



HCBS: FROM CONCEPT TO PRACTICE

A Project CIRCLE Presentation



WHO'S HERE?

- Scott Marks, OACB
- Lisa Mathis, OPRA
- Steve Beha, Expanding Your Horizons
- Tom Weaver, Choices in Community Living
- Trent Grooms, Choices in Community Living
- Nancy Viets, Choices in Community Living



INTEGRATED SETTINGS: KEY THEMES

Access

Options

Dignity

Autonomy

Choice

What the rule requires of waiver providers

What the rule DOES NOT require

Providers are required to offer opportunities for all individuals served to get involved in their communities. This could include community employment and/or participating in community-based events/activities.

All workshops and day programs will close.

Providers must offer opportunities that are meaningful to individuals and support their personal interests/outcomes.

100% of all day program supports must be provided in fully integrated, community-based settings.

Providers must provide necessary services/supervision to maintain health and welfare, as identified in person-centered plans, while individuals are involved in community-based events/activities

All providers must provide community employment services.



ACCESS

- **“The setting is integrated in and supports full access of individuals receiving Medicaid HCBS to the greater community, including opportunities to seek employment and work in competitive integrated settings, engage in community life, control personal resources, and receive services in the community, to the same degree of access as individuals not receiving Medicaid HCBS.”**



OPTIONS

- “The setting is selected by the individual from among setting options including non-disability specific settings and an option for a private unit in a residential setting. The setting options are identified and documented in the person-centered service plan and are based on the individual’s needs, preferences, and, for residential settings, resources available for room and board.”



DIGNITY

- **“Ensures an individual's rights of privacy, dignity and respect, and freedom from coercion and restraint.”**



AUTONOMY

- **“Optimizes, but does not regiment, individual initiative, autonomy, and independence in making life choices, including but not limited to, daily activities, physical environment, and with whom to interact.”**



CHOICE

- **“Facilitates individual choice regarding services and supports, and who provides them.”**



ACCESS

- Meaningful non-work activities
- A say in the scheduling of preferred activities.
- Knowledge- of activities, employment opportunities, etc...
- Freedom- to move about setting without restriction.
- Service Location- among other residential, business, community, etc...



ACCESS (CONTINUED)

- **Greater Community- Encourage visitors at regular intervals.**
- **Transportation- access to and training on public transportation or other resources.**
- **Financial- Access to and/or control of funds.**
- **Age-appropriate activities.**
- **Provider seeks partnerships in the community and to be a part of the larger community.**



OPTIONS

- Settings based on individual needs and preferences.
- Volunteering Opportunities.
- Recreation Opportunities.
- Service Combination- The ability utilize multiple HCBS services any given day/week.



DIGNITY

- **Confidentiality/Privacy**
- **Personal Appearance- Assistance provided to help desired personal appearance.**
- **Respect- Interactions and communications from staff.**
- **Informed Consent- Restraints and restrictive interactions documented in plan.**
- **Behavior Support- Individualized and specific.**
- **Secured Personal Storage**



AUTONOMY

- **Barriers- Gates, fences, locked doors restricting settings?**
- **Variety- Activities responsive to goals, interests and needs?**
- **Peers- Choice of people to interact with?**
- **Meals- Schedule, location and choice of where/when to eat and with whom to eat with.**
- **Age-appropriate- Tasks and activities matched to skills, abilities and desires.**
- **Rights- Info provided on individual rights.**



CHOICE

- **Service-** Choice of providers, setting and service and understanding of options.
- **Change-** ability to update and periodically change preferences.
- **Support-** To make decisions and exercise autonomy.
- **Plans-** Development that supports interests, needs, capabilities and preferences.
- **Information-** about requesting additional or changing HCBS.



WHAT WE CAN DO

- **These CMS considerations can be broken into 3 main areas of development for providers of HCBS services.**
- **Logistics**
- **Culture**
- **Policy**



LOGISTICS

- **Day to Day operations**
- **Scheduling**
- **Business Model**
- **Hiring/HR**
- **Transportation**



CULTURE

- **Staff Development**
- **Organizational culture**
- **Interpersonal Relationships**
- **Respectful interactions**
- **New mental models for service delivery**



POLICY

- **Mission and Vision that support independence and empowerment.**
- **Services available that support CMS expectations.**
- **Internal policies geared towards inclusive supports and community partnerships.**
- **Individual Service Plans support individual needs, preferences, desires, growth.**



QUESTIONS FOR PROVIDERS

- **How do you address/deliver employment services?**
- **What policies would help your business?**
- **How do you provide services to most significantly disabled/medically fragile people?**
- **Core values? Mission, vision?**
- **How do you utilize ISP's in arranging and delivering services?**



QUESTIONS FOR PROVIDERS

- **How do you handle transportation for employment and integrated community services?**
- **How do you inform people served of recreational, volunteer and employment opportunities?**
- **How do you engage other community members, ie business, civic, faith, and recreational groups?**



QUESTIONS FOR PROVIDERS

- **How are you inviting greater community into facility?**
- **What community opportunities can you make available to community partners within your agency?**
- **How do you match people to activities that meet their interests, preferences, etc..?**



QUESTIONS FOR HCBS PROVIDERS

- **What HCBS services do you deliver? Do each/any have 'integrated component'?**
- **How do you handle staff scheduling?**
- **What do you look for in interviewing staff?**
- **What is your business model?**
- **Long-term planning?**
- **What/who could help you in providing supports in an integrated setting?**

EXPANDING YOUR HORIZONS



*'EYH is a family
and everyone feels
part of the family.'*

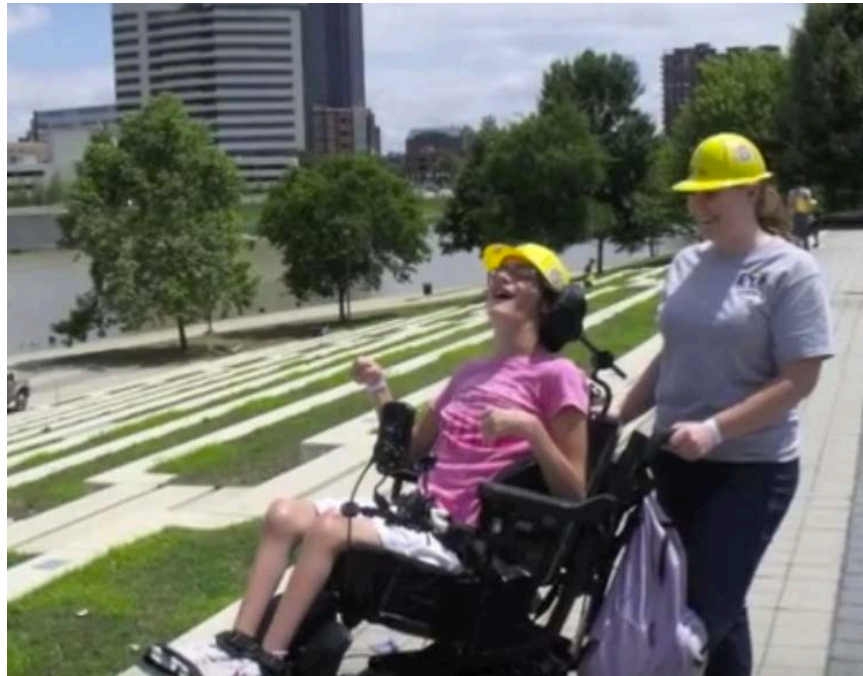
- Parent of EYH Participant



EXPANDING YOUR HORIZONS



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Disability And Medicaid
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EXPANDING YOUR HORIZONS





Fun – Fit
Day Habilitation
& Non-Medical Transportation Services

OVER-RIDING PRINCIPLE

- People like to have “FUN”:
 - Swim
 - Exercise
 - Get out into the community**
 - Like to visit with others
 - Like to interact and communicate with others**
 - Healthy** lifestyle **actions** and **decisions**





THE **NEED TO COLLABORATE**

- A partner that can **support** our efforts to **integrate**
- A partner with an **overlapping vision / mission** that welcomes DD individuals
- A partner with **name recognition** and **reputation** in the community/region
- A partner with a physical structure that can accommodate our numbers
- A partner **that understands our financial limitations** (Agency & Consumers)
- Senior Management support



OUR PARTNERS

- ❑ YMCA's
- ❑ City of Kettering Recreation
- ❑ City of Vandalia Recreation
- ❑ Premier Fitness Facilities





HOW OUR PARTNERS SUPPORT US

- ❑ **Reduced rates** for participants
- ❑ Use of facility features/benefits without additional cost (generally)
 - ❑ Lockers, additional rooms, equipment (basketballs, ping-pong paddles, etc)
 - ❑ **Participation in other group / member activities (yoga classes, silver sneakers, line dance classes, climbing wall, Zumba classes, etc.)**
 - ❑ Instruction from trained fitness professional on how to effectively utilize equipment with our population. (Very helpful)



SUPPORT

HOW OUR PARTNERS SUPPORT US

- ❑ Ability to request specialized training for interested participants
 - ❑ Martial Arts (additional cost)
 - ❑ **Staff and community members form strong relationships** with our consumers
 - ❑ Consumers have access to facility during non – Day Hab hours
 - ❑ Allow CICL staff to get membership at reduced rate



OTHER PARTNERS



- Scene 75
- Young's Dairy
- Local Police & Fire Department (tours)
- Capri Bowling Alley (and others)
- Dewey's Pizza (tours and consumer make their own pizza)
- 4 Paws for Disabilities
- Dayton Dragons
- And so many more

All of these organizations provide us access at a reduced rate or at no charge



OTHER PARTNERS *BUILDING COMMUNITY CONNECTIONS*

□ Educational Institutions And Community Associations:

Sinclair Community College

University of Dayton

Wright State University

Central State University

Wilberforce University

Kettering Public Schools

The Boy Scouts

Horizon Charter School

Therapeutic Riding Institute

ETC.

THE CONSUMERS

❑ Joining “Fun – Fit”

- ❑ Communication with County Boards, SSA's, Path Coordinator's
- ❑ Facility tour / Intake meetings to determine consumer interest and program compatibility
- ❑ Completion of applicable enrollment paperwork
 - ❑ Medical releases
 - ❑ Facility membership
 - ❑ **“Fun – Fit” Participation Agreement**
 - ❑ Emergency contact information
 - ❑ Behavioral based instructions / procedures
 - ❑ Staff orientation and consumer IST



“FUN – FIT” THE PROGRAM

☐ A Typical Day:

- ☐ NMT pick - up
- ☐ Arrival at 9:00
- ☐ Locker Room prep
- ☐ Calisthenics
- ☐ Walking the track
- ☐ Gym activities (Basketball, kickball, etc.)
- ☐ Working out in the Fitness Center
- ☐ Lunch
- ☐ Locker Room prep
- ☐ Swimming
- ☐ Locker Room prep
- ☐ Game room
- ☐ Departure
- ☐ NMT Drop - off



“FUN – FIT” THE PROGRAM

- ❑ Daily activities are expanded to **capitalize on events** in the **community** and the incorporation of **community based activities** that are supported by the weather conditions.
 - ❑ Summer months include walks / hiking at local parks
 - ❑ Visits to the reservoir
 - ❑ Having a picnic or cook-out
 - ❑ Visiting other “Fun – Fit” programs and doing things together
 - ❑ Festivals
 - ❑ Equestrian program
 - ❑ Miniature golf





“FUN – FIT” STAFFING

- ❑ Generally the **staffing ratio is 2 – 10** based upon the consumers acuity level
- ❑ Staff are selected based upon criteria related to:
 - ❑ **interpersonal skills**
 - ❑ Prior exposures to the DD environment (prior experience not required but preferred)
 - ❑ **Personality traits related to caring , supporting others, values**, beliefs about a person's value and worth.
 - ❑ A appreciation of physical fitness and healthy lifestyle
 - ❑ **Problem solving and consensus – building**
 - ❑ Effective communication skills to interact with multiple levels of individuals

“FUN – FIT” STAFFING



❑ Staff Training:

- ❑ The area of **staff training** is **on-going and constantly evolving** as new consumers join the program and, even more importantly, **as current consumers skills or needs change**.
- ❑ The over-riding focus of **staff training is client-centered**. As the consumer's needs change, either expand or become restricted in some manner, **the training of our staff must reflect a knowledge base, sensitivity, and appreciation of what these changes means for the consumer on a daily basis** and how we can positive impact the changes in some way.



“FUN – FIT” STAFFING

Staff Training:

- As aspect of staff's responsibility include Public Relations, Community Relations, Advocacy for individuals consumers and the DD population, as a whole.
- Staff's ability to problem solve is critical
- Staff's ability to assess an issues that has multiple layers and act accordingly when the issue may include a community member, a facility staff, and a consumer when all of the parties involve have different agenda's is paramount to program success.**



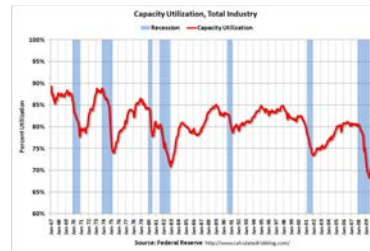
“FUN – FIT” STAFFING

□ Challenges

- The ability to find staff that is able to **remain engaged** for an extended period
- The demands of a community based program creates a **tremendous amount of physical and mental demands on staff to remain “on”** at all times. Down time during the day is very rare. (?)
- **Staff turn-over is an on-going issue.** Many newer staff have a misconception of what our program looks like in motion. Conceptually, we all have a general idea of what going to the gym is like. “Fun-Fit” is not like that!

PROGRAM FINANCES

UTILIZATION



❑ Billing Rates

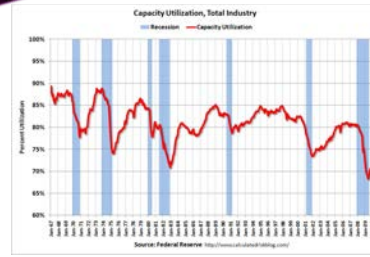
❑ Consumer Attendance:

❑ **Participant attendance** is a **MAJOR concern** and point of focus for any Day-Hab program that received its revenues based upon consumer participation.

❑ With the consumer having the ability to decide on any given day that they do not want to attend the Day-Hab, in essence, **the participants controls the purse strings.**

❑ This can prove to be problematic since the majority of your program cost are determined in advance of the participant attending.

❑ Staffing and other related cost are determined based upon ANTICIPATED participation



PROGRAM FINANCES

UTILIZATION

❑ Consumer Participation:

- ❑ The **“GAP Project”** was established with a focus on **monitoring participant participation** on a weekly basis, and in some cases, daily.
- ❑ In the event a consumer is **not meeting** the **anticipated/budgeted participation percentage**, we actively seek out communications the guardian, group home supervision and staff, as applicable, the county SSA, to determine the reasons for the reduced participation.
 - ❑ **These actions are undertaken to determine what steps or adjustments should be made to positive impact**



PROGRAM FINANCES

- ❑ The “GAP Project” focus on the to roles of the Day-Hab and Transportation staff, as appropriate, to ascertain their input and **potential impact** on **participant participation**.
- ❑ **Establishing acceptable** and **realistic participant participation numbers** is critical and allows for a program to **adjust quicker** to **issues** that **will/may negatively impact** overall program revenues.
- ❑ The **“Participant Agreement”** establishes a **based line** of **participant expectations** and requirements for continued participation.
- ❑ In addition to **establishing the rules** the participant but adhere to.



PROGRAM FINANCES

EXPENSES

Staffing Expenses:

Staff / Direct Support Professional

- 2 Full Time Staff (1 Lead Staff, 1 Support Staff)
- M – F, 8 hours / day, occasional overtime

Supervisory Support (documentation, ISP support, staff training, etc.)

Administrative Support (billing, managing compliance, HR, business mgmt.)

Vehicle Expenses:

- Purchase / Lease (12 passenger / modified accessible)
- Fuel
- Maintenance



PROGRAM FINANCES

REVENUES

- Based on a 240 day calendar year
- Based on average ACUITY MIX OF 60% "A", 40% "B"
- Based on 10 participants, 2 staff (1 Male, 1 Female)
- Acuity level assessment based upon community-based setting
- NMT is provided for the vast majority of participants
- Attendance participation averages 85%



PARTICIPANT AGREEMENT

❑ Rules and Regulations of Participation:

- ❑ Without rules and regulations there would be chaos.
- ❑ The Participant Agreement **outline** the do's and don't for all parties involved.
- ❑ The "Participant Agreement" is **reviewed** with the Guardian, the County, the Consumer, and any one else that it is deemed appropriate to be informed about CICAL's expectations of consumers for participation.
- ❑ **In many ways this creates the procedures and steps that CICAL will follow before a client may be removed from the program.**

NON-MEDICAL TRANSPORTATION

- **Vehicle Cost**

- Acquisition, **significant capital investment**
- Maintenance & Upkeep (**Unknown and can add up quickly**)
- Vehicles Trackers
- Driver Training
- Insurance (**Driver's age issue**)
- Alternative Funding** options





EXPANSION OPPORTUNITIES & COLLABORATIONS

Community Options

YMCA – type facilities are not always available

Other options include:

- Schools
- Colleges / Universities
- Warehouse facilities
- Workout facilities (Anytime Fitness, LA Fitness, Premier Fitness, etc.)
- Senior Citizen facilities
- Apartment complex with a workout facility
- Police / Fire department with workout facilities
- Community centers



CREATE *your own* OPPORTUNITIES



FACILITY PARTNERSHIP & COLLABORATION

- ❑ **Critical to Programmatic Success**
- ❑ Understanding that our population will, at some point, have behaviors
- ❑ An understanding and appreciation of what this may mean to the general operations of a facility is **paramount for maintaining good relations** with the facility after a behavioral occur.
- ❑ A **supportive** facility & **senior management team** is critical in efforts to **defuse** the **negative comments** and feeling that may follow a behavioral event for the facility members, staff, and general community.



FAMILY & GUARDIAN PARTNERSHIP

- ❑ **Family partnership & education is critical** to ensure **realistic expectations** for the guardian
- ❑ The ability to **establish** and **build trust** and **confidence** in the program by the guardian is a fundamental principle for a success program
- ❑ The guardian must also understand and recognize what will “actually” occur in the program versus what the guardian thinks or wants to occur.
 - ❑ The amount of one-on-one attention versus group interaction should be addressed
 - ❑ How the guardian can assist staff in effectively and positively working with participant
 - ❑ The **guardian is looked to for guidance and support** in getting the consumer to “buy-in” to the program structure and expectations



HIGHLY INTENSE NEED PARTICIPANTS

- ❑ The value and contributions of the Interdisciplinary team cannot be understated in this arena.
- ❑ The **ISP, IST, the Residential staff, the Interdisciplinary Team** serve a vital role in addressing and assessing if this program is well suited for the participant
- ❑ The Day-Hab staff solicits input from all resources that can assist in positively addressing behaviors and assessing the appropriateness of program activities.



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Thank You!

We are open to helping & sharing
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THANK YOU

- We hope you enjoyed this presentation. For more information, please feel free to contact us at smarks@oacbdd.org, or lmathis@opra.org

Have a great weekend and Holiday!!!