



Navigating Provider Transformation

2020 HCBS Technical Assistance Series
May 28, 2020 3:00-4:30 p.m. ET



Agenda

- **Welcome (ACL)**
- **Opening Remarks (CMS)**
- **Introductions of Guest Presenters and Presentations**
- **Q&A/Interactive Discussion**

WELCOME & OPENING REMARKS

Lisa Bothwell

Program Analyst

Office of Policy Analysis & Development

Center for Policy & Evaluation

Administration for Community Living

Michele MacKenzie

Division of Long Term Services & Supports

Disabled & Elderly Health Programs Group

Center for Medicaid & CHIP Services

Centers for Medicare & Medicaid Services

INTRODUCTIONS OF GUEST PRESENTERS AND PRESENTATIONS

Richard Davis, MSW

Senior Policy Advisor

U.S. Department of Labor, Office of
Disability Employment Policy (ODEP)

Amber Carey-Navarrette

Director of Person-Centered Services,
Adult Day Services

Easterseals Southern California

Donna Martin, M.Ed.

Director for State Partnerships &
Special Projects

American Network of Community Options
and Resources (ANCOR)

Tonya Milling

Executive Director

The Arc of Virginia



NEON Overview

Richard Davis, Senior Policy Advisor

ODEP / USDOL

May 28, 2020

What is the National Expansion of Employment Opportunities Network (NEON)?

- Initiative of the Office of Disability Employment Policy within the U.S. Department of Labor
- Began in January 2020
- Five National Provider Organizations (NPOs) Awarded:
 - ACCSES, ANCOR, APSE, SourceAmerica, The Arc U.S.

What is NEON?

- NEON is an initiative by ODEP to collaborate with National Provider Organizations (NPOs) to help raise Competitive Integrated Employment (CIE) across their membership networks, made up of Local Provider Organizations (LPOs).

ACICIEID Final Report

“The Committee’s recommendations are organized around the overall theme that specific areas of capacity building will be necessary in order to increase CIE.”

Chapter One: Increasing Competitive Integrated Employment will require Capacity Building

- “Despite the fact that presumed employability of people with significant disabilities is implicit in relevant federal legislation, the current service capacity and associated federal and state policies have made it difficult to make this concept a reality.”
- “To date, only a handful of states prioritize funding for competitive integrated employment (CIE) in a way that has translated to meaningful employment rates for people with significant disabilities. To broadly build capacity for CIE, realignment of state and federal policies and funding will be necessary.”

Overall Capacity Building

“In order to build more systemic capacity for CIE, there needs to be:

1. Guidance, policies and strategies to prioritize federal funding for CIE,
2. Data collection and analysis of requirements for recipients of federal funding based on a common definition of CIE and outcomes,
3. Funding and initiatives to help agencies build CIE capacity, develop national standards of professional competence, and train professionals skilled in facilitating CIE, and
4. A federal interagency task force focused on policies to expand capacity of CIE and advance economic self-sufficiency.”

ACICIEID Recommendation 1.a.vi.

- “Federal agencies should:
- Provide technical assistance to states through internal federal agency expertise (like the Office of Disability Employment Policy’s Employment First State Leadership Mentoring Program) and/or funding for the use of external expertise from other states and programs that are successfully financing and implementing CIE strategies.

Technical assistance should include funding strategies and capacity-building strategies at the state and provider level, and professional competence in delivering CIE.”

NEON Structure

- Each of the five National Provider Organizations (NPOs) will receive intensive technical assistance to increase competitive integrated employment (CIE) outcomes across their organizations.
- Each NPO selects five Local Provider Organizations (LPOs) within their membership to receive onsite technical assistance with provider transformation to increase CIE outcomes.

National Provider Organizations (NPOs)

- The 5 NPOs chosen to participate are:
 - ACCSES
 - ANCOR
 - APSE
 - The Arc, and
 - Source America
- NEON is structured to give each of the five NPOs technical assistance to five of their participating LPOs in Year One.

Local Provider Organizations (LPOs)

- ACCSES: MI, NJ, IL, VA, CA
- ANCOR: CO, IL, PA, PA
- APSE: MI, NY, SC, TX, MD
- The Arc: NY, MA, VA, GA, AZ
- SourceAmerica: CA, GA, MD, FL, TX

NEON Subject Matter Experts

- David Mank
- Rich Luecking
- Rachel Pollock
- Abby Cooper
- Jeannine Pavlak
- Dale Verstegen
- Karen Lee
- Jackie Pogue

NEON Three Year Objectives

Year One:
Strategic Planning
and Start Up
Support

Year Two: Scaling
Up Services and
Implementing
Strategies

Year Three:
Sustaining
Services and
Systems Change

Year One: Strategic Planning and Start Up Support

- Each participating NPO will be assigned a Subject Matter Expert (SME) to develop an individualized “Capacity Building Strategic Plan” for their organization over the course of Year One.
- This Strategic Plan will be used to guide the NEON implementation in Years Two and Three.
- Input from the 5 LPOs receiving TA in Year One will also be used to develop the Strategic Plan.

NEON Quarterly Meetings

- Representatives from the five NPOs will also attend NEON Quarterly Meetings in Year One (February, May, August)
- The Quarterly Meetings will have facilitated focus group discussions in order to better understand the barriers and solutions to competitive integrated employment from the providers' perspective.
- These discussions will aim to address the recommendation in the WIOA ACICIEID Final Report: Increasing CIE will take Capacity Building – “What are the needs of providers in order to increase CIE outcomes?”

NEON Quarterly Meetings Cont.

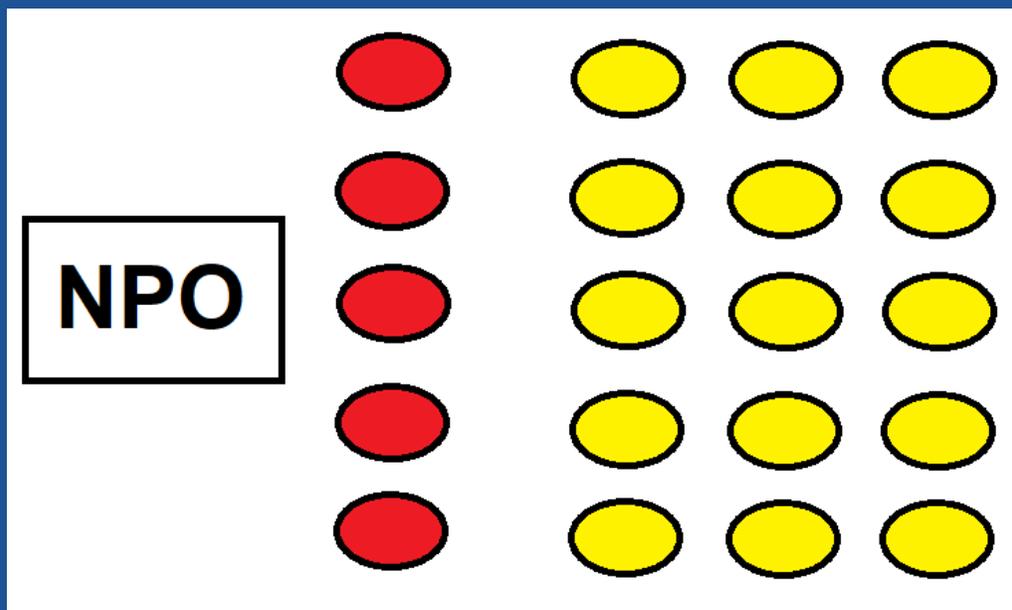
- The NPOs and SMEs meet quarterly during Year One in order to develop a National Plan to Increase CIE
- This plan is evolving due to the COVID-19 pandemic

Virtual TA

- Due to COVID-19, most TA has been virtual in Year One
- To the extent possible, SMEs make themselves available virtually to the LPOs who are still able to participate in NEON.
- No pressure is put on LPOs to participate, due to other more urgent priorities

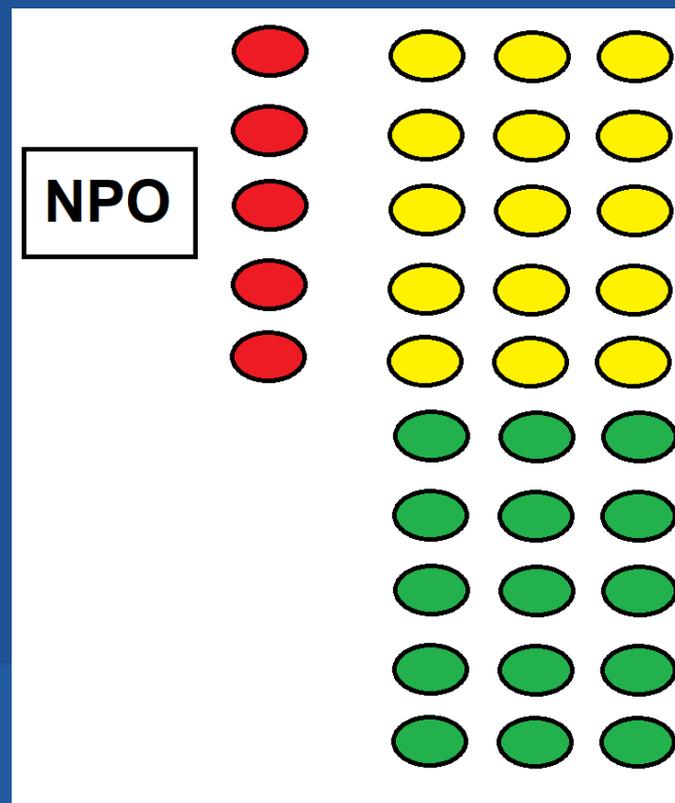
Year Two: Scaling Up and Implementing Strategies

- If offered, Option Year Two will support each participating NPO in implementing their Capacity Building Strategic Plan
- Support will be expanded to an additional 15 LPOs



Year Three: Sustaining Services & Systems Change

- If offered, in Option Year Three, each participating NPO will continue to work on identifying needs for scaling and sustaining the work that was started in Years One and Two.
- In addition, 15 more LPOs will be identified to receive intensive onsite technical assistance with SMEs.



NEON National Provider Reach

5 NPOs x 5 LPOs = 25 Year One

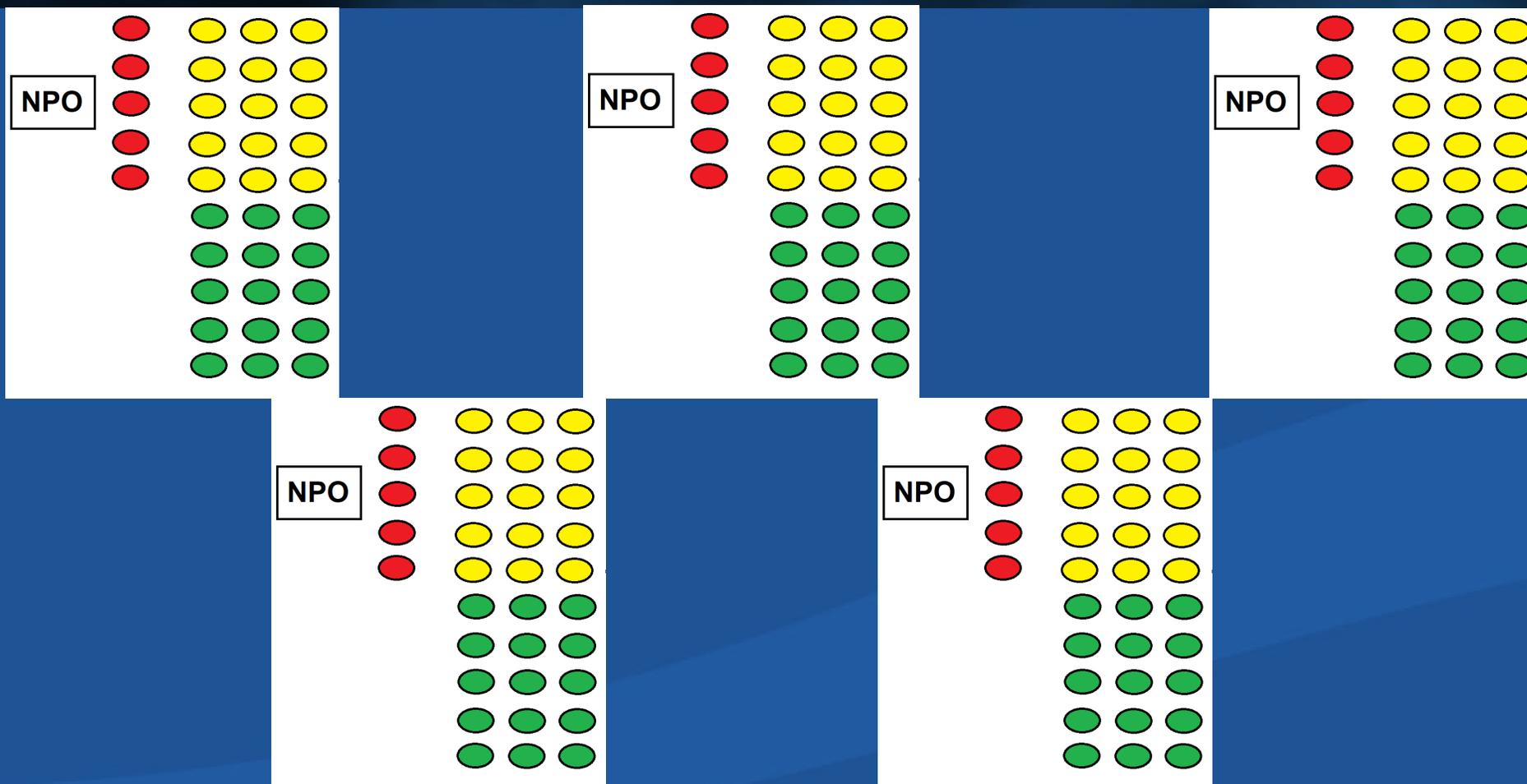
5 NPOs x 15 LPOs = 75 Year Two

5 NPOs x 15 LPOs = 75 Year Three

25 + 75 + 75

= 175 Local Providers over Three Years

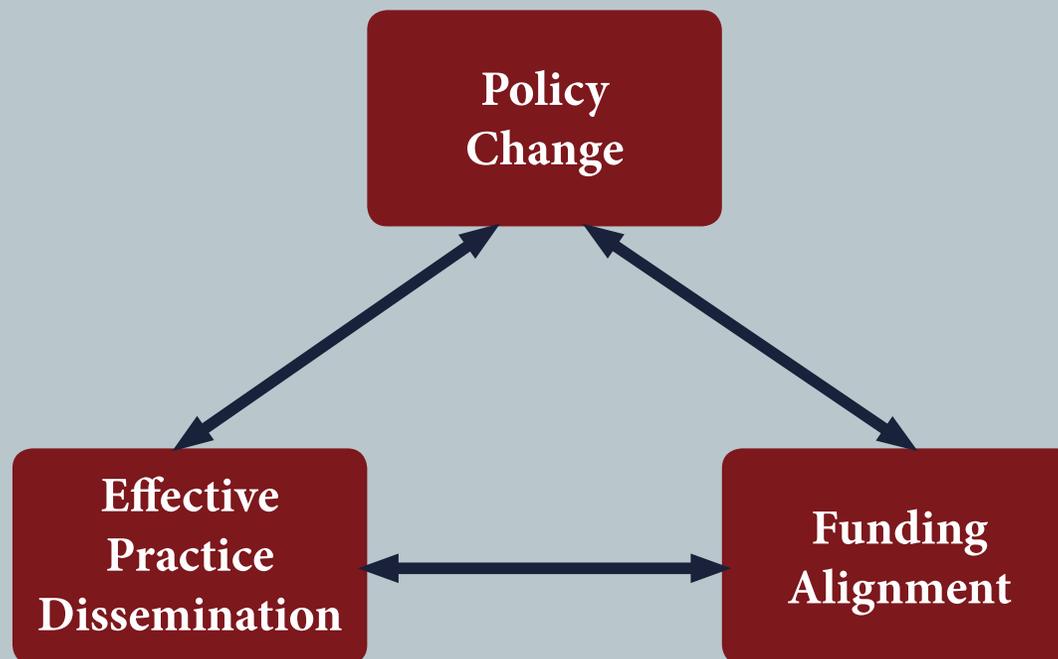
175 LPOs Supported in 3 Years



ODEP's 3-Pronged Approach

Objectives

EMPLOYMENT FIRST STATE LEADERSHIP MENTORING PROGRAM

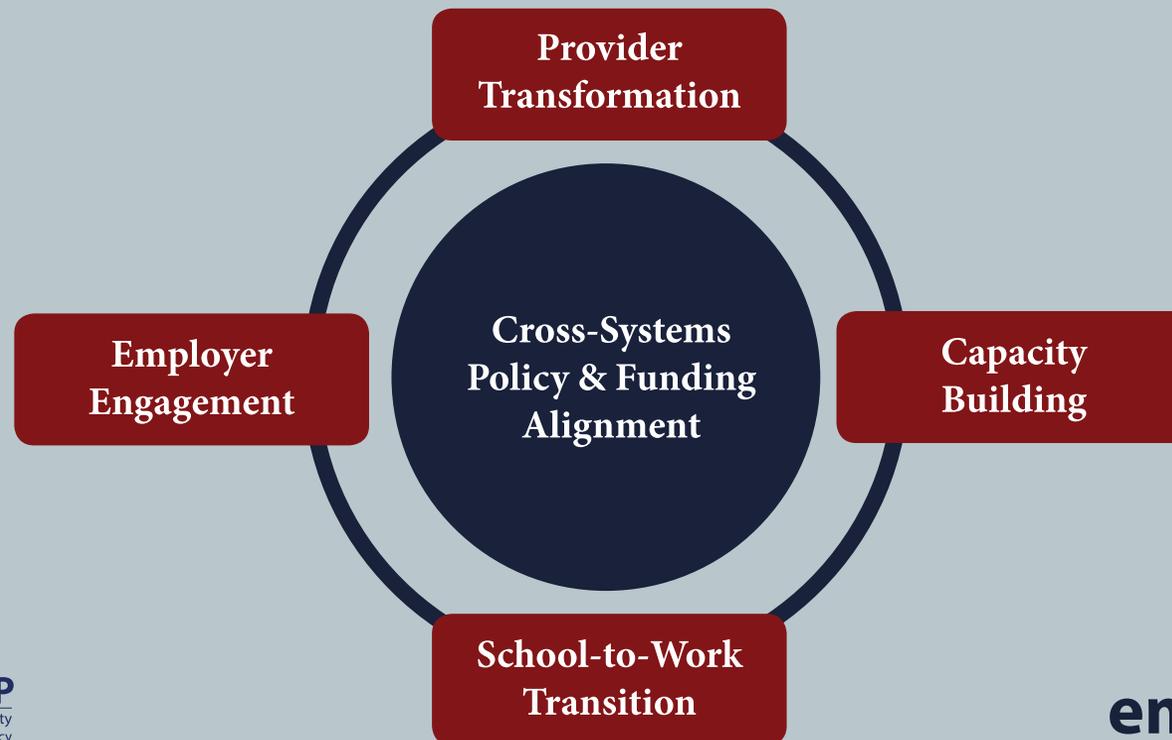


ODEP Subject Matter Expertise Key Areas of Foci



ODEP's Technical Assistance Model Key Areas of Foci

EMPLOYMENT FIRST STATE LEADERSHIP MENTORING PROGRAM



ODEP's Criteria for Performance Excellence in E1st State Systems Change & Provider Transformation



ODEP's Criteria for Performance Excellence in E1st State Systems

CHANGE & PROVIDER TRANSFORMATION



State Transformation Activity Record (STAR)





Contact

Richard Davis

Senior Policy Advisor
Office of Disability Employment Policy
U.S. Department of Labor
202-693-4923

Davis.Richard.A@dol.gov



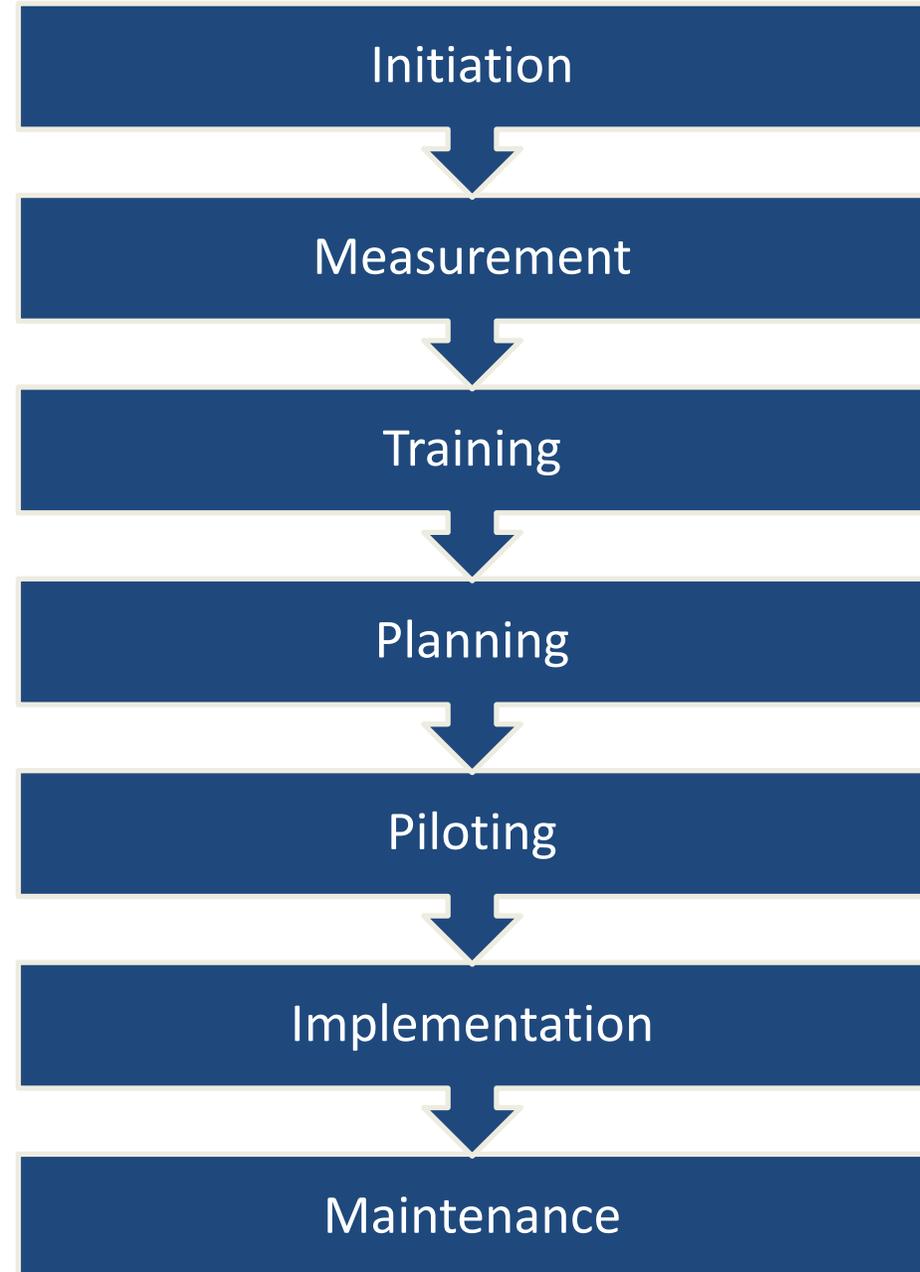


**Person-Centered Service Transformation
& HCBS Transition
May 28, 2020**

Seven Phase Approach



HCBS FR 4: Independence



Six Tenets of Person-Centered Transformation



HCBS FR 1 through 5

1. To promote a person-centered culture by analyzing our own behavior and consciously changing any thoughts, attitudes, or interactions that do not hold to person-centered values.
2. To listen and value people's choices.
3. To support people in planning and directing their own days and futures.
4. To create experiences, not just activities.
5. To provide opportunities for people to expand and increase their interests and abilities.
6. To demonstrate person-centered practices by ensuring that the systems around us encourage rights and freedoms, not limit them.

Community is Not About the Place; It is About the People

- Change our definitions
 - Community is not just a place to go
 - Community inclusion is not just a place you go to do something
- Larger definition of community
 - Something we build
 - Something we are part of
 - Something we feel we belong to
- Community may be a physical space, location, or area, but it may not be.
- It is unique to each person, and most of us have multiple communities we belong to. Our community is closely tied to our identity.
- HCBS Federal Requirement 1: Access to the Community

Asking the Right Questions

- Find a tool to get to know people more deeply
 - Personal Outcome Measures; Council for Quality and Leadership
- If the person is comfortable, have a non-biased person ask the questions.
- It is not just about discovering what is or isn't present in the person's life, but whether or not those things are important to them right now.
- People might not know an option or opportunity exists until it is brought to their attention.
- Some people are afraid to bring up topics others have given the impression are taboo.
- HCBS FR 3: Right to be treated well

Person-Centered Planning; Preparation is the Key

- As service providers, we are not preparing for the meeting. We are supporting the person to prepare for their meeting.
- Preparing empowers and builds the person's confidence as their own advocate.
 - Support in preparing any tools needed for the person to express their voice.
- Make sure the person knows that they decide what is discussed, and what is not. They have the choice over who is in the room. Especially when sensitive matters are discussed, or if they are even discussed at all.
- Find out if there is a friend and/or ally the person would like present for support.
- Remember it starts with what the person wants in life, and then the services and supports are figured out. Not the other way around.
- HCBS FR2 Choice of Setting & HCBS FR 5 Choice of Services and Supports

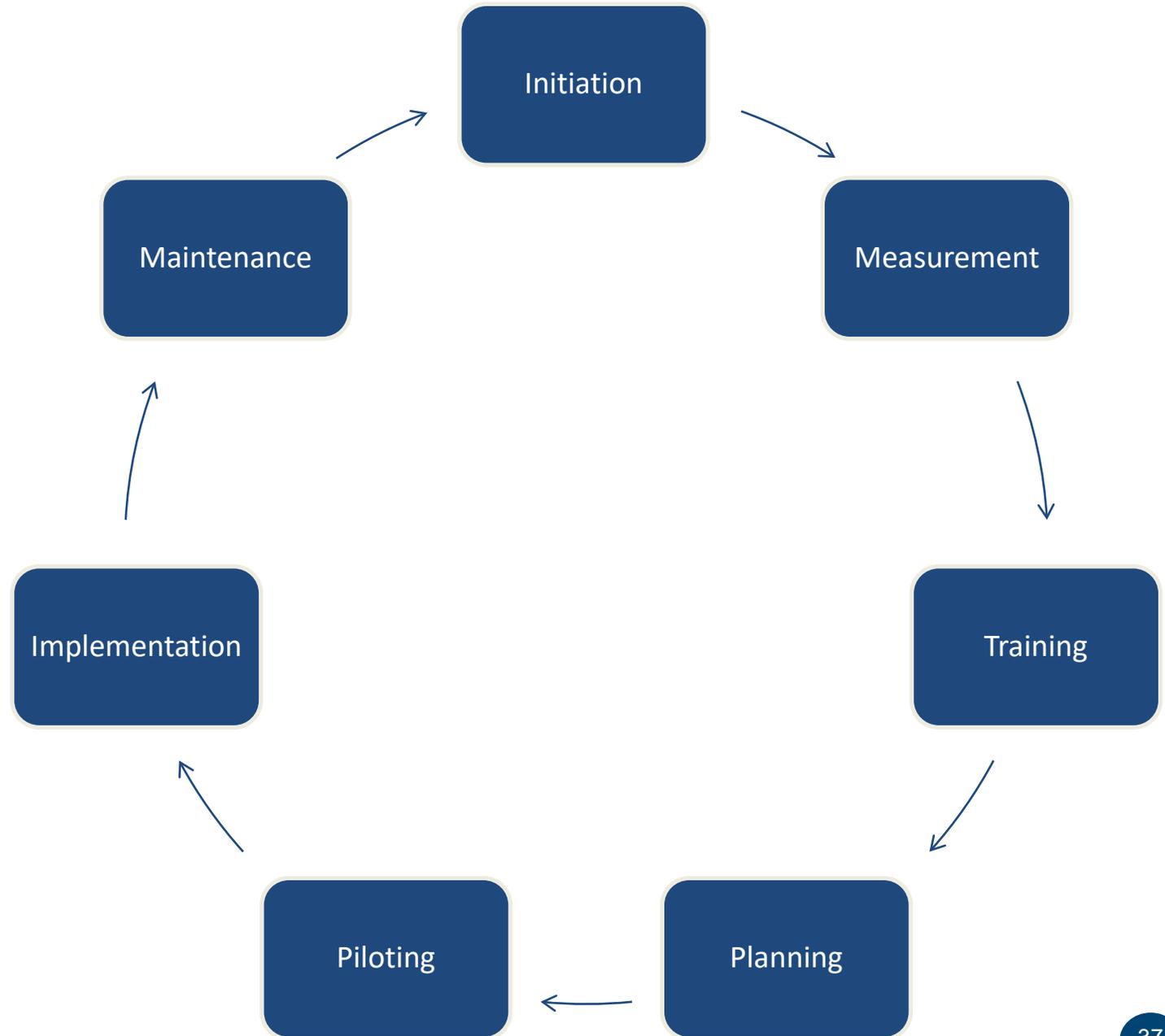
Real Rights

- To make mistakes and bad choices.
- To disagree with others and not listen to their advice.
- To feel how we feel, and learn strategies to self-regulate.
- To have control over our own space, property (including money), relationships, routines and schedules.
- Accessibility of buildings, streets, transportation, information, and civil engagement.
 - “Its not charity, its my right”
- No longer excuse rights violations with the best of intentions.
 - Dignity of Risk
- HCBS FR3 Right to be treated well

Seven Phase Approach (Cont.)



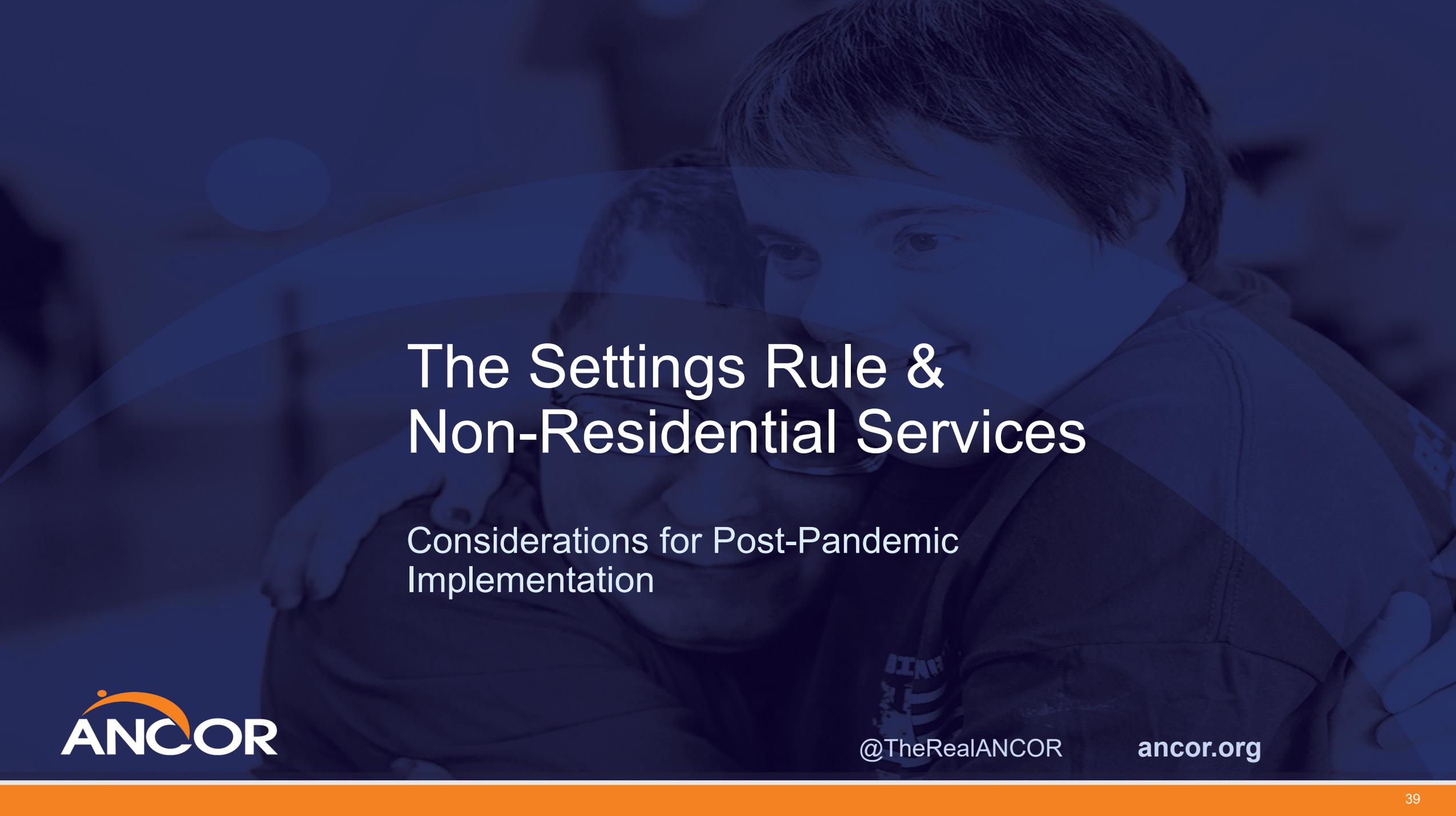
HCBS FR 4: Independence





Thank you!!!

Amber Carey-Navarrete
PCCP@essc.org



The Settings Rule & Non-Residential Services

Considerations for Post-Pandemic
Implementation



Challenges and Opportunities



@TheRealANCOR

[ancor.org](https://www.ancor.org)

Challenge

- Day service providers' ability to rebound from weeks of closure, lost revenue, displaced staff

Opportunity

- Some day service providers will take this opportunity to scale back or completely retool their congregate day services

Considerations

- Funding structures to support more person-centered, individualized services
- Staffing ratios – day programs funded to ensure health & safety, not funded for individualized services
- Regulatory impediments
- Providers' need for technical assistance

Challenge

- Infrastructure – systems designed to support people in multiples
- Facilities

Opportunity

- A return from closure provides opportunity for a new normal – reset expectations
- Facilities are assets that can be repurposed, potential revenue generator

Considerations

- Employees unprepared/untrained to meet community-based expectations
- Union contracts
- Added difficulty for rural services

Challenge

- Vehicles - large vehicles do not lend themselves to individualized supports
- Transportation

Opportunity

- Can orgs convert loans/leases for smaller vehicle options
- Shift toward ride sharing for some – orgs could create this service

Considerations

- Limits on vehicle financing, contracts, etc.
- Regulatory issues for providers offering ride share
- Individuals and Families' level of comfort

Challenge

- Family Support
 - Notion that their person is safe or with friends at the day site
- Not enough funded hours to provide a full, individualized “work week” schedule

Opportunity

- Melding day/employment, in-home supports with natural supports for seamless service
- Emergency waiver requests seeking to hire/pay family members or legally responsible persons

Considerations

- Individual funding does not meet family’s needs and natural supports take time – how does this intersect with the need to retool congregate day services NOW?
- Paid family caregivers can not be the only support for the person – risk isolation, exploitation. Would need to be monitored.

Final Thoughts...

- Impact of beleaguered economy on employment opportunities for all displaced workers
- Anticipation of massive Medicaid cuts as states reel from plummeting revenues
 - Just as states were starting to make some investments in DSP salaries, we stand to loose ground
- Contingency plans for the possibility of a viral resurgence

Contact Info

Donna Martin, M.Ed.
Director for State Partnerships & Special Projects
dmartin@ancor.org



[@TheRealANCOR](https://www.instagram.com/therealancor)

[ancor.org](https://www.ancor.org)

A Journey to
A LIFE LIKE YOURS



Tonya Milling
Executive Director
The Arc of Virginia

tmilling@thearcofva.org
804-649-8481 Ext 101

The Arc of Southside in 2011

Providing Services in Programs for people with Developmental Disabilities

Private Day School for 28 Students

Group Home for 8 Adults

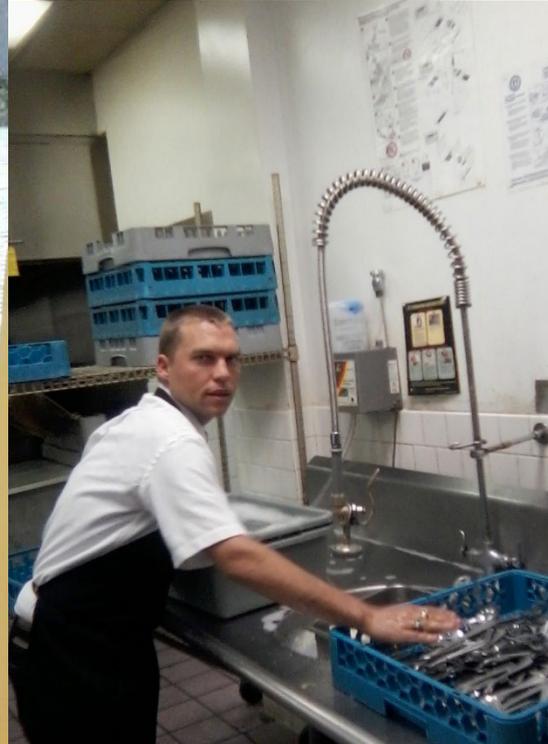
Sheltered Workshop for 135 Adults

All for people with disabilities, all segregated and all in the same location.

FROM SIDEWALKS...



TO LIFE!



**Started by Talking to those who matter most ...
Asking what they had not been asked**

**What they want for
their life**

**How we can help
them achieve it**

- We held group sessions to talk about hopes, dreams, possibilities
- Did surveys
- Put up posters in cafeteria where folks could write ideas

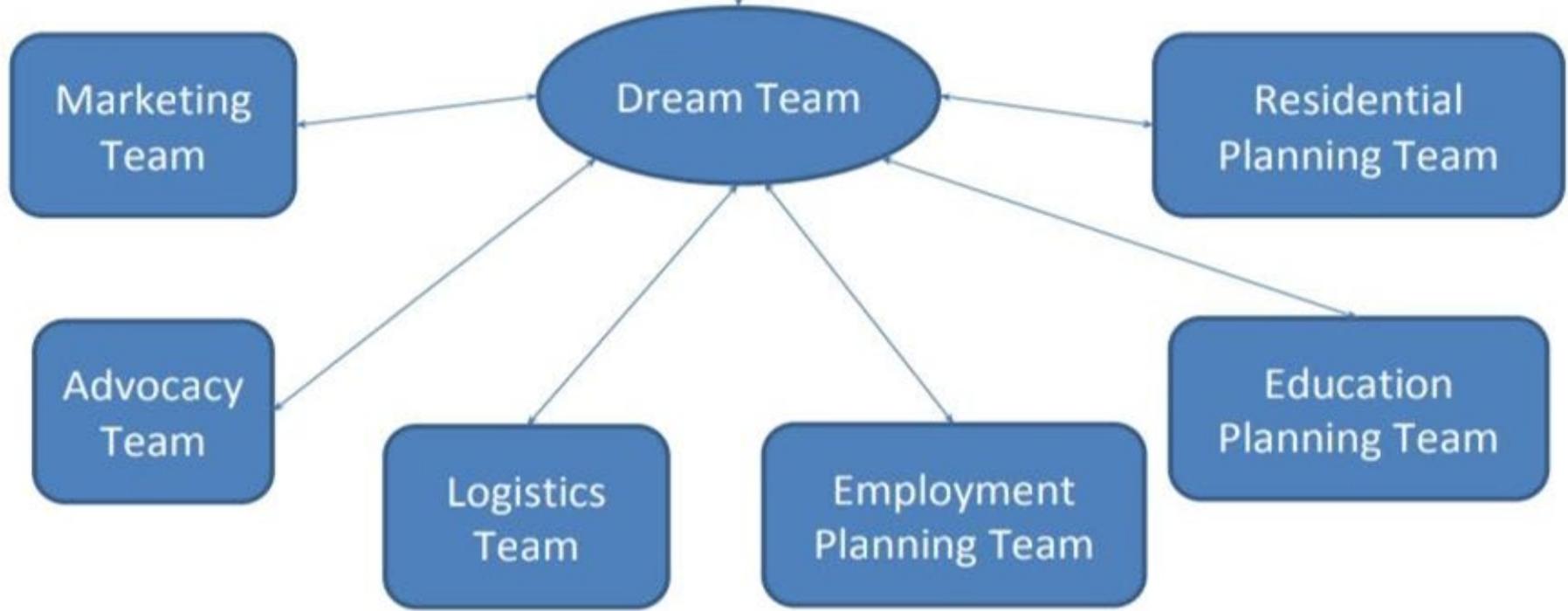


Board of Directors

January 2012 – December 2014
Strategic Plan

Relocation Team

Implementation Team Structure



Defining INCLUSION

**Taking Services to Community,
Wherever people are living their lives**

JANUARY 2012 - DECEMBER 2014 3 YEAR STRATEGIC PLAN

Building Services in the Community

To get to Life ...

➤ **Board of Directors Voted to begin new services and close all segregated programs:**

- **Workshop**  **Supported Employment & Community Engagement**
- **Group Home**  **In Home Supports & Supported Living (Up to 24 Hrs daily)**
- **Private Day School**  **Students Returned to Public Schools**

To get the Board to our Why

Made sure every board member felt what it would be like...Credo for support, language of us and them....people sharing stories and what they wanted.

- ▶ First push was because it was right,
- ▶ later helped that it would be “required”

Language of Us/Them by Mayer Shevin

We like things

They fixate on objects

We try to make friends

They display attention seeking behavior

We take breaks

They display off task behavior

We stand up for ourselves

They are non-compliant

We have hobbies

They self-stim

We choose our friends wisely

They display poor peer socialization

We persevere

They perseverate

We enjoy a nice meal

They get fed

We go for a walk

They run away

We insist

They tantrum

We change our minds

They have short attention spans

We enjoy nights out with our friends

They go on community outings

We are humanthey are ...human

New Why...

- ▶ HCBS Rule
- ▶ WIOA
- ▶ DOJ
- ▶ Virginia's New Waiver Service Definitions

Next, Buy In from staff...same message

Philosophy Training

Exercises

Videos from other places

Books, articles, newsletter "Tonya Talks"

**Staff heard the stories and wanted
more for the people they supported**

News and Information for Staff

Bi Annual Membership Meeting: All Staff are invited to attend our Membership Meeting. We hold this twice a year...December and June. At this meeting we will elect new board members and officers, have a presentation on the Completed Strategic Plan and enjoy a meal and good company! It will be held December 15th at West Main Baptist Church. You will all receive an invitation!

Let's Talk Philosophy

We talk a lot about our values, our beliefs and our philosophies. But what do we really mean when we say these things?

We will talk about our philosophies at sessions for **ALL STAFF to attend.**

Discussions will be:

November 28th at 1pm

OR November 29th OR 30th at 10am, 1pm, 4pm daily

EVERY STAFF SHOULD SELECT ONE SESSION TO ATTEND!

Training will last 2 hours and be held at The Chamber of Commerce. Sign up with your supervisor ASAP!

We Appreciate Our Staff... And We Proved It!

This year's DSP Week was great! I so enjoyed getting to see so many of you so often! Your hard work never goes unrecognized even when I don't appreciate it daily.

Program news:

- Eric Cottrell got a job at MT Herman Animal Clinic! He is the first person from our **Supported Employment** program to get a job. We all congratulate him on his success and wish him luck!!
- We have 18 students enrolled in **our Education program** this year! This is higher than expected and the teachers and staff have worked hard to support all the kids! We appreciate all of their efforts in educating our kids.
- The **Residential Program** has seen some changes with the soon to be new Den for residents to enjoy! We moved administration offices out of the house so the space can be used for what it is intended...A Home!
- Our brand new **Computer Lab** Opened last week! This lab is open to any and all participants of The Arc! So please take your students, your production...

Ongoing
Training

Regular
Appreciation

Share
Good
News!

One Step at
a Time

Where are we as Person Centered Organization?

Where do most folks we support fall on this chart?



Institutional Life

Virtually no control over life decisions
Virtually no control over personal choices
Virtually no control over daily activities
Virtually no personal freedom

Good Quality Service Life

Has input into life decisions
Exercises some personal choice in daily life
Chooses some daily activities
Has limited personal freedoms

A Life Like Yours

Makes life decisions
Exercises daily choices
Chooses how to spend days
Has personal freedom

Definitions:

Life Decisions – where to live, work, financial choices, medical decisions

Personal Choice in Daily life – how to decorate room, choice of services formal and informal, who comes into my personal environment

Control of daily activities – what to eat, when to eat, where to go, when to go, social lives

Personal Freedom – able to go anywhere you choose....movies, work, park, store....movement without restriction in your home or work other than same restrictions places on someone without disability. Choice to vote, marry, have children, have sex, choose friends....

Not just words....talking the talk

Start with big ones...website, signs

Policies - Ex. Enhancing Language, others to change words too

Forms - Remove words like “client”, “permission”,

Job Descriptions - change the way we talk about our roles. support, teach, guide, connect, facilitate. Requires commitment to inclusion

Performance Evals - what are we measuring? include relationship with people supporting, promotion of philosophy, ...

What about?

Safety

Getting enough support

Losing Benefits

Losing Job

Being Bullied

Missing Friendships

Worries about Closing Facility Programs

Who Worried?

Parents

Staff

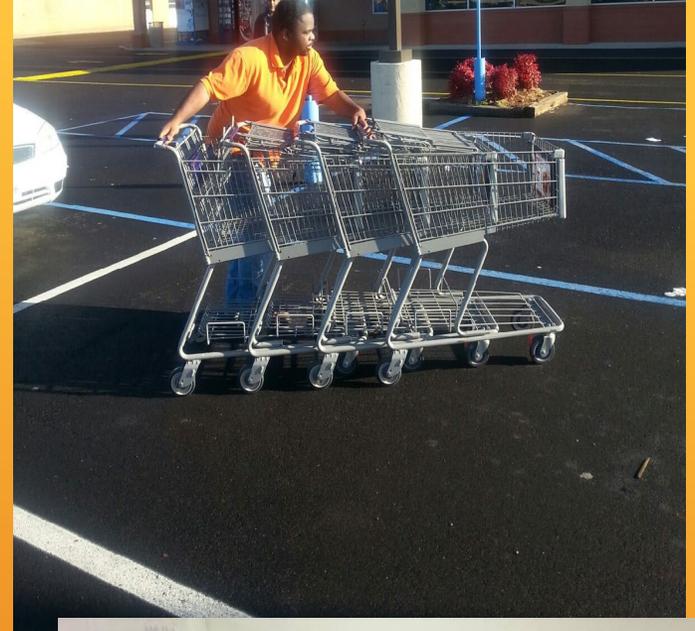
People with disabilities

One on one talks

Examples of Success

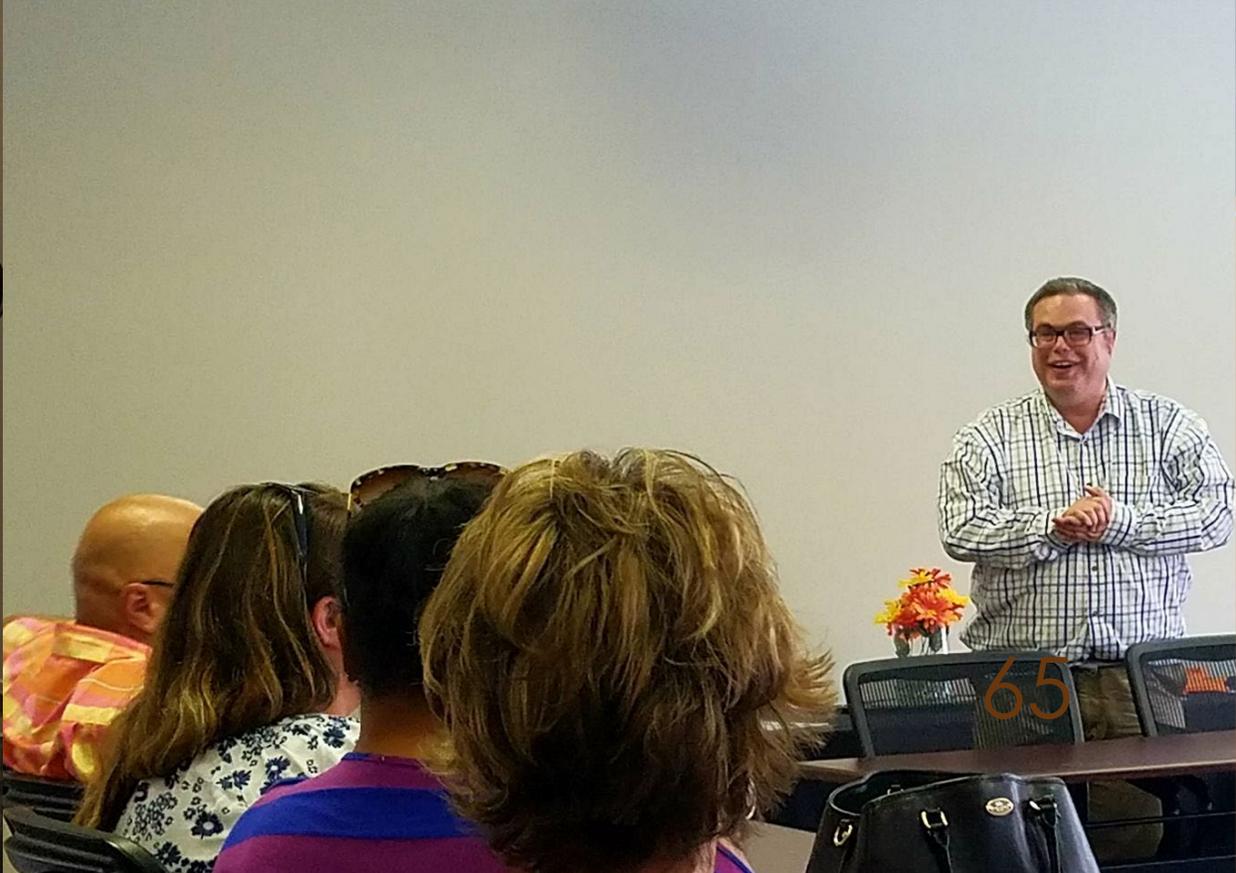
Always going back to Human Factor and asking the question in that way

Success is
Catchy!





Speakers Bureau



Communicating to the public



Goals:
Influence Perceptions
Build Job Opportunities

Helping people with disabilities to have ***A Life Like Yours.***



A Life Like Yours is a campaign that simply reminds us that people with developmental disabilities want the same things in life that we all do, to be free to choose where and how they live their lives. To do this, they just need support and opportunities for a full and meaningful life in their communities.



We have provided support to people with developmental disabilities in Danville and Pittsylvania County for over 60 years.



The Arc offers Services that provide support to people to live in their own homes, to work in a job where they are successful and to be a part of their community. Programs include:

- Hatcher Employment Services
- Residential Services
- Community Engagement Services



River District Artisans is a business operated by The Arc that supports our mission while providing work for local Artisans with and without disabilities.

River District Artisans is a retail store selling unique handcrafted items for everyday living.

Open Monday – Friday 10am to 5pm, Saturday 10am – 2pm, located at 411 Main Street Danville




The Arc
Southside

434-836-3272
www.thearcsofouthside.org

Always Celebrate & Enjoy Achievements



The Arc of Southside...2020

Supporting people to live their lives

- ▶ Closed Group Home
- ▶ Closed Workshop
- ▶ Closed Private Day School

Supporting 29 People in their own homes - we only support people in their homes because "Home Like, will never be Home"

Supporting 52 people to spend time doing the things they want through the service Community Engagement

122 Job Placements

The Business Side of Inclusion...

How did it shake out financially?

- Every situation different but once you invest in community services it is less expensive in our experience.
- The return on investment in people is way bigger than the return on investing in buildings and vehicles.
- The Demand for Service is so much bigger. People with disabilities and their families realize they can have the same things, that they deserve the same things and have a right to the same things. **So demand is driving the market for more providers who provide supports designed around the person, not programs that people need to fit into.**

Lessons Learned ... What went well for us

- Listening to people
- Having an Inclusion Champion
- Remembering, All Means All
- Emphasizing Language
- Teaching our Team The Answer is ALWAYS Human is Human is Human. What would the answer be for a person without a disability

**Inclusion is a
way of Life**

Some mistakes

You can never include the authentic voice of people with disabilities enough.

Not getting stronger family buy in earlier.

Not recognizing the loss of friendships fast enough.

Our “Why” message stayed the same...

A Life Like Yours - ALLY

We all want the same things in life, and we all need support and help. Our job is simply to follow people and provide the support they need to live the life that they choose.

Appendix

Slide 60: A blue arrow indicates the progression of services from “Institutional Life” to “Good Quality Service Life” to “A Life Like Yours”.

Where are we as Person Centered Organization?

Institutional Life

1. Virtually no control over life decisions
2. Virtually no control over personal choices
3. Virtually no control over daily activities
4. Virtually no personal Freedom

Good Quality Service Life

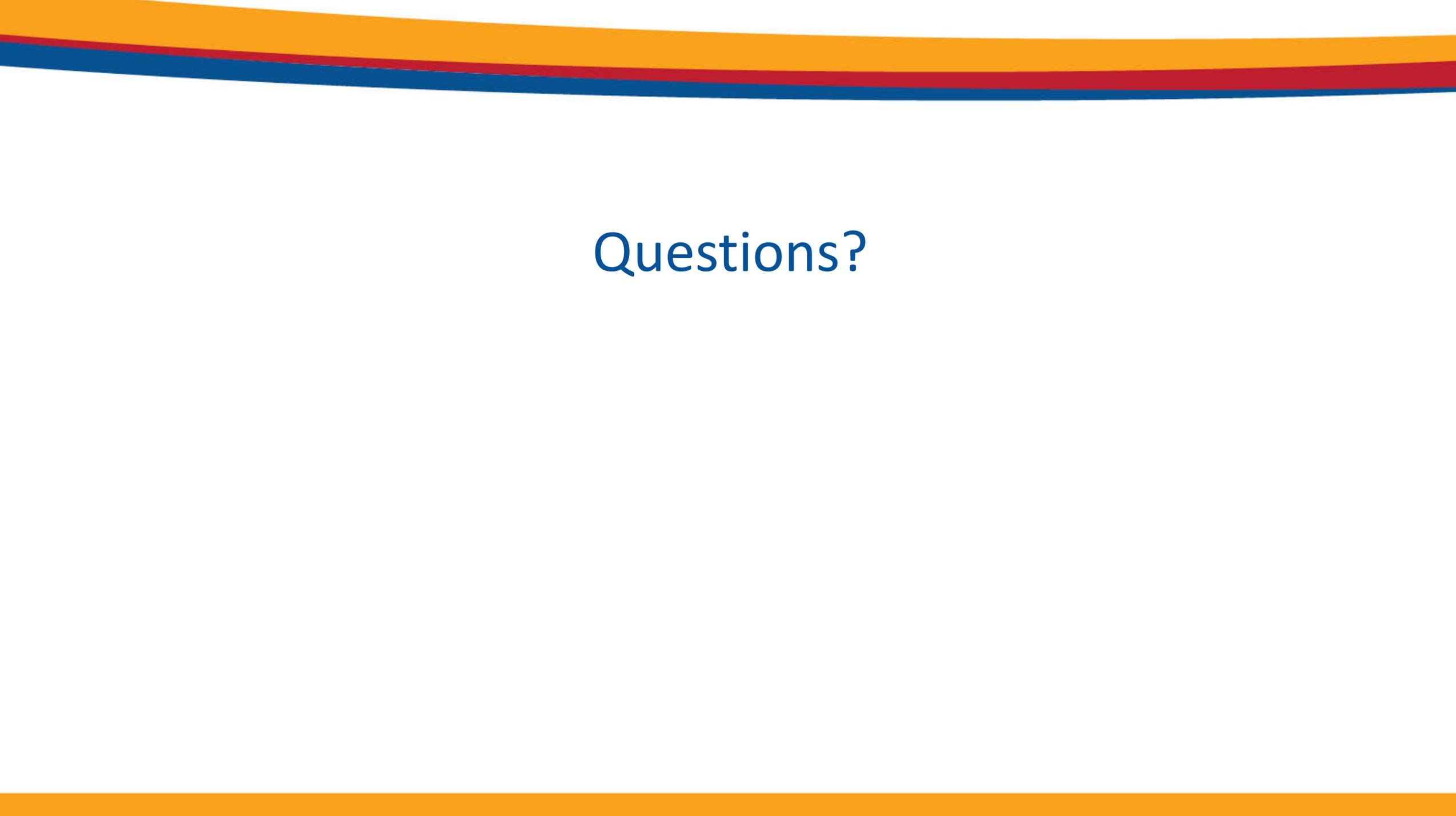
1. Has input into life decisions
2. Exercises some personal choice in daily life
3. Chooses some daily activities
4. Has limited personal freedoms

A Life Like Yours

1. Makes life decisions
2. Exercises daily choices
3. Chooses how to spend days
4. Has personal freedom

Definitions:

1. Life Decisions – Where to live, work, financial choices, medical decisions
2. Personal Choice in Daily Life – How to decorate room, choice of services formal and informal, who comes into my personal environment
3. Control of Daily Activities – What to eat, when to eat, where to go, when to go, social lives
4. Personal Freedom – Able to go anywhere you choose... movies, work, park, store... movement without restriction in your home or work other than same restrictions places on someone without disability. Choice to vote, marry, have children, have sex, choose friends...



Questions?

Feedback

Please complete a brief survey to help ACL monitor the quality and effectiveness of our presentations.

Please use the survey link: <https://www.surveymonkey.com/r/KHCZY79>

WE WELCOME YOUR FEEDBACK!