

- What are the gaps in the data? Can we anticipate any shortfalls in the future?
- How do we use the data for forecasting?
- What policy recommendations should the Commission make regarding the data?



Issue 2: Workforce

- How do we connect with other workforce initiatives?
- How do we organize to have industry wide discussions?
- What are the policy implications for the DHCC?
- What actions should we take? What should be our focus? Who will take the lead (lead and co-lead)?

Issue 3: Emerging Issues

- How do we balance quality of health care with cost?
- How do we talk about health literacy which impacts accessibility?
- What are the policy implications for the DHCC?
- What actions should we take? Who will take the lead (lead and co-lead)?





STRATEGIC DIRECTION 2023 AND DISCUSSION

STRATEGIC DIRECTION 2023

- What can we improve upon?
- What do we want to do differently?
- What should our focus be for 2023? Priorities?





WRAP UP AND FUTURE ACTIONS

DHCC RETREAT

WRAP UP AND FUTURE ACTIONS



- Summary
- Action steps, timetable, and responsibility
- Reflections





PUBLIC COMMENT

DHCC RETREAT

THANK YOU!

QUESTIONS AND ANSWERS

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