This primer highlights how state-level governance structures and staffing specifications support No Wrong Door (NWD) Long-Term Services and Supports (LTSS) Systems in different states, providing considerations for the design of the governance structure and staffing for California's Aging & Disability NWD System. We reviewed and synthesized strategic plans, policy documents, codes and regulations, survey data, program narratives, program evaluations, and promising practices reports for this primer.

The structure of the report is as follows:

- Overview of the NWD Key Elements | Page 1
- Defining a NWD System Governance Structure | Page 3
- Roles and Responsibilities of the NWD Administrator | Page 6
- Governing Body Roles and Responsibilities | Page 7
- Advisory Roles and Responsibilities | Page 9
- State-Level Staff Specifications | Page 10

OVERVIEW OF THE NWD KEY ELEMENTS

The *NWD Key Elements,* developed and published by the Administration for Community Living (ACL), the Centers for Medicare and Medicaid Services (CMS), and the Veterans Health Administration (VHA) in 2015, is a framework for building a high-performing state-level NWD LTSS system.[1] The framework provides guidance for states to assess their progress in transforming LTSS access into a single statewide NWD System, to improve consistency and quality, and to create a vision for their NWD Systems.

Per the *NWD Key Elements*, the four primary **functions** of a NWD system are:

- State governance and administration
- Public outreach and coordination
- Person-centered counseling
- Streamlined eligibility for public programs

This primer focuses on the *NWD Key Elements* that support the state governance and administration function as they directly affect NWD System governance structures and state-level staffing specifications (see Table 1 on Page 2). **Elements** are characteristics or attributes that shape a single statewide NWD system. **Guidance** is included within each Element as recommendations to satisfy the Element. The Elements do not impose a rigid structure on how a state's NWD System should operate. Instead, they allow flexibility to create a high-performing NWD System based on the state's unique structures, populations, and available resources. States satisfy these Elements using different terms to describe their programs, systems, government agencies, and job titles. By addressing these Elements and following the Guidance, states can enhance the sustainability, accessibility, efficiency, and person-centeredness of a NWD System.

[1] https://nwd.acl.gov/pdf/NWD-National-Elements.pdf

Table 1. Elements and Guidance Supporting the State Governance and Administration Function		
Element	**Description**	**Guidance**
State Leadership and Collaboration (Element 1.1)	The state's NWD System is supported by the Governor and involves multiple state agencies responsible for LTSS programs. This collaboration ensures alignment with state goals, resource allocation, and effective coordination among agencies. One agency is designated to lead the development, implementation, and oversight of the initiative.	The Governor should designate the state Medicaid agency, state unit on aging, other agencies serving individuals needing LTSS, and additional agencies of the Governor's choice for involvement in the state's NWD System. Executive-level staff from each designated agency should oversee their agency's work on the system. The Governor will also designate a coordinating state agency. Clear roles and responsibilities for each agency should be defined, and activities should be coordinated. The state should assess federal and state resources for LTSS access and determine their optimal deployment for the NWD System's operations.
Stakeholder Inclusion (Element 1.2)	The state has a formal process to involve key stakeholders, including consumers and their families, in developing and implementing the NWD System. Including stakeholders reflects the needs and preferences of the individuals the NWD System serves.	Stakeholders in the state's LTSS system include older adults, individuals with physical disabilities, intellectual and developmental disabilities, mental and/or behavioral health needs, cognitive impairments, dementia, family members, advocates, Area Agencies on Aging (AAAs), Independent Living Centers (ILCs), local Medicaid agencies, Veteran Service Organizations, community-based service providers, and other relevant public and private entities.
Agency Designations (Element 1.3)	The state oversees and designates local and regional organizations to deliver NWD functions in local communities for a coordinated and consistent approach across the NWD System.	The state will designate external entities to carry out NWD functions. Formal agreements outline their responsibilities, target populations, geographic coverage, relationships with other NWD entities, and reporting requirements. Leveraging existing entities and networks with experience in similar functions is encouraged, including AAAs, ILCs, and Medicaid agencies. Many entities may already receive federal and/or state funding for NWD-related activities. A communication strategy and process will be implemented to ensure effective coordination among all agencies and organizations involved in the statewide NWD System at the state and regional levels.
Person-Centeredness (Element 1.4)	The state implements person-centered planning through the NWD System to make its LTSS system more consumer driven. NWD staff conducting person-centered counseling are adequately and continually trained.	The NWD System will serve as the formal entry point into the State's LTSS system, aiming to improve the consumer experience by prioritizing their preferences and goals. Integrating person-centered planning into the NWD Person-Centered Counseling Function is key to achieving this. Person-centered planning emphasizes consumer choice and self-determination in home and community-based services. Through person-centered counseling, the NWD System empowers individuals to make informed choices and navigate LTSS resources effectively. To ensure successful implementation, staff conducting person-centered counseling should possess competencies in person-centered planning. Additionally, the state should educate managers and key staff within the NWD System about the philosophy and practices of person-centered planning, fostering understanding and support for frontline staff.
Performance Standards and	The state defines performance measures and establishes a process for collecting	The State will utilize existing management information systems and data sources to collect and analyze information for

Continuous Quality Improvement (Element 1.5)	data to manage, evaluate, and improve the NWD System. These measures are benchmarks for assessing the system's effectiveness and identifying areas for improvement. Continuous quality improvement efforts will refine and optimize the NWD System.	implementing, managing, and improving the NWD System. This includes generating timely data on indicators, processes, and outcomes across programs, entities, and populations the system serves. Person-centered surveys will be conducted to measure consumer experiences and preferences. The system will track the impact on efficiency, such as reducing duplication and wait times for applications and eligibility determination. Future demand projections and cost tracking will include cost savings to the Medicaid program by promoting lower-cost LTSS services and avoiding unnecessary expenses for private-paying individuals.
Staffing (Element 1.6)	The state employs enough staff members with the expertise to facilitate administration and operations, effective coordination, management of the NWD System infrastructure, and provision of quality services within the NWD System. This includes training, support, and monitoring local partners to ensure compliance with the NWD System standards. State-level public outreach and coordination efforts, including shared infrastructure such as a website and toll-free number or branding and communication campaigns, must be funded, established, and maintained by competent NWD System staff.	To ensure sufficient staffing for a NWD System, states should assess the number of individuals requiring LTSS and compare it to the number served. Staffing capacity should be continuously evaluated, and strategies should be developed to address gaps. Tracking and analyzing the time needed to assist individuals and utilizing technology to support staff can improve efficiency. States can establish minimum standards for staff knowledge and skills, provide training to enhance these qualities and incorporate staff performance indicators into outcome measurements.

DEFINING A NWD SYSTEM GOVERNANCE STRUCTURE

Initiating NWD Systems

Guidance for the **State Leadership and Collaboration Element** impresses the importance of executive involvement in initiating NWD Systems. Governors can designate state agencies to participate in the NWD System. These agencies are responsible for administering programs and services related to LTSS in the state. Governors may also designate a lead agency and an administrator to oversee the NWD System. The lead agency serves as the central coordinating entity responsible for managing the overall implementation of the NWD System. This enables effective communication, streamlined decision-making, and efficient utilization of resources to support the goals of the NWD System. The inclusion of specific agencies strengthens the governance structure with the presence of state-government players with LTSS system expertise and authority. **California** received executive and legislative support for its NWD System, but there are cases in other states where the NWD System is not initiated in this manner.[2] **Illinois** and **Nevada** started

[2] https://openstates.org/ca/bills/20192020/AB1287/

NWD efforts through ACL NWD planning grants.[3] [4] **Virginia** created and expanded their NWD System through state agency-led collaboration and partnership development.[5]

Interagency Involvement in NWD Governance Structures

NWD Systems exhibit unique characteristics of each state's LTSS population, resources, service delivery approaches, and maturity of the NWD System. Each state sets its policies, priorities, and goals for LTSS that influence the design and structure of NWD System governance and the roles and responsibilities of participating agencies and organizations. The agency arrangements for administering LTSS programs can differ between states, impacting how governance structures are organized, which agencies are involved, and how they coordinate efforts. Stakeholder involvement in governance also varies in how consumers, advocates, and other stakeholders participate in decision-making. While there is variation in governance structures, there are also common components. Figure 1 illustrates a framework of NWD System governance structures observed in other states. The framework introduces four levels of a NWD governance structure with varying degrees of authority, engagement, and contribution that different state-level and external entities have in directing the NWD System. Level I represents the Administrator, Level II represents Executive Members, Level III signifies General Members, and Level IV is divided into two subcategories: Level IV-A denotes Interagency Advisory Members, and Level IV-B refers to Stakeholder Advisory Members. Appendix A contains examples of specific state governance structure diagrams.

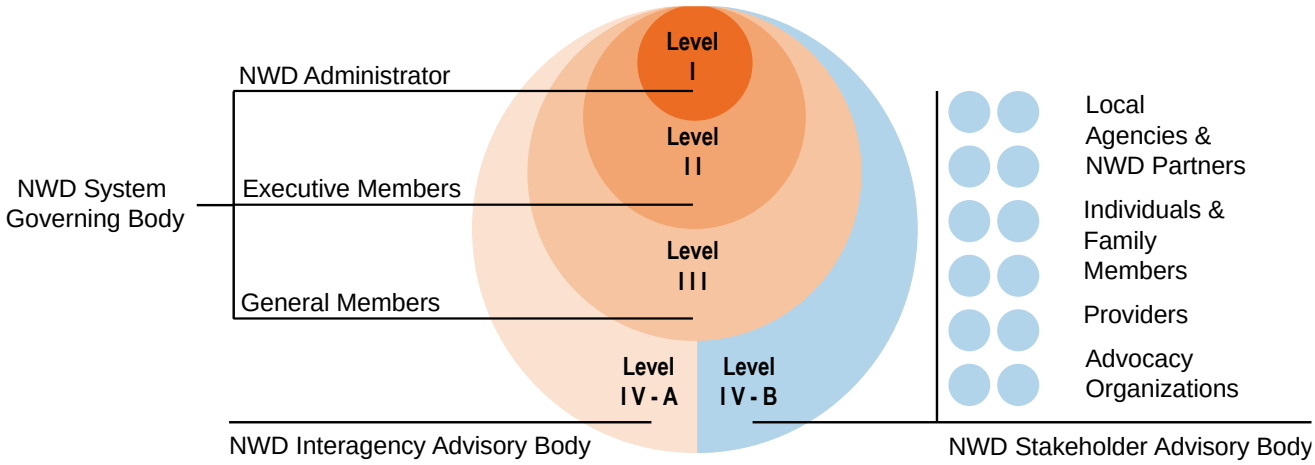


Figure 1. NWD System Governance and Advisory Framework

NWD Governing Body

[3] https://adsd.nv.gov/uploadedFiles/adsdnvgov/content/Boards/NWD_Advisory_Board/No%20Wrong%20Door%20Strategic%20Plan%20-%20FINAL%208-28-15(1).pdf
[4] https://www.dhs.state.il.us/page.aspx?item=87073#a_toc1
[5] https://www.nowrongdoor.virginia.gov/about.htm

The Governing Body of the NWD system includes the NWD Administrator, Executive Members, and General Members; it is a structure for decision-making and developing policies, procedures, and strategies to establish and expand the NWD System. Each agency brings expertise in programs and services related to LTSS. They are responsible for understanding and representing their agency's offerings, including the scope of services, eligibility criteria, costs, and availability. This is essential for accurate and comprehensive information for consumers accessing the NWD System. Ultimately, each agency has a role in implementing these decisions as they affect their respective domains. The Governing Body explores opportunities for leveraging resources, coordination, and integration with peer members. They identify shared resources, funding streams, and infrastructure that can be utilized more effectively to deliver LTSS and improve consumer outcomes. The Governing Body is the forum dedicated to bridging communication and collaboration gaps and promoting partnership among the necessary LTSS system players.

Level I: NWD System Administrator

The NWD System Administrator is the lead agency that oversees the entire NWD System, including the governing and advisory bodies. The Administrator commits staff and resources that support the operation and management of NWD System governance, policy, infrastructure, outreach, and fiscal responsibilities. Frequently, the State Unit on Aging (SUA) serves as the Administrator or provides the state-level NWD staff, but these agencies may be a part of umbrella departments that include aging and disability services or even larger human service departments. In some states, the NWD System is led through a public-private partnership. This partnership comprises the public NWD Administrator and a private lead organization. Generally, the private lead organization shares responsibility for IT systems and resource directories. In **Virginia, New Hampshire,** and **Oregon**, statewide 211 resource systems represent the private lead organizations. See Page 6 for more detail on the roles and responsibilities of the NWD Administrator.

Level II: Executive Members

Executive Members are state agencies with mandated involvement in the NWD System. They may be required to play a leadership role in NWD System governance with additional responsibilities in decision-making, policy development, and strategic planning.

Level III: General Members

General Members are state government agencies, departments, and offices that provide input on the strategic direction and design of the NWD System. General Members are agencies closely involved in the LTSS system. These entities offer input and expertise in their respective domains to the Administrator and Executive Members for overall decision-making.

NWD Advisory Body

Level IV-A: NWD Interagency Advisory Body

Some states convene a larger NWD Interagency Advisory Body that includes NWD Governing Body members and other state-level government entities with less involvement in the NWD System and connection to LTSS.

Level IV-B: NWD Stakeholder Advisory Body

NWD Stakeholder Advisory Bodies provide input, guidance, and feedback on the development, implementation, and improvement of the NWD System. NWD Stakeholder Advisory Bodies include consumers, caregivers, advocacy organizations, service providers, and community organizations. See Table 3 on Page 9 for greater detail.

Table 2 below illustrates an example of what this governance framework could look like for California's Aging and Disability NWD System.

<table>
<tr><th colspan="8">Table 2. Illustrative Framework for California's Aging and Disability NWD System</th></tr>
<tr><th>NWD System Administrator Level I</th><th>Executive Members Level II</th><th>General Members Level III</th><th colspan="3">NWD Interagency Advisory Body Level IV - A</th><th colspan="2">NWD Stakeholder Advisory Body Level IV - B</th></tr>
<tr><td rowspan="3">Dept of Aging (CDA)</td><td rowspan="2">Dept of Rehabilitation (DOR)</td><td>Dept of Developmental Services (DDS)</td><td>Dept of Managed Health Care</td><td>CalSTA</td><td>Emergency Medical Services Authority</td><td rowspan="2">Disability and Aging Community Living Advisory Committee</td><td>IMPACT Committee</td></tr>
<tr><td>CalVet</td><td>Dept of State Hospitals</td><td>Dept of Community Services & Development</td><td>Dept of Public Health</td><td>Other Stakeholders</td></tr>
<tr><td>Dept of Social Services (CDSS)</td><td>Dept of Health Care Services (DHCS)</td><td>Dept of Health Care Access and Information</td><td>Center for Data Insights and Innovation</td><td>Business, Consumer Services, and Housing</td><td>Equity Advisory Committee on Aging and Disability</td><td>ADRC Advisory Committee</td></tr>
</table>

ROLES AND RESPONSIBILITIES OF THE NWD ADMINISTRATOR

The NWD administrator maintains essential oversight responsibilities, including convening state agency leadership for partnership and collaboration, providing organizational and logistical support, evaluating progress, and leading the strategic operations of the NWD System.

Defining Expectations

One of the responsibilities of the NWD Administrator is to define expectations by establishing clear responsibilities and securing commitments from participating partners. The NWD Administrator will create and maintain a charter outlining the responsibilities, scope, and authority to ensure clarity of what is expected from agencies and the Governing Body. **South Carolina** published governing body obligations (see below) that involve regular attendance and active participation in meetings, being well-informed about its agency's

LTSS offerings, contributing to discussions and improvement efforts, undergoing evaluations, and ensuring timely replacement of representatives if necessary.[6]

South Carolina NWD Governing Body Obligations

- The selected member representing _____ will participate in mandatory monthly meetings with the NWD Governing Body. These meetings will be preferred in-person with a virtual option provided on a by need basis.
- The selected member representing _____ will come to meetings informed about their agency's, or organization's, LTSS offered, the scope of these services, client eligibility, the cost to the client, availability, and waiting-lists, and other pertinent information.
- The selected member representing _____ will contribute ideas, suggestions, feedback, and data to the NWD Governing Body.
- The selected member representing _____ will work collaboratively with other NWD Governing Body members to improve LTSS in South Carolina.
- The selected member representing _____ will consent to quarterly evaluations to determine the level of contribution to the Governing Body.
- If needed, the selected member representing _____ may be asked to step down from their position on the Governing Body due to low evaluation scores. A new representative must be appointed within 20 working days if this occurs.
- The selected member representing _____ will be asked to attend in-person NWD Governing Body meetings. If they cannot attend in-person, they must attend via Zoom. The representative may miss up to two meetings per year.
- The selected member representing _____ will assist with additional tasks as needed.
- If the selected member representing _____ can no longer fulfill the Governing Body obligations, the agency will appoint a new representative within 20 working business days.

Providing Organizational and Logistical Support

The NWD Administrator organizes the governing body meetings, including scheduling, venue arrangements, and agenda development. They provide stakeholders and state agencies a platform to exchange updates, insights, and best practices. The NWD Administrator fosters transparency, coordination, and collaboration and facilitates decision-making and problem-solving. They are responsible for relevant documentation and serving as the central point of contact for stakeholders involved in the NWD System.

Leading System Strategy and Operations

The NWD Administrator guides the governing body and engages stakeholders in developing and implementing the NWD System strategy. The NWD Administrator translates the vision into implementation plans, communicates these efforts to the public, monitors progress, and ensures partners uphold their commitments and responsibilities.

GOVERNING BODY ROLES AND RESPONSIBILITIES

Below are the roles, responsibilities, and activities the NWD Governing Body assumes to support the design and governance decision-making for effective NWD Systems.

Designate Local Agencies: The NWD Governing Body is responsible for identifying local agencies or organizations to participate in the NWD System. Governing bodies are charged with establishing a formal

[6] https://www.ta-community.com/t/y4haqbb/south-carolina-governing-body-resources

process for designating local agencies, which may include designation criteria, reporting requirements, and grant awards processes. While the Governing and Advisory Bodies are involved in developing the criteria and requirements, the Administrator is responsible for holding contracts with and disbursing funding to local partners. Locally, the network of AAAs and ILCs serve as the primary designees of Aging and Disability Resource Centers (ADRCs). However, **Texas** takes an expansive approach through its Community Partner Program, with community-based organizations (CBOs), such as faith-based organizations, clinics, food banks, and others linking families to government resources.[7]

Identify and Involve Stakeholders: The Governing Body identifies stakeholders responsible for discussing issues, barriers, and solutions for accessing LTSS.

Establish a NWD System IT Infrastructure: Technology systems are vital components of NWD Systems. They are the backbone of the system. The Governing Body supports the development of technology systems, including consumer-facing web portals, resource directories, intake and assessment tools, and Client Relationship Management (CRM) platforms. The Governing Body evaluates, procures, and implements IT systems, oversees development and testing, and establishes data-sharing agreements and guidelines for secure data sharing within the NWD System to ensure privacy compliance.

Promote Integration and Streamlined Eligibility: To further the goal of NWD, Governing Body Members are responsible for developing, advancing, and implementing policies and practices to achieve an integrated LTSS system for consumers. Below are potential activities to promote system integration:

- Assess aging and disability programs, LTSS offerings, and IT systems among agency partners to identify opportunities for integration into the NWD System.
- Streamline processes and eliminate unnecessary bureaucracy by aligning policies and procedures across different programs.
- Advocate for reforms to support the implementation of the NWD System goals.
- Implement practices and policies that support NWD System goals within respective jurisdictions and authorities.

Promote Person-centeredness: Person-centeredness places the consumer at the center of all decision-making and ensures that their preferences, needs, and goals are considered throughout the NWD System.

Establish Work Groups and Sub-committees: Establishing workgroups within NWD governance structures is important for collaboration, problem-solving, communication, and workload distribution. Workgroups bring together partners with expertise or interests to focus on aspects of the NWD System. Workgroups can focus on the four Functions of the NWD System: **Governance and Administration, Public Outreach, Person-Centered Practices,** and **Streamlined Access**. Other states also have work groups for IT infrastructure, system design, quality improvement, and sustainability. See Appendix A for governance structure charts and subcommittees from other states.

[7] https://www.texascommunitypartnerprogram.com/TCPP_Site_ContactUs?lang

Sustain the NWD System: To uphold the financial sustainability of the NWD System, the NWD Governing Body must use existing funding opportunities and pursue new ones. Below are example activities to ensure a financially stable NWD System:

- Determine the budget for developing, implementing, and maintaining the NWD System, including staff, technology, and other infrastructure. Consider the costs associated with employee recruitment, salaries, benefits, professional development, IT systems, data management systems, interagency communication tools, and maintenance and upgrades.
- Define the expected budgetary commitment of partner agencies and analyze existing and potential funding sources for NWD System functions.
- Advocate for funding streams for the implementation and sustainability of the NWD System
- Leverage non-state funding opportunities and grants through agencies like the ACL and CMS or private philanthropic organizations. Interagency grant proposals can maximize resources and coordination while reducing duplicative efforts.

Evaluate and measure success: Continuous monitoring and evaluation supports assessing the NWD System's performance, identifying areas for improvement and enhancing accountability.

ADVISORY ROLES AND RESPONSIBILITIES

The Advisory Body Members (Interagency Advisors) inform and support the decision-making process, while the Governing Body makes final decisions and exercises authority. Interagency Advisors provide expertise in areas where Governing Body Members and stakeholders may not be involved. Interagency Advisors may also be included in workgroups or subcommittees engaged in policy or program development. NWD Stakeholder Advisory Body Members (Stakeholder Advisors) represent their respective stakeholder groups' perspectives, needs, and interests and provide input on policies, practices, and regulations. Including Stakeholder Advisors supports meaningful engagement, representation, and collaboration of stakeholders in shaping the NWD System to better meet the needs of individuals accessing LTSS.

Nebraska evolved an ADRC advisory committee into the NWD advisory committee.[8] See Table 3.

Table 3. Potential Stakeholder Advisory Member Types	
Individuals and Family Members	**Advocacy Organizations**
Older Adults People with disabilities of all ages Caregivers Guardians Consumer advocates	AARP Disability Rights Organizations Elder Rights Organizations Trade Associations
Local Agencies	**Providers**
Area Agencies on Aging (AAAs) Independent Living Centers (ILCs) Aging and Disability Resource Connections (ADRCs) Behavioral Health Offices (BHOs)	Subcontracted Vendors HCBS Providers Hospital Discharge Planners Skilled Nursing Facilities (SNFs)

[8] https://dhhs.ne.gov/Documents/No%20Wrong%20Door%20Stakeholder%20Report.pdf

Veterans Offices Caregiver Resource Centers (CRCs) Local Social Service Departments (DSS) Community Mental Health Centers (CHMCs)	Home Health Care Agencies Hospice Providers Medicaid Case Management Agencies Senior Health Insurance Programs (SHIP) Regional Care Collaborative Organizations (RCCOs) Managed Care Organizations (MCOs)

STATE-LEVEL STAFF SPECIFICATIONS

State-level personnel oversee operations, planning, and quality improvement of the state's NWD System efforts. Staff are intermediaries between interagency and stakeholder bodies, implementing policies, procedures, and guidelines.

Supporting Administrative and Operational Functions

Governance structure

State-level staff coordinate meetings of the Governing and Advisory Bodies, handle logistics, and distribute materials to stakeholders, ensuring information dissemination within the NWD System.

IT Systems and Infrastructure

IT staff provide leadership, testing, deployment, and maintenance for information and referral software, resource database, and the public-facing website. This role also includes managing vendor relations, monitoring issues, and overseeing resource database style guide and website redesign projects.

Strengthening Local Capacity, Competency, and Compliance

Technical Assistance, Training, and Resource Management

State-level staff provide operational expertise, policy implementation, and technical guidance to partner agencies supporting the expansion of local partner operations through training and technical assistance. Responsibilities for state-level staff may also include overseeing the local partner network, delivering training, leading cross-training initiatives, and facilitating knowledge-sharing workshops to promote collaboration.

Performance and Compliance Monitoring

State-level staff provide technical assistance, manage certification and training standards, compile and analyze utilization data, oversee grant monitoring and reporting, and ensure local partners' compliance with data privacy regulations.

CLOSING

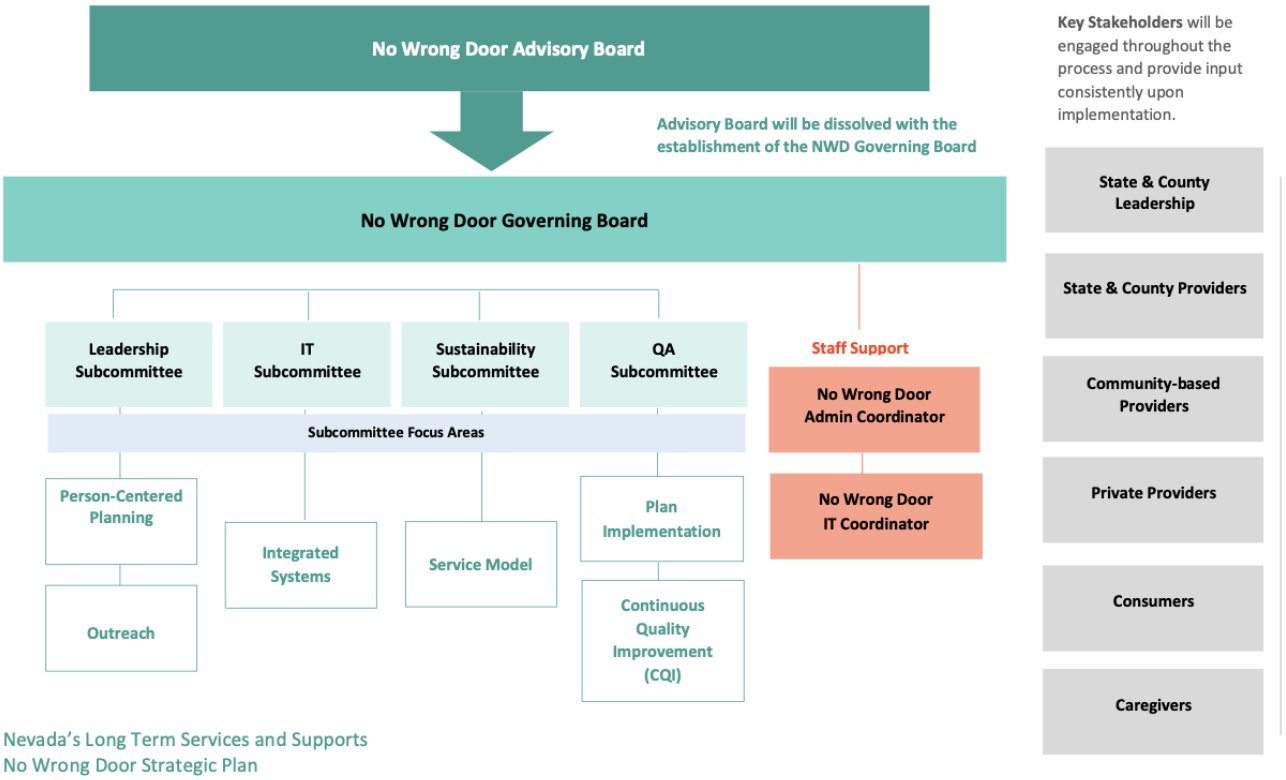
Creating the NWD System governance structure is a critical first step in designing and developing a NWD system. The governance structure should have clearly outlined roles, expectations, and responsibilities, which will facilitate and enhance the effectiveness, efficiency, and sustainability of its existing LTSS system.

APPENDIX A: GOVERNANCE STRUCTURE DIAGRAMS

Virginia[9] [10]

[9] https://www.nowrongdoor.virginia.gov/downloads/Leadership%20and%20Stakeholders.pdf
[10] https://www.nowrongdoor.virginia.gov/downloads/Leadership%20and%20Stakeholders.pdf

Nevada[11]

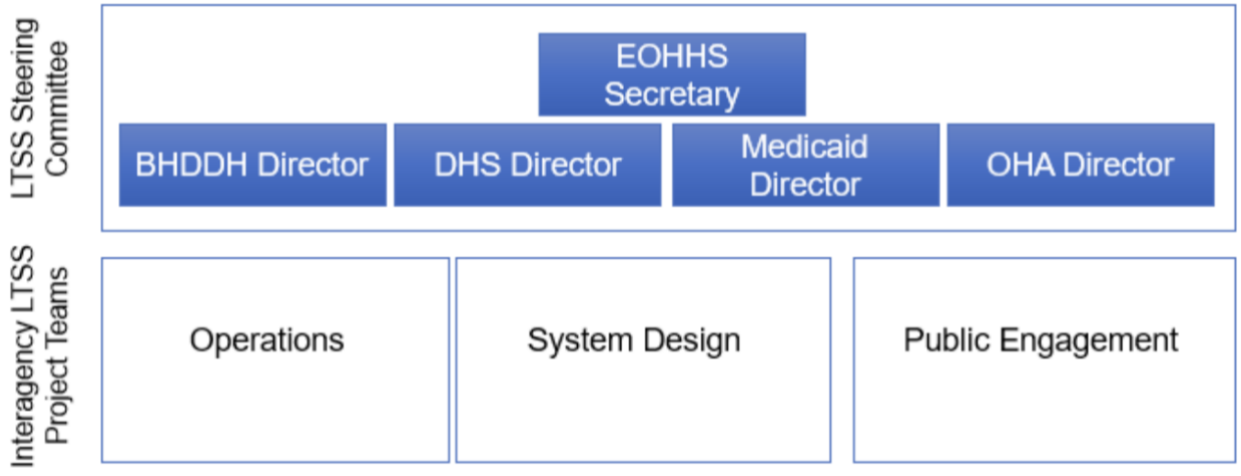


Nevada's Long Term Services and Supports
No Wrong Door Strategic Plan

[11] https://adsd.nv.gov/uploadedFiles/adsdnvgov/content/Boards/NWD_Advisory_Board/No%20Wrong%20Door%20Strategic%20Plan%20-%20FINAL%208-28-15(1).pdf

Iowa [12]

Rhode Island [13]



[12] https://iowaaging.gov/sites/default/files/library-documents/IDA%20State%20Plan_0.pdf
[13] https://eohhs.ri.gov/initiatives/ltss-no-wrong-door

APPENDIX B: ADDITIONAL SOURCES

- https://www.ta-community.com/media/download/m2rkny/NWD_Governance_Checklist_3.2023.pdf
- https://hcpf.colorado.gov/sites/hcpf/files/NWD%20Implementation%20Plan%20and%20Appendices%20161027%20Version%202%200.pdf
- https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/2021-11/beas-guidehouse-report-03122021.pdf
- https://chhs.unh.edu/sites/default/files/media/2022/06/nwd_reccomendations_white_paper_draft_revised_feb_2020_002.pdf
- https://dds.dc.gov/sites/default/files/dc/sites/dds/page_content/attachments/DC%20Semi-Annual%20Report%20to%20ACL%20on%20NWD-final%2010.16.pdf
- https://dds.dc.gov/sites/default/files/dc/sites/dds/page_content/attachments/April%202018%20DC%20Semi-Annual%20NWD%20Report%20to%20ACL_FINAL.pdf
- https://www.ta-community.com/t/60ha2m9/tennessee-governance-resources
- https://www.oregon.gov/dhs/SENIORS-DISABILITIES/SUA/ADRCDocuments/adrc-members.pdf
- https://dhhs.ne.gov/Olmstead/DRAFT%20Olmstead%20Advisory%20Committee%20Guidelines%20for%20Review.pdf#search=no%20wrong%20door%20advisory
- https://nebraskalegislature.gov/laws/statutes.php?statute=81-6%2C122
- https://nebraskalegislature.gov/FloorDocs/107/PDF/Agencies/Health_and_Human_Services__Department_of/615_20221231-193538.pdf
- https://dhhs.ne.gov/Olmstead/Nebraska%20Olmstead%20Plan%20FINAL%20for%20Submission%20to%20Legislature.pdf
- https://dhhs.ne.gov/Medicaid%20SUA/SCNAAA%20ADRC%20Plan.pdf
- https://dhhs.ne.gov/Documents/No%20Wrong%20Door%20Stakeholder%20Report.pdf
- https://dhhs.ne.gov/Documents/No%20Wrong%20Door%20Gap%20Analysis%20and%20Recommendations%20Final%20Report.pdf
- https://dhhs.ne.gov/Documents/Long-Term%20Care%20Redesign%20Plan%20%E2%80%93%20Final%20by%20Mercer%20Health%20Benefits,%20Inc.pdf
- https://dhs.wisconsin.gov/dph/badr.htm
- https://www.dhs.state.il.us/page.aspx?item=87073#a_toc22
- https://hfwcny.org/wp-content/uploads/NYSAC_No_Wrong_Door_Feasibility_Study_2012_11_2__2____KM.pdf
- https://aging.ny.gov/system/files/documents/2019/12/14-pi-16-ny-connects-choices-for-long-term-care-revised-program-standards-pdf.pdf
- https://aging.idaho.gov/wp-content/uploads/2019/04/FINAL-NWD-21SEP16-Website-Copy.pdf