



Developmental Disability Services Update #4

Tisha Deeghan, Executive Director, CSB
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Review – April 25, 2017

Board Budget Guidance directed the CSB to-

- Continue to analyze the impact of changes in developmental services subsequent to the Department of Justice Settlement Agreement (DOJSA) and Waiver redesign including the impact on services and local dollars.
- Continue broad community collaboration and seek consultation of providers, advocacy groups, and impacted residents.
- Provide an update to the HHHSC in the fall.



Full text on Slide #23

Continued Community Collaboration



Community Collaboration & Consultation

A “Summer of Engagement” was launched with:

- An *Innovation Challenge and Idea Bank* for the community to explore together ideas on how services could be offered differently to meet the needs of both ID and DD individuals and identify opportunities for future collaboration
- A series of *Resource Challenge Workshops* to broaden community dialog on diverse perspectives and priorities and to capture the implications of common themes on current and future practices

Summer of Engagement Take-a-ways

- There was enthusiastic participation with some representation from all stakeholder groups
- Families dominated the interest groups and discussion was lively among participants
- Innovation Challenge submissions and Resource Workshop discussions moved beyond strictly employment and day and reflected broader concerns (e.g., improving family knowledge about transition and housing options)

Summer of Engagement Take-a-ways (continued)

- The scarcity exercise in the Resource Challenge Workshops led to honest and sometimes difficult discussions of diverse perspectives, values, and underlying assumptions
- Workshop participants quickly uncovered and wrestled with the quandary of funding fewer individuals with high support needs versus funding more individuals with less costly per person support needs

Summer of Engagement Take-a-ways (continued)

- Although groups varied in how they balanced their choices between higher versus lower support need requests, all chose to fund...
 - The individual whom they saw as in highest need
 - A mixture of various levels of support needs and corresponding costs
- Groups considered common factors in defining “extraordinary hardships” and making subsequent funding decisions
- Employment Services *and* Day Services are both valued by the community but some participants advocate for building up employment only

Common Themes from the Summer of Engagement

- The community realizes that an expanded population of individuals with more diverse interests and support needs challenges service models, funding allocation decisions, and family and school transition planning
- Although Employment & Day (EDS) was the original focus, conversations quickly turned to help with understanding and navigating options, assistance with housing, individuals with dual diagnosis (DD + behavioral) and other topics related to supporting a individual with disabilities in the community
- Parents want more information/education about options and services earlier from the Schools and the CSB
- Solutions require more dialogue and more participation from stakeholders and the broader community
- Participants are willing to stay engaged and collaborate with each other, the government, and the private sector, toward solutions

The Rolling Landscape



From the State -

- Per Commissioner Jack Barber’s September report to GA, the state’s focus in the DOJSA implementation will be on “increasing case management services, child crisis capacity, provider capacity, housing, employment opportunities and additional services for those with more intense support needs.” And will require from us detailed reports on the Waiver waiting list, Waiver budget, and use of the Supports Intensity Scale (SIS).
- Each change at the state level impacts Support Coordination. For example, the implementation of the State Rental Assistance Program (SRAP) necessitates active case management; an increase in the number of categories of EDS means Support Coordinators need to understand 30 services instead of 15; and additional requirements have resulted in a marked increase in quality reviews and data entry to a separate state system (duplicated with entry into CSB’s EHR).

Private DD Case Management Providers

- Prior to July 2016, people with previous DD waivers received CM services privately billed directly by the provider to DMAS (the state).
- Five private DDCM providers were engaged through a regional RFP to meet the new demand/requirements across NoVa, but three of these providers ceased this LOB and backed out.
- Of the remaining two, one does not work with individuals in Fairfax and the other is not currently expanding services. Thus there is currently no private capacity to assist the CSB with mandated CM which is delivered by support coordinators.
- Since July 1, 2016, the CSB has consequently absorbed DDCM responsibility for **84** individuals.
- Standing up a service and compliance oversight system to support private DDCM has had a significant impact on CSB Support Coordination supervisors and across business operations of the CSB.

CCC Plus

- Elderly or Disabled with Consumer Direction (EDCD) and Technology Assisted (Tech) Waivers merged and became the new Commonwealth Coordinated Care (CCC) Plus Waiver, a Waiver operated through the state's managed care contract with Magellan.
- Before the end of 2017, all non-Waiver Medicaid services; i.e., medical and behavioral health, will also move to managed care for people on DD Waivers (6 new contracts and 5 addenda for the CSB and in some cases, the Health Department).
- Affects **all** populations of Medicaid beneficiaries and Dual-Enrollees served by CSB.
- DD Support Coordinators and MH Case Managers are charged with helping families and individuals understand their options, choosing among and coordinating with six MCOs, learning new rules, and completing new required documentation.

Report: Fairfax Experience to Date



Non-Mandated Employment and Day Services (EDS) – FY 2017

- *Board Matter* July 12, 2016: Directed CSB to utilize \$1.6 million Employment & Day Reserve and to create a local waiting list for these **non-mandated services** if funds were exhausted in FY 2017.
- In the 2015-2016 school year, CSB Support Coordinators provided transition services to **94** students in their last year of school eligibility, only **2** of whom were DD (not ID). 76 of these students entered EDS in FY 2017.
 - As part of the FY 2017 Adopted Budget, \$1.5 million was included to provide services to these students.
- In FY 2016, **2** with DD entered EDS from the community. In FY 2017, an additional **16** newly-eligible individuals with DD from the community initiated EDS. This was significantly lower than initial “high” estimates and thus CSB **did not** need to utilize the \$1.6 million Reserve nor institute a wait list.

Non-Mandated Employment and Day Services (EDS) – FY 2018

- There is no baseline funding increase in the FY 2018 budget for EDS.
- The Board approved \$6.7 million as part of the *FY 2017 Carryover Review* for:
 - June 2017 graduates
 - Individuals from the community initiating EDS services in FY 2017 and
 - Individuals from the community initiating EDS services in FY 2018
- This was based on the “high” projection of demand with information available 9-16-16, which **has not** materialized to that level.

Actual experience:

- FCPS: In the 2016-2017 school year, CSB Support Coordinators provided transition services to **134** students, of whom **32** (24%) were individuals with DD *other than ID*. To date, 78 of these grads have chosen EDS and a few more are finalizing placement (projected total of 89 in FY 2018).
- Community: Our ability to model projections from the community remains limited (note 700-800 in Intake; ~36% are adults); the BOS’ support of Reserves to manage the uncertainty remains the best approach

Non-Mandated Employment and Day Services (EDS) – FY 2019

- FY 2019 (includes June 2018 grads) – Planning is just beginning. However, based on actual experience in year one (July 2016 – July 2017) and 1st Q FY 2018, and assuming private DDCM and CSB SC capacity does not significantly improve in the short run, it appears as though a “low” estimate model will be more accurate.
- Assessment of new demand is in progress, in collaboration with FCPS.
- Baseline funding will need to be increased, but we can cover the increased costs in FY 2019 with the established Reserves.
- Additional support coordinators will be needed (next slide).

Support Coordination Overall

- There is an overall trend of increased quantitative and qualitative work demands in **mandated** Support Coordination which is the foundation for VA's DOJSA compliance
- As of October 1, there are 1,106 DD Waiver slots in Fairfax; 47% of individuals on Waiver are receiving more intense and demanding Enhanced Case Management (ECM)
- CSB appreciates the new SC positions in FY 2017 and 2018 focused on new demand and caseload size; more will be requested in 2019 to address Intake, new Waiver slots, increased Self-Directed (SD), and Waiver Waitlist Management.
 - 18 SC positions have been hired from the start of FY 2017 to date and 8 are in process
 - 12 SC positions were vacated during the same period through promotion, retirements, and termination; extreme turnover is a very serious statewide problem – reducing caseloads is critical
 - New state-mandated demands about to take effect (e.g., 6 managed care contracts for CCC Plus)
 - 400% increase in SD since FY 2014 (from 30 to 120 individuals) and expect it to be a very popular offering as DD populations come on line
 - CSB conducted a climate assessment with this workforce and is researching additional strategies for recruitment and retention

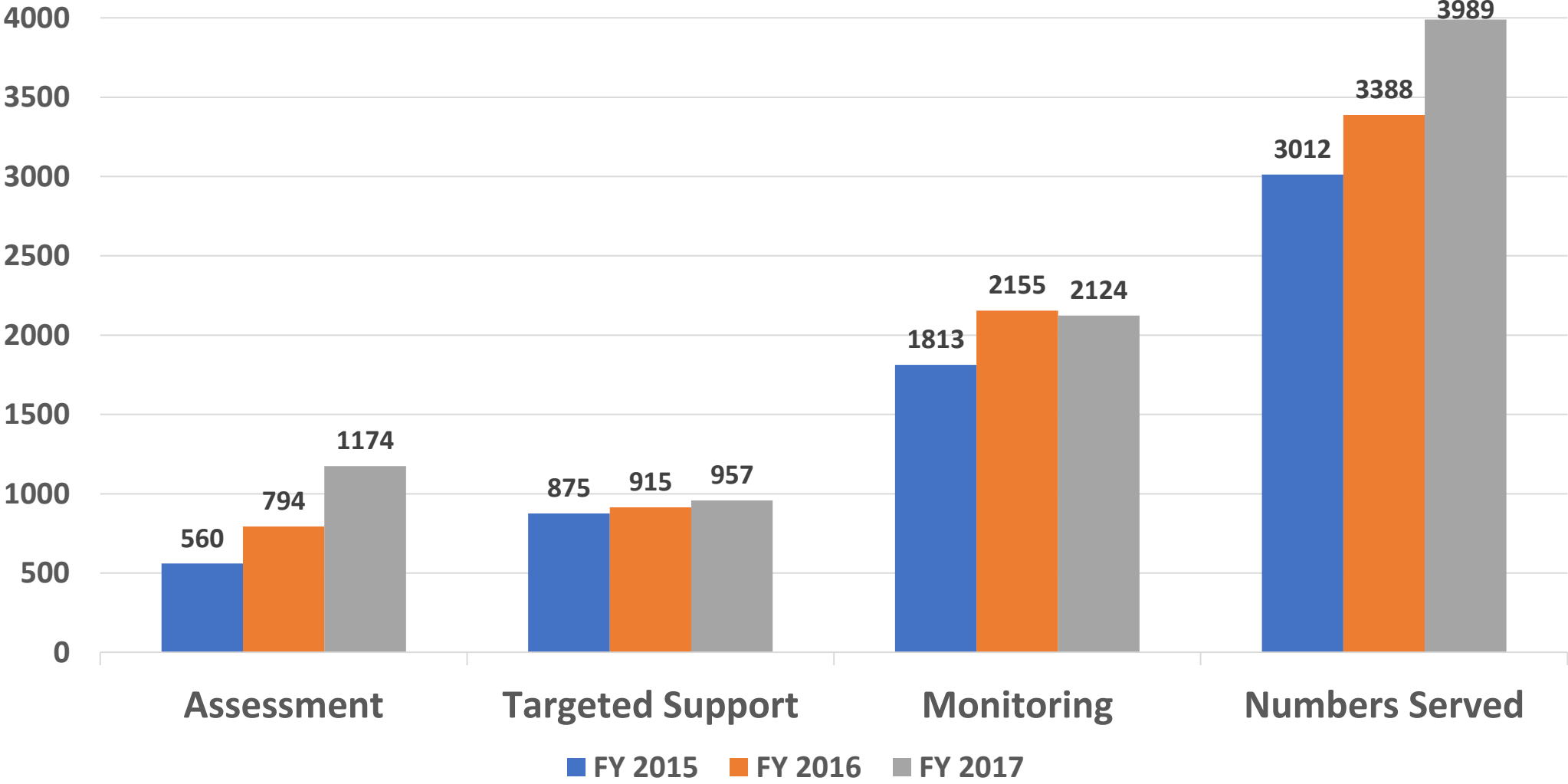
Pressure Point: Intake for Developmental Disability Services

- CSB became the single point of entry on July 1, 2016.
- Anyone who asks for services is entitled to an assessment and eligibility determination by Intake staff (support coordinators).
- June 1, 2016: CSB had 232 individuals in the intake process. On July 1, 2016 it jumped to 424.
- In calendar 2017 the number in Intake has been as high as 830 (a 360% increase from July 1, 2016).
- As of October 2017, the number is 708 individuals.
- Broader range and complexity of diagnostic categories has resulted in increased time to determine eligibility, in addition to the increased volume of intakes.
- Just one new support coordinator position was added to Intake in FY 2018.

Growing Monitoring/Waiver Waitlist

- As of October 1, there are 2,312 individuals in Monitoring (includes 2,044 on the State DD Waiver Waitlist). This is a 25% increase over September 2016.
- Individuals in Monitoring are also part of the DOJSA and must receive services both as needed, and as DOJSA/redesign-related mandated activities are continuously added by DMAS/DBHDS (e.g., re-prioritization and VIDES assessments of all individuals, case management for individuals accessing new State Rental Assistance Programming, etc.)
- The per-case workload has increased as has the volume of cases.
- Two part-time exempt positions were added to help address the mandatory VIDES assessment requirement, but need more.

Three Year Growth Trend in Mandated Services



Demand for Assessment ≠ Demand for EDS Services

- Many of those assessed are placed on the state's Waiver Wait List, and per the DOJSA, placed in mandated Monitoring
- A steadily increasing demand for assessment has not translated to a proportional increase in EDS services
 - Many of these individuals are children and others decline services.
- Not all eligible for mandated SC/CM services receive non-mandated EDS, while ALL people receiving EDS require SC.
- Staff is working on identifying the recurring costs of these services

Next Steps

- **Funding through FY 18** for EDS and SC is sufficient
- **Funding for FY 19**, keeping EDS Reserves intact, is projected to be sufficient for grads and community
 - EDS baseline adjustment will be required as reserves are expended
 - SC funding and positions are also needed to meet the mandated requirements in the DOJSA. Staff is finalizing a proposal.
- Standing up the **Stakeholders Group** to advise and participate in developing service and funding models responsive to more diverse communities of interest

BOARD BUDGET GUIDANCE PROVIDED APRIL 25, 2017

“During FY 2017, the board directed the Fairfax-Falls Church Community Services Board (CSB) to analyze the resource and service impacts of the various employment and day services options for individuals with intellectual and developmental disabilities and return to the health, housing, and human services (HS) committee with a recommendation creating an equitable and sustainable service model.

Staff continues to evaluate the model presented at the February 21, 2017 HS committee meeting in the context of experience to date and is directed to return to the board with an update by the end of September 2017 so that the board can provide direction on how to proceed with service delivery in FY 2019 to accommodate advance planning for June 2018 graduates and others in the community who come forward for service.

The evaluation and implementation process should include continued collaboration and consultation with service providers, advocacy groups, and impacted residents.

Additionally, the county executive is directed to fully fund employment and day services in the FY 2019 advertised budget consistent with the direction to be provided by the board in the fall.”