

Cabinet for Health and Family Services 2020-2024 Strategic Plan

a. Cabinet Number (2 digits) & Cabinet Name

Cabinet for Health and Family Services -- 53

b. Department Number (3 digits) & Department Name

721 -- Office of the Secretary
723 -- Office of Inspector General
725 -- Aging and Independent Living
727 -- Income Support (Disability and Child Support)
728 -- Public Health
729 -- Behavioral Health, Developmental and Intellectual Disabilities
730 -- Family Resource Centers and Volunteer Services
736 -- Community Based Services
739 -- Office of Health Data & Analytics
746 -- Medicaid Services
767 -- Office for Children with Special Health Care Needs

c. Office/Unit Number (Optional) & Office/Unit Name

721 – Office of Administrative Services
721 – Office of Application Technology Services
721 – Office of the Ombudsman and Administrative Review
721 – Office of Human Resource Management
721 – Office of Finance and Budget
721 – Office of Legislative and Regulatory Affairs
721 – Office of Public Affairs
721 – Office of Legal Services

d. Agency Strategic Plan Origination Date

October, 2019

e. Agency Strategic Plan Update/Revision Date

N/A

f. Agency Strategic Plan Revision Number

N/A

I. Agency Mission Statement

To deliver quality services that enhance the health, safety and wellbeing of all people in the Commonwealth of Kentucky.

II. Agency Vision Statement

To become a recognized national leader in state-level health and human services through continuous quality improvement and accountability by:

- Improving delivery of health and human services through quality customer service;
- Promoting individual self-sufficiency and community sustainability for the betterment of vulnerable populations;
- Fostering higher health awareness through education and public information that engages all individuals and communities;
- Enhancing the use of technology to increase service efficiency and effectiveness;
- Educating, empowering and deploying a highly skilled diverse workforce; and
- Enhancing business practices to maximize resources

III. Agency Organizational Core Values

- Integrity
- Teamwork
- Responsive Services
- Proactive Leadership
- Continuous Improvement
- Responsible Management
- Accountability
- Dedication

IV. Statement of Alignment with the Governor's Strategic Themes/Goals

A. Strengthening Kentucky's Financial Foundation

- Ensure responsible oversight of state-owned facilities;
- Transform expanded Medicaid into a financially sustainable program that propels participants toward healthier lifestyles and economic security;
- Complete the redesign of the Home and Community Based Services waiver to meet the needs of recipients in a fiscally responsible manner;
- Build an efficient, sustainable public health system focused on producing better health outcomes; and
- Enhanced focus on fraud prevention, detection and transparency in the delivery of public assistance and disability benefits.

B. Growing Kentucky's Economy

- Establish practices that create a positive business environment, within applicable statutes and regulations, for all customers;
- Enhance the use of technology to increase service efficiency and effectiveness; and
- Educate, empower and deploy a highly skilled workforce.

C. Creating a Healthier Kentucky

- Improve integration of healthcare access;
- Empower Kentuckians to stay active and healthy through services and prevention benefits;
- Provide nutrition assistance and support to young mothers and families;
- Improve access to care for Kentucky children through advocacy, education and collaboration;
- Preserve and enhance the behavioral health safety network to ensure access to services for at-risk and underserved populations;
- Allow Kentuckians to maintain the highest quality of life in the least restrictive environment possible;
- Develop and expand recovery-oriented system of care to address the opioid epidemic and other substance use disorders; and
- Increase access to and exchange of electronic health information.

D. Protecting and Strengthening Our Communities

- Build an effective and efficient system of care to reduce poverty, adult and child maltreatment, and advance family self-sufficiency and resiliency;
- Assure all children have safe and nurturing homes and communities;
- Expand supports to allow individuals with developmental and intellectual disabilities and/or serious mental illness to live, work and engage in their communities;
- Protect the safety and rights of Kentuckians and seek to prevent their abuse, neglect and exploitation;
- Prevent and control the outbreak of infectious disease; and
- Coordinate public health and medical-related preparedness, response and recovery activities for emergencies and natural disasters.

E. Investing in Education and Workforce

- Enhance workforce development and supports through human-centered design;
- Improve students' ability to engage in the classroom by mitigating or removing non-cognitive learning barriers and improving the social and emotional health of youth; and
- Strengthen the community-school-home connection by emphasizing parental engagement in education and community linkages for families.

F. Serving Those Who Serve Us

- Enhance the workplace environment to support and retain a knowledgeable and experienced workforce;
- Implement the Culture of Safety – shifting from culture of blame to culture of accountability/transparency
- Remove barriers and provide support systems for workers to achieve organizational outcomes; and
- Highlight employee achievements and gather feedback to improve their experience within the Cabinet.

V. Statement of Alignment with the Agency's Budget Request & 6-Year Capital Plan

The goals and objectives outlined within the Cabinet have been developed within expected and/or requested levels of funding.

VI. Situation Analysis/Environmental Analysis

A. Organizational Description (Internal Environment)

The Cabinet for Health and Family Services is one of the largest cabinets in state government. It is comprised of the following departments and offices: Department for Aging and Independent Living; Department for Income Support; Department for Public Health; Department for Behavioral Health, Developmental and Intellectual Disabilities; Department for Community Based Services; Department for Medicaid Services; the Office for Children with Special Health Care Needs; the Office of Health Data & Analytics; and the Department for Family Resource Centers & Volunteer Services.

The following units are attached to the Office of the Secretary: Office of Administrative Services, Office of Application Technology Services, Office of Inspector General, Office of the Ombudsman & Administrative Review, Office of Public Affairs, Office of Finance and Budget, Office of Legal Services, Office of Legislative & Regulatory Affairs and the Office of Human Resource Management.

B. SWOT Analysis

1. Strengths

- Experienced leadership
- Expertise and dedication of staff in program areas
- Partnerships with stakeholders

2. Weaknesses

- Maintaining an adequate number of experienced staff
- Increasing workloads due to high demand for services

3. Opportunities

- Collaboration with stakeholders
- Efficiencies through technology

4. Threats

- Decreasing federal budget appropriations for entitlement and assistance programs that support vulnerable populations
- Increased need and/or demand for services in times of declining or stagnant revenues, limited revenue growth or increasing service population
- Possible reduction of critical services to those in need
- Waste, fraud or misuse of resources

C. Critical Success Factors & Key Organizational Challenges

Staffing challenges affect most program areas. Issues include not having an adequate number of professional and administrative support staff, as well as retention of experienced staff to mentor new workers. New and revised federal and state laws and regulations have a significant impact on workload for all staffing levels.

DCBS has initiated a holistic, collaborative approach to improving child welfare, with a path toward greater preventive and community-based care for families. This effort began in conjunction with recent legislative gains that provided additional budget support and improved resources for children in out of home care.

Positive workgroup outputs have included the development of a new relative/fictive kin caregiver service array and web portal for foster/adoptive parents. Over the last year, DCBS has seen an increase in the number of youth exiting foster care to either adoption or reunification. But more work is needed to improve timeliness for permanency to ensure better outcomes for children.

The Cabinet is also committed to supporting frontline staff, who experience adverse events in the field. CHFS will adopt a “Culture of Safety” – shifting from a culture of blame to a culture of accountability and transparency.

The Centers for Medicare & Medicaid Services (CMS) approved the Kentucky HEALTH program as a component of the Commonwealth’s 1115 demonstration project, entitled “Kentucky Helping to Engage and Achieve Long Term Health.” While the program is still navigating through the legal system, the Cabinet believes Kentucky HEALTH will empower members to improve their health and well-being while simultaneously ensuring the long-term fiscal sustainability of the Medicaid program.

Under the 1115 demonstration waiver, the Commonwealth has been able to expand access to treatment and recovery services for individuals with Substance Use Disorder, amplifying overall efforts to fight the opioid crisis. In addition, Medicaid beneficiaries who have access to health insurance through their employer are now being invited to enroll in a new premium assistance program called KI-HIPP (Kentucky Integrated Health Insurance Premium Payment Program).

The Department for Medicaid Services continues to monitor managed care contracts and MCO performance in improving care management and health outcomes. New contracts begin in July of 2020. One MCO will cover foster care, adoption assistance and juvenile justice enrollees under the Kentucky SKY (Supporting Kentucky Youth) program.

To improve interaction with clients, the Cabinet is redesigning the benefit Self-Service Portal (SSP), the statewide eligibility system used for Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and State Supplementation. The updated SSP will offer additional functionality, including a direct link to community resources. It will improve workflow for DCBS staff and allow other state partners to access the eligibility determination system for certain functions.

Kentucky’s labor force participation rate continues to hover around 60 percent. The Cabinet is committed to engaging more Kentuckians in job and workforce skills training. The Kentucky Employment & Training (E&T) program is an opportunity for all SNAP beneficiaries to participate in training, education or work program activities.

Many local health departments (LHD) are facing rising pension obligations. At the same time, the LHDs are responsible for providing a high volume of services. The Department for Public Health has introduced a plan for an efficient and sustainable public health system focused on core services, while partnering with FQHCs and other community organizations to meet additional community needs.

DBHDID negotiated with Protection & Advocacy to redefine goals and responsibilities under the terms of the Second Amended Settlement Agreement, with the intent to allow more individuals with serious mental illness (SMI) to transition safely from institutional settings to community housing. DBHDID staff worked with other stakeholders to ensure mental health services, trauma-informed care and evidence-based practices were considered and included in SB 1, the comprehensive school safety bill enacted in 2019.

The Cabinet is optimistic that phased-in implementation of expanded school health services will be possible during the 2019-2020 school year, through a Medicaid state plan amendment known as “Free Care.” Children with Medicaid coverage often do not receive needed healthcare services due to barriers, such as lack of transportation, parent work schedules or finding a nearby provider who accepts Medicaid. The state plan amendment will allow districts to use federal funding to expand access to qualifying physical and mental health services for students enrolled in Medicaid.

Addressing opioid use disorder is a top priority across all levels of government. While Kentucky has made great strides, much work remains. The purpose of the Kentucky Opioid Response Effort (KORE) is to implement a comprehensive targeted response to the opioid crisis by expanding access to a full continuum of high quality, evidence-based prevention, treatment, recovery and harm reduction services and supports in high-risk geographic regions of the state.

Planning is underway for the design, development and implementation of remaining contractual requirements for the new Kentucky Health Information Exchange. The secure, statewide network allows providers to locate and share electronic medical records to improve care of the patient.

The Cabinet has a unique and important role in the event of a disaster affecting Kentuckians. Public Health is a key player in disaster response, and other departments have specific responsibilities for individuals in the care or custody of the state, and oversight of other health providers and human service organizations that may be responding or affected by disastrous events.

VII. Measurable Goals, Objectives & Key Performance Indicators

A. Strengthening Kentucky's Financial Foundation

A1. Ensure responsible oversight of state-owned facilities

Continue to reduce energy consumption in state-owned buildings and perform scheduled maintenance.

OAS to ensure best use of space and resources in reconfiguration at L&N building in Louisville and CHR complex in Frankfort.

A2. Transform expanded Medicaid into a financially sustainable program that propels participants toward healthier lifestyles and economic security

Implement the 1115 Medicaid demonstration waiver, giving members more control of their healthcare while promoting self-sufficiency through employment, volunteer and training opportunities.

A3. Complete the redesign of the Home and Community Based Services (HCBS) waiver to meet the needs of recipients in a fiscally responsible manner

The 1915c waiver program provides Medicaid-paid services and supports to the elderly or to adults and children with physical disabilities to help them to live at home rather than in an institutional setting. DMS will develop an updated provider payment and rate-setting methodology for implementation.

A4. Build an efficient, sustainable public health system focused on producing better health outcomes

Introduce a modern, simplified and focused public health model with clearly defined priorities to help alleviate the fiscal instability of the current system.

Core functions include: foundational public health (e.g. emergency preparedness and disease control) plus Harm Reduction, WIC and HANDS. Community health clinics may offer additional services.

This plan will assist Local Health Departments in stretching their available dollars and targeting the most pressing health needs in their communities.

A5. Focus on fraud prevention, detection and transparency in the delivery of public assistance and disability benefits

Identify analytic elements consistent with patterns of known fraud. DCBS has proposed an electronic dashboard allowing staff to closely monitor transactions and ensure compliance with the SNAP program.

The Department for Income Support also created a dedicated fraud detection and prevention unit within the Division of Disability Determination Services.

B. Growing Kentucky's Economy

B1. Establish practices that create a positive business environment, within applicable statutes and regulations, for all customers

Use new and existing technologies to connect and interact with customers and the public including email, social media and the CHFS website.

Develop accessible information technology solutions that accommodate persons with disabilities, limited literacy and those who speak English as a second language.

B2. Enhance the use of technology to increase service efficiency and effectiveness

CHFS worked with the Education & Workforce Cabinet in the development of the Kentucky Engagement Enterprise Suite (KEE Suite), which integrated with the eligibility system of CHFS and allowed for the flow of information between citizens, community organizations and both cabinets. This cross-cabinet collaboration was prompted by the desire to provide more holistic workforce training and education services for Kentuckians.

In recent months, CHFS embarked on a redesign of the Self-Service Portal (benefind system) to improve the customer experience and connect them with community resources more efficiently.

B3. Educate, empower and deploy a highly skilled workforce

Measure the impact of employment and training programs and identify effective strategies for the alignment between social service, workforce and education programs.

- CHFS to pilot a revamped Kentucky E&T guide in Floyd and Warren counties, with a state-rollout in 2020.
- SNAP participants gain skills, training, or work experience to increase their ability to obtain regular employment that leads to economic self-sufficiency.

Promote employment/supported employment and supported education for individuals with serious mental illness, individuals with substance use disorder, and those with intellectual or other developmental disabilities.

C. Creating a Healthier Kentucky

C1. Improve integration of healthcare access

Ensure access to medical, dental and mental health primary care services for all Kentuckians.

Promote evidence-based practices regarding integration of health service delivery.

Meet with local health departments, FQHCs and other providers to operationalize public health transformation and assure women's health services are accessible across the Commonwealth.

Coordinate Cabinet policies regarding effective use of telehealth, especially for Medicaid recipients.

Support the placement of healthcare professionals in rural communities.

Review MCO performance to ensure improving care management for Kentucky's Medicaid recipients. New contracts begin in July of 2020. One MCO will cover foster care, adoption assistance and juvenile justice enrollees.

C2. Empower Kentuckians to stay active and healthy through services and prevention benefits

Commit to improve important health metrics, such as the rates for obesity, cancer and tobacco use. Kentucky received a grant to address physical activity and nutrition from the CDC.

Work with local health departments and community health clinics to provide preventative services, such as cancer screenings.

Support Kentucky communities in the adoption of pedestrian and bicycle plans, Safe Routes to Schools and recreational trails.

Promote the Kentucky/SNAP Double Dollars program, which incentivizes the purchase of locally-grown fruits and vegetables at farmers markets.

C3. Provide nutrition assistance and support to young mothers and families

Support awareness and investment in the WIC program, which improves the health of nutritionally at-risk women, infants and children. The program's success is seen in its contributions to improved birth outcomes, infant feeding practices, medical care and cognitive development.

Increase enrollment in Kentucky Health Access Nurturing Development Services (HANDS), a voluntary home visitation program for new or expectant parents, offering support during pregnancy and for the early years of the baby's life.

Promote the First Steps program, an early intervention system providing services to children with developmental disabilities from birth to age 3 and their families.

C4. Improve access to care for Kentucky children through advocacy, education and collaboration

Complete components of the Access to Care Plan, within the Office for Children with Special Health Care Needs. These components fall into three categories:

Access to medical and specialty care, availability of providers and development/promotion of an easy to access system of supports and resources.

Increase percentage of children who are adequately insured for complete care.

Provide greater healthcare access to students in schools by allowing for the payment of qualifying physical and mental health services, also known as the 'Free Care' Medicaid state plan amendment.

Support and promote the behavioral health and wellness of children and families involved with or at risk of involvement with child welfare through cross-systems collaboration with DCBS, DJJ, OCSHCN and other agencies, providers and advocates.

C5. Preserve and enhance the behavioral health safety network to ensure access to services for at-risk and underserved populations

Implement evidence-based behavioral health practices for adults and children through funding, technical assistance and performance-based contracts.

Promote efforts to decriminalize mental illness by diverting and transitioning people from the criminal justice system into treatment.

Support and continue to build the regional Community Mental Health Centers as the behavioral health safety net in Kentucky.

Build developmentally-appropriate services and supports for transition-age youth, such as the TAYLRD grant and KY Employment Partnership for Youth with Significant Disabilities.

Monitor the behavioral health network adequacy of Managed Care Organizations (MCOs) in Kentucky.

Complete implementation of Electronic Medical Records (EMR) in all DBHDID facilities to provide both efficient and effective services, compliant with best practices and integrated with medical billing and other systems.

Implement telehealth services where appropriate in DBHDID facilities, encourage the use of this and other remote medical services with affiliated providers, and advocate for greater general use in the behavioral health field.

Create health promotion programming for individuals with mobility limitations and intellectual disabilities.

C6. Allow Kentuckians to maintain the highest quality of life in the least restrictive environment possible

Provide opportunities for Medicaid beneficiaries to receive services in their own home or community rather than institutions or other isolated settings.

These programs serve a variety of targeted population groups, such as people with intellectual or developmental disabilities, physical disabilities, and/or mental illnesses.

Below are some of the services offered:

- Adult Day Health Care
- Attendant Care
- Environmental & Minor Home Adaptation
- Home Delivered Meals
- Non-Specialized and Specialized Respite Care

Ensure supportive services are available for state wards.

C7. Develop and expand recovery-oriented system of care to address the opioid epidemic and other substance use disorders

Coordinate implementation of cross-systems opioid response strategies, including activities funded by the Opioid STR, SOR and CDC grants.

Continue to expand the community-driven work of the 14 Regional Prevention Centers to grow evidence based, data driven prevention initiatives in communities across the Commonwealth.

Facilitate and expand evidence-based and trauma-informed interventions for pregnant and parenting women with substance use disorders, including Neonatal Abstinence Syndrome (NAS).

Providing training and educational opportunities for the medical and SUD workforce in Kentucky to implement Medication Assisted Treatment (MAT).

Expand accessibility and variety of SUD treatment types (e.g. residential, outpatient) and providers (e.g. Community Mental Health Centers, faith-based, private practice) by removing therapeutic, regulatory, geographic and community barriers to access.

C8. Increase access to and exchange of electronic health information

New platform unveiled for the Kentucky Health Information Exchange, a statewide network allowing providers to locate and share electronic medical records for improved patient care.

Assist providers by promoting, advocating and supporting telehealth adoption across the Commonwealth. Recent legislation expands access to telehealth services in the Commonwealth, especially for Medicaid participants.

D. Protecting and Strengthening Our Communities

D1. Build an effective and efficient system of care to reduce poverty, adult and child maltreatment, and advance family self-sufficiency and resiliency

Provide family support, child care, healthcare, child and adult protection, food benefits and energy assistance through state and community partners.

Connect customers with job search, training, education or work program activities through Kentucky E&T and KentuckyWorks.

Implement Kentucky HEALTH to increase community engagement and give eligible Medicaid members a greater role in their healthcare decision making.

Support Kentucky families through initiatives in child safety, economic stability, and overall community well-being.

D2. Assure all children have safe and nurturing homes and communities

Child Welfare Transformation

Continue Child Welfare Transformation (CWT) efforts, with a path toward greater preventative and community-based care for families.

DCBS has identified three goals:

- Safely reduce the number of children entering out of home care
- Improve timeliness to appropriate permanency
- Reduce staff caseloads

Kentucky is an early adopter of the Family First Prevention Services Act of 2018.

Recent legislative gains provided additional state budget appropriations and improved options and resources for families and children. These gains include improvements such as the “fictive kin” placement option, the codified Foster Youth Bill of Rights, and the improved relative services array.

Child Care

- Provide child care subsidies for more than 26,000 families (SFY19).
- Monitor and support approximately 2,200 child care centers and family homes across the Commonwealth.
- Provide professional development supports and background checks for childcare workers.

D3. Expand supports to allow individuals with developmental and intellectual disabilities and/or serious mental illness to live, work and engage in their communities

Meet terms of CHFS Interim/Amended Settlement Agreement with Protection & Advocacy by providing housing assistance to individuals with Severe Mental Illness and residing in, or at risk of residing in, Personal Care Homes.

Continue to improve access to, and expand availability of, services and resources such as person centered recovery planning, supportive employment, home and community-based waivers and other non-Medicaid billable services, family/individual/provider training and health lifestyle development to allow DID and SMI individuals to live in their communities.

Enhance and expand Specialty Clinics' provision of comprehensive medical services through community advocacy and promotion with service agencies, parents and medical professionals.

D4. Protect the safety and rights of Kentuckians and seek to prevent their abuse, neglect and exploitation

Investigate and provide protective services to individuals who are reported to be alleged victims of abuse, neglect or exploitation.

Preserve a vulnerable adult's independence to the maximum degree possible, recognizing the inherent right to self-determination.

Actively partner with investigative or prosecuting entities that have the responsibility to respond to abuse, neglect or exploitation of adults.

Initiate a public awareness campaign to help seniors protect themselves and to teach the warning signs of abuse and neglect.

D5. Prevent and control the outbreak of infectious disease

Collaborate with federal and local partners to eliminate the transmission of acute Hepatitis A, Hepatitis C and HIV.

The statewide Harm Reduction Initiative involves the use of Syringe Exchange programs to provide screening, comprehensive education and care for persons at highest risk for contracting and transmitting HIV and Hepatitis C.

DPH and the University of Kentucky established the Kentucky Income Reinvestment Program (KIRP) to improve health care delivery via disease education, prevention, treatment and professional services for persons living with HIV through collaborations with existing Ryan White HIV/AIDS funded programs and harm reduction programs at local health departments.

DPH to deploy nurse strike team, as needed, to administer vaccinations for Hepatitis A at county jails and other facilities.

D.6 Coordinate public health and medical-related preparedness, response and recovery activities for emergencies and natural disasters

Enhance the capacity for state and local partners to prevent, prepare for, respond to and recover from the adverse health effects of public health emergencies and disasters.

E. Investing in Education and Workforce

E1. Enhance workforce development and supports through human-centered design

DCBS studied motivation and behaviors for customers receiving SNAP benefits who were also eligible for E&T services and associated benefits.

DCBS developed three concepts upon which to focus:

- Intro to E&T
- Welcome to E&T
- My Path

Each of these concepts will serve as tools to help market E&T to customers and encourage long-term outcomes.

The E&T program is available in all 120 counties, providing workforce training and education to SNAP beneficiaries. The E&T program provides resources needed to reach employment goals.

E2. Improve students' ability to engage in the classroom by mitigating or removing non-cognitive learning barriers and improving the social and emotional health of youth

Educate all FRYSC Coordinators on the implications of Adverse Childhood Experiences and the Strengthening Families Protective Factors to foster resiliency.

Review current policies and practices to ensure the Strengthening Families Framework is embedded and operationalized.

Educate all FRYSC Coordinators in basic continuous quality improvement to ensure current identified needs in the school and community are addressed and measured for results.

Expand the reach of the Family Resource and Youth Services Centers programs to high need schools that are not currently served by a center.

E3. Strengthen the community-school-home connection by emphasizing parental engagement in education and community linkages for families

Increase the number of grandparents or other relatives raising children connected to the school by the Family Resource and Youth Services Centers.

Ensure that all Regional Interagency Councils have a FRYSC member.

F. Serving Those Who Serve Us

F1. Enhance the workplace environment to support and retain a knowledgeable and experienced workforce

Research shows engaged employees are nearly 20 percent more productive and have a 60 percent higher quality experience while at work than those who are not engaged. CHFS seeks to retain employees and offer an upward mobility career path. The Cabinet is dedicating resources to make them feel more a part of the organization and thus more engaged.

F2. Implement the Culture of Safety – shifting from culture of blame to culture of accountability/transparency

Frontline staff often face intense scrutiny in the field. CHFS will incorporate safety science in a way that allows workers to inform/improve the system without fear of retaliation or being blamed for a negative outcome.

F3. Remove barriers and provide support systems for workers to achieve organizational outcomes

- Implement technology solutions for field staff, such as new tablets for DCBS case workers.
- Develop communication structures to include monthly program updates.
- Allow staff to review and provide input for new policy changes prior to release.
- Commit to implement a mentor program as part of additional staff training.
- Implement workforce self-care and wellness campaign.

F4. Highlight employee achievements and gather feedback to improve their experience within the Cabinet.

CHFS has adopted a “Community” theme, highlighting the work of employees statewide. Stories are shared in an e-newsletter along with community events and Cabinet news.

The “Employee of the Month” recognition has been revamped to include pictures and additional information about home/community life. A video segment with the Cabinet Secretary is about to launch, as the first step toward e-town halls or interactive blogs.

Employee specific events have included a Living Well Promise Day, KECC Carvinal Day and Breast Cancer Awarenesss tailgate party.