



NC Department of Health and Human Services, Division of Aging

All Ages, All Stages NC: Connecting Strategy to Action

How the Multisector Plan for Aging & No Wrong Door Can Work Together

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Agenda

- **Goal:** To explore how MPA and NWD can work together to build a coordinated, person-centered system that helps people of all ages and abilities access the right services at the right time.
- **Objectives:**
 - Learn how NWD and MPA complement each other
 - Understand why this alignment matters
 - Highlight gaps and opportunities
 - Identify early and long-term priorities



Find our plan at
<https://www.ncdhhs.gov/imstillhere>



What is All Ages, All Stages NC?

This plan recognizes that aging begins at birth and is a shared opportunity, not just an individual journey.

Co-created with over 275 stakeholders during 2022–2024.
Implementation began in 2025 and will continue through the decade.



It is designed to:

- Bring together sectors like health, housing, transportation, and social services
- Transform systems and strengthen infrastructure
- Improve coordination for older adults and people with disabilities



This initiative helps us work more efficiently by:

- Elevating shared goals
- Reducing duplication of effort
- Streamlining services and planning



Our focus:

- Align and improve existing work
- Support aging across the lifespan
- Build an inclusive, effective, and responsive future

A unified, multisector roadmap to make North Carolina a place where people can age with dignity, health, and purpose



How NWD Supports MPA

No Wrong Door is a network of state agencies and community-based organizations that help people access long-term services and supports (LTSS) by coordinating entry points.



Single Standard Process
Common protocols and information exchange



Seamless and Person-Friendly
Tell your story once



One-Stop Coordinated System
Not just one entity or network



Person-Centered
Focusing on you and not the system



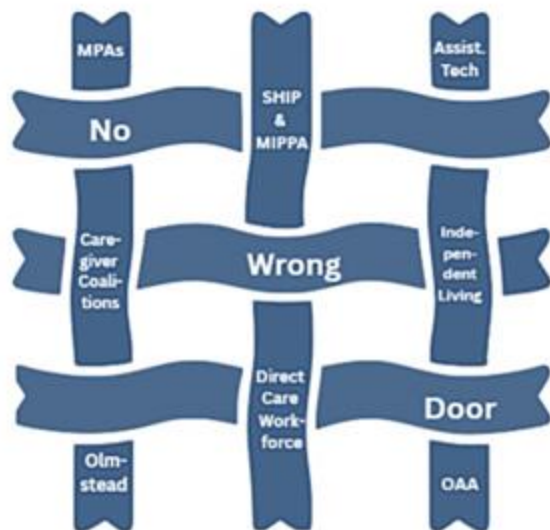
Objective and Neutral
Impartial and unbiased



Use of Private and Public Programs
Streamlined access to Long Term Support and Services



Why Alignment Matters



Better coordination across aging and disability networks



Reduced duplication and confusion



More efficient use of resources



Consistent data and metrics



Greater equity in access and outcomes

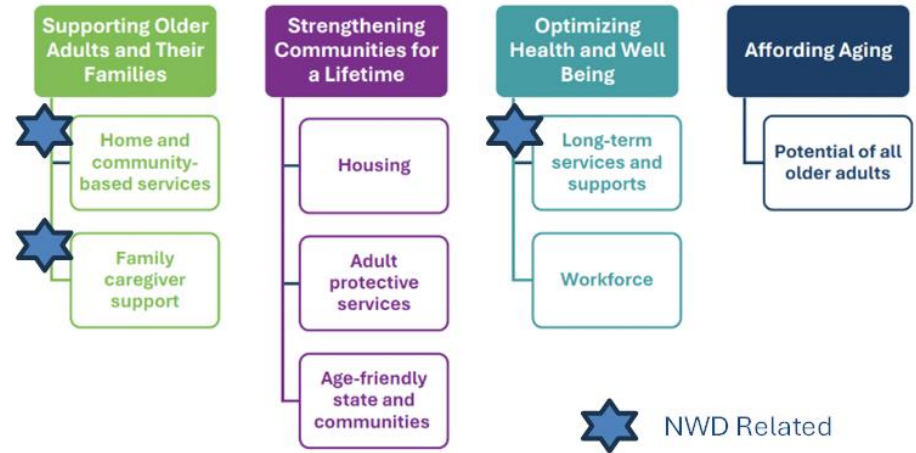
Points of Alignment

Foundational Tenets/Guiding Principles of NC's MPA	How NWD Supports It
Access and Navigation	NWD is the mechanism that ensures people can find and use the supports envisioned in the MPA.
Cross-Sector Coordination	NWD connects multiple systems (aging, disability, health, social services) that MPA seeks to align strategically.
Person-Centered Approach	Both prioritize individuals' goals, preferences, and dignity of choice.
Equity and Inclusion	NWD helps operationalize equitable access that MPA calls for at the policy level.
Data and Accountability	NWD's referral tracking can feed into MPA metrics.
Aging in Place	Both focus on supporting people to live in their homes and communities as long as possible.



Priorities and Action Steps in Common

1. Build a unified referral system using a No Wrong Door approach to connect caregivers to resources like NC Caregiver Portal, NC 211, and NCCARE360.
2. Strengthen NC 211 and NCCARE360 as hubs for older adults and people with disabilities to access services such as housing, health care, food, and transportation.
3. Identify and address policy and funding barriers that limit a seamless continuum of care statewide.
4. Implement recommendations from the *Investing in North Carolina's Caregiving Workforce* report, including Medicaid rate and wage analysis to support the LTSS workforce.

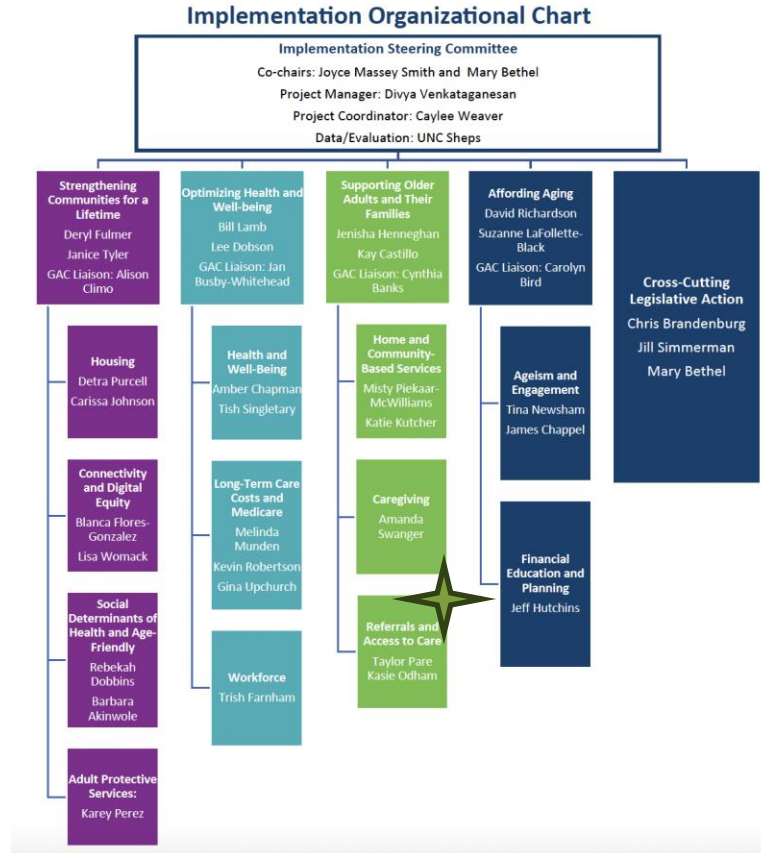


Workforce and No Wrong Door

- ***Success of NWD depends on the people delivering services***
 - Staff have the knowledge, skills, and awareness of all programs available, so a person seeking help at any entry point can get the right support.
 - Building a workforce that understands collaboration norms and has strong networks supports seamless referrals and reduces duplication.
 - Adequate staffing ensures that each “door” in the system can respond promptly and effectively.
 - Staff innovation drives efficiencies, such as shared data platforms or automated referral systems.
 - A stable, well-trained workforce improves user experience, making every entry point feel consistent and knowledgeable.



NWD Embedded in MPA Implementation Structure

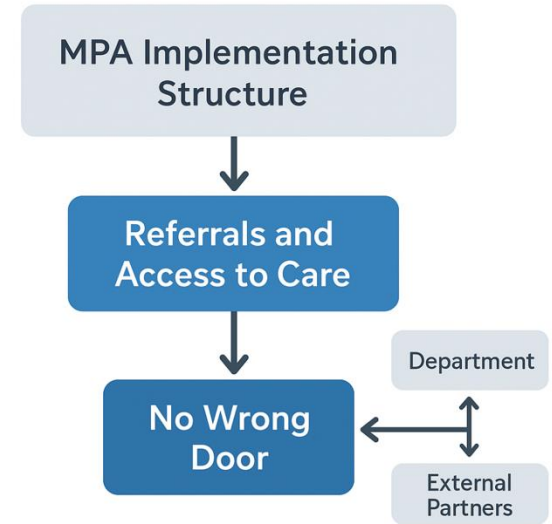


- The Referrals and Access to Care implementation focus area of the MPA explicitly calls out the No Wrong Door (NWD) Governing Body and NC Center for Health and Wellness as the key leader/convenor for the unified referral system recommendation in the plan.
- While NWD is externally led, the Department actively supports its advancement as part of the MPA's statewide implementation.



Key Sectors Critical to MPA and No Wrong Door

- **Government:** State unit on aging, state Medicaid agency, state agencies on disability, health, mental health, housing, nutrition, health information technology, assistive technology, state insurance programs, tribal nations
- **Community-based Organizations:** Area agencies on aging, aging and disability resource centers, centers for independent living
- **Healthcare Providers:** State hospital association, local/regional health systems, primary care
- **Advocacy:** caregiver councils and coalitions, disability/aging rights organizations, AARP
- **Philanthropy:** Local/community foundations, national foundations, statewide foundations/membership organizations
- **Other:** Other public, private and independent entities



Gaps/Areas Not Fully Aligned

Strategic vs. Operational Orientation

- *MPA*: Sets a statewide vision and priorities for systems change.
- *NWD*: Executes service delivery and referral coordination on the ground.
- Gap: Limited mechanisms to translate MPA strategies into NWD operational actions or vice versa.

IT and Data Integration

- MPA calls for shared data and interoperability across sectors, while NWD operates within specific platforms (e.g., ADRC databases, NCCARE360, or local systems).
- Gap: Lack of a unified data infrastructure or shared metrics dashboard across systems.

Regional Variation

- Training, technology adoption, and referral pathways differ across regions.
- Gap: Uneven user experience and access across the state.

Metrics and Accountability

- MPA measures broad outcomes (e.g., equity, aging in place).
- NWD tracks operational outputs (e.g., number of referrals, service connections).
- Gap: No shared measurement framework to evaluate joint progress toward statewide goals.



Examples of Other States: Missouri

No Wrong Door

The MPA process also benefited from alignment with Missouri's No Wrong Door (NWD) project, funded by the Administration for Community Living (ACL). The NWD project aimed to streamline access to LTSS for older adults, individuals with disabilities, and their caregivers through coordinated governance, cross-agency collaboration, and public engagement.

Unlike the MPA, which sets a long-term vision for healthy aging, the NWD project focused on systems infrastructure, starting with mapping Missouri's LTSS landscape, identifying access gaps, and piloting solutions to improve person-centered access statewide. Between 2022 and 2024, NWD hosted quarterly stakeholder meetings, engaged over 1,600 community participants, and collaborated with multiple state departments, including DHSS, the Department of Mental Health (DMH), the Department of Social Services (DSS), and the Department of Elementary and Secondary Education (DESE).

The NWD project resulted in a System Governance Plan, which outlines the next phase of infrastructure development across key LTSS, as shown in Figure 12.



Examples of Other States: Missouri



Led by: DSDS	NWD Governance Executive Committee • Accountable/responsible for decisions • Representation across target populations • Can delegate
Led by: DSDS	NWD Operational Team • Responsible for delivering on Exec. Committee decisions • Representation across target populations • Delegated authority • Can delegate to sub-teams
Workgroups Outreach and Referrals Person Centered Counseling Cross-System Access	
Co-Led by: DSDS & UMKC-IHD	Stakeholder Team • Regularly informed and updated on NWD-related activities and initiatives • Serve as subject matter experts • Lead stakeholder engagement, including hosting and facilitating ongoing quarterly stakeholder meetings • Lead capacity building initiatives



Key Takeaways



MPA provides the *vision*; NWD provides the *infrastructure*.



Alignment will make the system more equitable, efficient, and person-centered.



Governance and metrics are the foundation for accountability and progress.



Success requires shared ownership across sectors and levels.

Contact Information



Alignment turns policy into action, strategy into experience, and vision into outcomes that matter for every person, every day

Find our plan/dashboard at
<https://www.ncdhhs.gov/imstillhere>

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NC ranks 9th
in total population
nationally. NC also
ranks 9th in the population
of those age 65 and older.



An estimated
49,506 people
60 and older
migrated to NC from other states
and abroad.



By 2032, the number
of individuals aged 65
and older is expected
to surpass the population under
18 years old.



Adults aged 65 and older are
projected to experience
the fastest growth
in the state over the next 20 years.



Supporting Older Adults and Their Families

"Strengthening resources so people can age at home and caregivers get the support they need."



Home and Community-
Based Services



Referrals and Access to
Care (No Wrong Door)



Caregiving

Plan Priorities:

- Home and Community-based Services
- Family Caregiver Support

Statewide Strategies Feeding into the MPA:

- State Aging Plan
- NC Caregiving Collaborative
- NC Dementia Coalition, Dementia Capable State Plan
- Lifespan Respite Grant
- No Wrong Door
- NC CARE360 and NC211

A state that works for older
adults works for everyone.

Equity and
Inclusion

Communities thrive
when all generations
are valued.

Optimizing Health and Wellbeing

"Ensuring access to person-centered services & supports."



Health and Wellbeing



Long-Term Care
Costs and Medicare



Workforce

Plan Priorities:

- Long-Term Services and Supports
- Workforce

Statewide Strategies Feeding into the MPA:

- NCOW Healthy Aging Taskforce Report
- State Health Improvement Plan
- Exercise is Medicine Taskforce
- Healthy Aging NC
- NC Senior Games
- Senior's Health Insurance Information Program (SHIP)
- NC Center for Workforce
- Caregiving Workforce Report

Collaboration is our
strongest resource.

Shared Vision and Goals Across Sectors

No wrong door,
no missed
opportunity.

Cross-Sector
Collaboration

Planning with, not
for, older adults
and caregivers.

Strengthening Communities for a Lifetime

"Creating age-friendly neighborhoods, housing, and protections for all."



Housing



Connectivity and
Digital Equity



Social Determinants of Health
and Age-Friendly Work

Plan Priorities:

- Age-Friendly State and Communities
- Housing
- Adult Protective Services

Statewide Strategies Feeding into the MPA:

- Healthy Opportunities Pilots
- Age My Way NC
- Age-Friendly Plan
- NC Olmstead Plan
- NC Strategic Housing Plan
- Strategic Highway Safety Plan
- NC Moves 2050
- Ageless Access Digital Navigators Toolkit
- NC Broadband Plan
- Social Bridging NC
- Adult Protective Services Transformation

Coregiving is infrastructure –
it holds up our communities.

Public Awareness
and Narrative Change

Centering lived experience
across communities.

Workforce Development

Aligning existing efforts,
not duplicating them.

Affording Aging

"Promoting financial security & opportunities for older adults."



Financial Education
and Planning



Ageism and
Engagement

Plan Priorities:

- Potential of all Older Adults

Aging begins at
birth – our systems
should reflect that.

We are only as
prepared for the
future as our
communities
are today.

Innovation and
Technology

Resilience, readiness, and
connection across the lifespan.

Policy and Systems
Alignment

From vision to action:
2024-2026 implementation focus.

Data and
Evaluation

Aging is a shared experience,
not an isolated issue.

Sustainable
Systems
Supporting Aging
in Place

Improved Health
and Well-being
Across All Ages

Enhanced Social
Connectedness
and Support
Networks

Increased
Opportunities
for Meaningful
Engagement

Equitable Access
to Services and
Opportunities

Community-Driven Plan: Public Health & Aging Services • Healthcare Providers & Systems • Community-Based Organizations • Housing & Urban Planning • Workforce & Economic Development • Transportation & Mobility • Education & Lifelong Learning • Policy & Advocacy



Key Cabinet Agencies in
Cross-Sector Partnership

Department of Health
and Human Services
LEAD AGENCY

Department of Commerce
**WORKFORCE AND
ECONOMY**

Department of Natural
and Cultural Resources
OUTDOOR ACCESS

Department of Transportation
TRANSPORTATION

Department of Environmental
Quality
ENVIRONMENTAL HEALTH

Department of Public Safety
**SAFETY AND
EMERGENCY RESPONSE**

Department of Information
Technology
DATA SYSTEMS

Department of Insurance
**INSURANCE ACCESS,
LEADS SHIP**

Department of Justice
**ELDER ABUSE
PREVENTION**

Department of Public
Instruction
LIFELONG LEARNING

Discussion

- How can we move from *parallel efforts* to **shared accountability** between the MPA and NWD, so that our systems, data, and partnerships actively reinforce each other rather than operate in isolation?
- How can we present NWD and MPA as **part of a unified vision for aging and disability services** to external partners and the public?

WHY ALIGNMENT MATTERS



MPA defines the strategic direction.

No Wrong Door provides the operational framework to deliver on that strategy.

When the two are aligned, they create a seamless bridge between planning and implementation.