

Real Lives Advisory Committee
January 9, 2015 Agenda

Welcome and Introductions

*Nancy Alterio, Chairperson and Executive Director of the Disabled
Persons Protection Commission*

Elin Howe, Commissioner, Department of Developmental Services

Introduction to the Real Lives Bill

*Victor Hernandez, Deputy Assistant Commissioner, Department of
Developmental Services*

Orientation to DDS Self-directed Support Programs

Brad Keddal- Director of Program Development

Anne Fracht- Mass Advocates Standing Strong Chairperson and participant

Sue Adams and Karla Murphy- participants

Marc Fenton- President, Public Partnerships

- Defining self-determination and self-directed supports. National trends and history within DDS
- Promoting Choice and Control
- The Participant Directed Program; How it works
- The difference between self- directed supports and provider directed supports
- The role of the FMS; introduction to Public Partnerships
- The role of the DDS Support Broker/ Service Coordinator
- DDS Pilot on Self Directed Supports; Findings, recommendations, Implementation and Next Steps
- Questions

Review of Hand-outs

- DDS Self Determination Policy
- Implementing the Principles of Participant Direction in Everyday Lives – State Advisory Committee Presentation, November 14, 2008
- Summary of DDS Report to the Governor and Legislature, Implementation of a Self-Determination Model at the Department of Developmental Services, July 2009
- The Massachusetts Medicaid Home and Community – Based Waiver Program “Choice Portability, Provider Selection” June 23, 2010
- DDS Self-Directed Supports Pilot 2012-2013
- Real Lives Bill August 6, 2014

Schedule of Upcoming Meetings

- March 4, 2015 (10-12)
- May 6, 2015 (10-12)
- July 15, 2015 (10-12)
- September 9, 2015 (10-12)
- November 4, 2015 (10-12)

Closing and Next Steps

Nancy Alterio, Chairperson

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Defining self-determination and self-directed supports.

National trends and history within DDS

- Self Determination encompasses concepts such as free will, civil and human rights, freedom of choice, independence, self-direction and individual responsibility.
- Self Determination is having control in your life to make choices based on preferences, beliefs and abilities and to influence your future.

Self Determination is our Right!

(John Anton)

- We need to have control over our choices-not to be told what we can and cannot do!
- If we are not at the table in the plans about our lives, we may end up with a menu of services we do not want.
- We want what everyone else wants:
- Meaningful relationships, being valued, being included, meaningful work!
- We can have these things even if we need support.

A consumer direction movement

- started in the 1950's as disability rights activism with the Independent Living Movement
- the development of community based services for individuals with long-term care needs in the 1970's
- The Vocational Rehabilitation Act of 1973 to increase employment opportunities
- The Fair Housing Act Amendments in the 1980's
- The Americans with Disabilities Act and Amendments in the 1990s through 2008,
- To the Olmstead Act and legislation today

WHAT IS SELF DETERMINATION?



It is a way of taking charge of your present life and your future.

HOW DOES IT WORK?



You take the responsibility of making choices about your services and supports, and how they are bought.

SELF-DETERMINATION IS ABOUT

FREEDOM



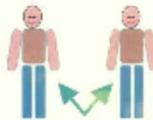
to plan your own life & future



to choose who helps you



to choose things that you want & need



to choose your service providers

AUTHORITY



to control the money for your services



to be seen as the leader, the person in charge



to make your own decisions

SELF-DETERMINATION IS ABOUT

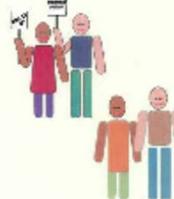
SUPPORT



to be successful in the life you choose



to be a valued & included member of your community



to make decisions & plan your life

to have a group of people with whom you feel comfortable and you have chosen to help you.

RESPONSIBILITY



for making choices about your life



for accepting the outcome of your choices



for doing your best in life, which includes working



for giving back to your community



to wisely spend the money for your supports & services

- Self-Direction is a method of long-term care service delivery where the person is the central decision maker around the planning, budgeting and provision of supports.
- Nationally, states began incorporating self-direction into their service delivery systems in the 1990's.
- Today, virtually all states and State Human Service Agencies provide self-directed support options for people needing long-term care.

Program Development in Massachusetts

Robert Wood Johnson Foundation

Self Determination Initiative, 1997- 2001

- DDS's pilot initiative supporting self-direction began in 1997 when Massachusetts was awarded one of nineteen Self-determination Demonstration Grants, funded nationwide by the Robert Wood Johnson Foundation.
- We created a methodology- a person centered approach, individualized budgets, and the creation of a financial management service to provide payment, accounting and reporting activities. We awarded a contract to Public Partnerships in 1999.

Self-Directed Supports Program Development, 1999 –

- DDS's original pilot program focused in Boston expanded statewide and grew in size. Today 508 individuals are enrolled in 1,206 services with a total \$14,852,643 budget. This Program provides budget and employer authority with PPL as the financial management service.
- In 2010, DDS developed through the Centers for Medicare and Medicaid Services, new Home and Community Based Waiver Programs that included a wide range of self-directed services. This provided a greater cost share with the federal government and increased the viability of expansion.

Agency with Choice Program was initiated in 2010 as an option for individuals and families to share responsibilities with a qualified Provider.

- The individual/ family is responsible for selecting their employee, setting work hours and daily management. Evaluation and training is shared between the Provider and individual/ family.
- The Provider employs and pays the worker, assumes payroll withholding, tax and workers compensation responsibilities. Today 264 individuals are enrolled with a \$4,656,693 budget.

DESE/DDS (Department of Elementary and Secondary Education/ Department of Developmental Services) Program

- This Program provides home based self-directed supports for families to prevent out of home placement of children with special needs, between the ages of 18 and 22.
- The Program has served hundreds of students/ families over the years. PPL provides financial management services.

Children's Autism Spectrum Disorders Waiver Program, 2008

- This program provides home based services to approximately 229 families with children with Autism, under 9 years of age and funded at \$4,428,262
- The parent takes the lead in designing the program and selecting service providers to provide a range of behavioral, community social and communication supports. PPL provides financial management services.

- **Self-Directed Supports Pilot 2012 – 2013**
- **Statewide Self Direction Implementation Committee 2013 -**

Promoting Choice and Control

Anne Fracht

Mass Advocates Standing Strong President
and Participant

National Core Indicators

Domain	Sub Domain	Description of sub domain
Individual Outcomes	Work	People have support to find and maintain community integrated employment
		Can I choose my own job?
		Do I have opportunities for training?
		Do I have a few jobs to choose from?
		Can I choose to work part time or full time?
		Can I choose my own schedule?
		Is there support for alternative hours? Not 9-3 jobs.
		Can I choose to work alone or in a group?
		Can I assist in hiring/firing support staff?
		Can I change my support staff?
		Is my support staff trained for my unique support needs?
		Can I have input into annual feedback on staff thru the review process?
		Can I get career counseling?
		Can I have 1:1 support?

Domain	Sub Domain	Description of sub domain
Individual Outcomes	Living	People make choices about where they live and are involved in decisions in their home
		Can I choose where I want to live?
		Can I live near family and friends?
		Can I choose whom I want to live with?
		Can I have visitors?
		Can I decorate my room?
		Can I have input into decorating other areas of the house?
		Can I cook?
		Can I create menus?
		Can I have input into meal times?
		Can I have my favorite snacks available?
		Can I eat when, where and what I want?
		Can I choose what is in the yard?
		Can I choose my own bedtime?
		Can I get up when I want?
		Can I dress when I want?
		Can I pick out my own clothes?
		Can I do personal care when I want?
		Can I decide what my day will look like?
		Can I have a pet?
		Can I assist in hiring/firing staff?
		Can I assist in writing job description for support staff?

The Participant Directed Program; How it works

Sue Adams and Karla Murphy

**The difference between
self-directed supports and
provider directed supports**

Provider Directed Services

Providers are under contract with DDS and deliver support service programs to individuals.

The Provider has budget authority and employer authority. The Provider assumes full responsibility for the screening, hiring, training, supervising and managing of the employees. The Provider determines what supports will be provided and manages the budget. The provider is responsible for all financial management related to being the employer.

Self-Directed Services

Workers are “under contract” with the individual to provide customized supports based on the individual’s need and preference.

The individual has budget and employer authority. With the assistance needed, the individual assumes responsibility for the screening, hiring, training, supervising and managing of the employees. A financial management service provides processing payroll and timesheets submitted by the individual, withholding taxes, maintaining all financial records and provides a monthly financial statement.

Agency with Choice Services

The Provider qualified to be an Agency with Choice is under contract with DDS to provide a support service program to individuals.

The individual and the Provider share employer authority. The individual is responsible for the screening, selecting, and managing the employee. The Provider and Individual share responsibility for evaluation and training.

The Provider is responsible for all financial management services.

Mix and Match Support Options

Self-Directed Home Supports and
Provider Supported Employment
Program

Provider Home Supports and Self
Directed Day Supports

Agency with Choice Provider home
supports and Self Directed Day
Supports

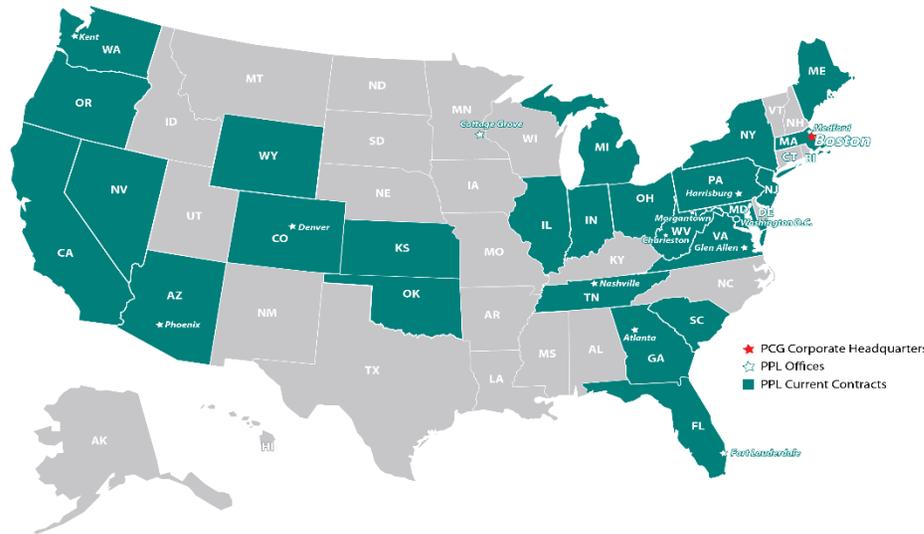
**The role of the Financial
Management Service;
Introduction to Public Partnerships**

Marc Fenton

About Public Partnerships, LLC (PPL)



- Founded in 1999 as a privately held subsidiary of Public Consulting Group, Inc.
- Headquartered in Boston, MA
- Offices in Richmond, VA; Nashville, TN; Phoenix, AZ; Morgantown, WV; Atlanta, GA; Denver, CO and Seattle, WA



- Largest provider in U.S. of financial management and support services for Participant Self-Direction National presence
 - Operations in 25 States
 - 12 Managed Care Organizations
- Served 70,000 participants last year who employ 85,000 direct care workers
- Over \$1B in goods and services transacted annually
- Handle 100,000 customer service calls per month
- Serve all Medicaid waiver groups, all ages and veterans

PPL's Roles and Responsibilities



Enrollment

- Pre-populated tax forms
- Online registration and credentialing for workers
- Processing of EoR and worker paperwork



Customer Service

- Telephonic enrollment
- Spending & authorization balances
- Troubleshooting of incorrect timesheets
- Technical support
- Interactive Voice Response system
- English and Spanish speakers and language line



Payroll

- Bi-weekly processing and payment of correctly submitted timesheets
- Electronic deposit and pay cards
- Payment for authorized services only



Taxes

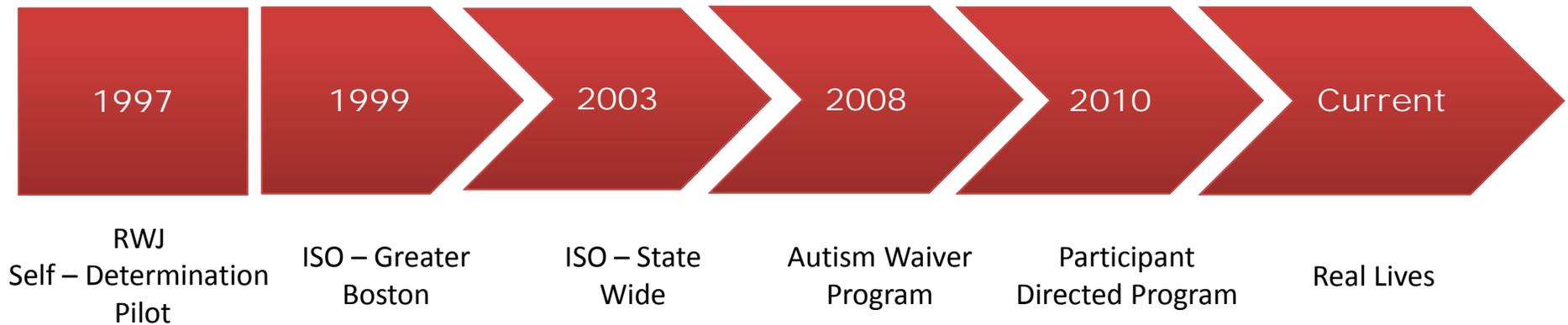
- Withholding and filing of taxes (local, state, federal)
- Setting up and managing employment accounts
- Issuing W-2s and 1099s annually to workers



Web-based Tools

- Authorization management via business rules engine
- Real-time budget and authorization tracking and accounting
- Reports
- Electronic timesheets

PPL's History with MA DDS



The Role of the DDS Support Broker

Provides specialized coordination for individuals enrolled in the Department's Self Directed Service Delivery Program

Assist individuals and families in a customized planning, budgeting, service development/ modification and contracting process

Promote and support the individual's participation and decision making through frequent service reviews and communication

Brokers support services for individuals based on need and changing need

Provides support and oversight for all of the Person Directed Contracting functions such as rate negotiation, provider enrollment, registration, and credentialing and employer documentation.

Provides assistance to individuals in recruiting and managing employees, as needed.

Problem solves contracting and payment issues and provides information and education to prevent possible future occurrences.

Provides outreach, information and education on self-directed service options to DDS staff, Providers and to prospective participants and families.

DDS Pilot on Self Directed Supports; Findings and Recommendations

Why did DDS and SEIU Local 509 partner to conduct a pilot on Self-directed support?

Growth of Self Directed Services important to DDS

509 wanted membership to be part of a growing human service delivery system nationwide

DDS and 509 wanted to identify technical, staff and training needs

Pilot Activities

- Merrimac Valley and Boston Area participated
 - 2 Service Coordinators from Merrimac Valley
 - 6 Service Coordinators from Boston and 1 Service Coordinator Supervisor
- Weighted caseloads- Self Directed= 2:1
- Monthly Meetings of Pilot Group
- Job Tasks and time studies
- Identify and define job duties specific to Self-Direction
- Technical review meetings to address issues related to the Waiver and the financial management service
- Efforts to improve and streamline applications and procedures- Public Partnerships Portal
- Family Support Group in Merrimac Valley to identify support needs and best practices
- Training Needs Assessment forum

Pilot Findings and recommendations:

Service Coordinators like the Broker role and can do it with support.

Distinct Job function identified (Support Broker):

Individual Budget development, monitoring and revision

Oversee all of the Participant Directed Program Contracting functions with frequent review and problem solving

Community supports development/ customized planning

A job description/ form 30 was developed and reviewed by HRD as a HSC A/B classification

Support Broker duties require additional work and time and verified weighted caseload 2:1

Training and Support Outline Plan developed to include:

Person Centered Thinking and Approaches
Training available to all staff

Pilot included tips, practice examples and
resource tools from Brokers

Training Curricula and Peer Support Forums
for New and Existing Brokers

Information, training and Support Forums for
Families involved or interested in Self
Direction

Information, training and Support forums for
existing and prospective participants

Regional Self Direction Liaisons to be hired as key implementation staff

Provide Hands on assistance to Service Coordinators, individuals, families, Area Directors and others (mechanics of program participation)

Develop/ Build capacity in each Area Office

Take the Lead in outreach, education and development

Primary Liaison to PPL to represent and respond to field issues/ challenges

Refinements and improvements made to financial management process with goals to continually strive for more user friendly accessible tools

An on-going Self Directed Supports Implementation group was formed with statewide representation to steer activities and liaison to Commissioner.

Recommendations for Training

Senior Management Training

Target Audience: Senior Staff of DDS (Commissioner's Meeting Group) Time: 1.5 hours

Components of Training:

Stories or Film of success stories

Who benefits from Self Direction

Recommendations from the pilot

Role of Area Director and Support Broker, proposed role of Regional Coordinator

Overall benefits for Area and challenges

Integration with waiver, Positive Behavioral Supports, Quality Enhancement

Plan for implementation

Process/ Overview role with PPL

Expectations of CMS and DDS

Frequency: Annual statewide meeting

Regional Training

#1. Self Direction

Target Audience: Interested SC staff and supervisors, State Op staff, Facility staff, Other Area staff, Regional staff Time: 3 hours

Components of training:

Stories or Film (Live interviews?)

Suggested exercise involving how choice affects your life

Conceptual framework with examples

Support Broker presentation of example of work and how it affected his/ her job

Interactive exercise with example from own caseload

Components of support brokering (planning, resource development, supporting, budgeting, payments)

Recommendations and planning

Frequency: Each region to host a training session annually. Eventually, the training sessions will be integrated into the Service Coordinator Institute.

#2. Person Centered Thinking

Target Audience: Interested Service Coordinator staff and supervisors, State Operated staff, Facility staff, Other Area staff, Regional staff

Time: 3 hours

Components of training: (see Draft Training Outline, attached) This would be an interactive forum for staff to discuss ways/ examples of being person centered.

Frequency: Each region to host a training session annually. Eventually, the training sessions will be integrated into the Service Coordinator Institute.

Individual Training

#1. Target Audience- Individuals interested in directing their own services.

The training should begin with individuals who have service allocations and who have been initially assessed to self direct. The group should be small (under 10) and include paid individuals who are self directing and can speak about their experiences. The group needs a strong facilitator. A power point with pictures could keep the group engaged and on track.

Time: 2 hours

Components of Training:

Ice breaker exercise to get people thinking about what they want

Examples from people directing their services and their opinions

Brief description of responsibilities and support to self direct

Exercise eliciting ideas about the types of services individuals may want to direct

Next steps

Frequency: As needed.

#2. Target Audience: Individuals who have no prior knowledge of self direction

This training could be modified as more of the “overview” to use at self advocacy, and human rights venues.

Consider videotaping a training session for wider use. Time: 1 hour

Components of the training:

Exercise around choice and self advocacy

Stories from individuals who have made choices, etc.

Work with individuals about how he/ she can make more choices

Frequency: As needed

Family Training

#1. Target Audience: Family members and guardians who are interested in self direction for their ward or family member (Whenever possible, individuals should attend if they are able to understand the subject matter.) It may be helpful to have concurrent individual and family trainings periodically. Time: 2 hours

Components of Training

Conceptual framework/ Examples

Allocations and prioritization

Simple explanation of mechanics and responsibilities

Interactive exercise to get at the vision for their family member

Support, information sources, next steps

Frequency: As needed

This training could also be videotaped for wider use.

#2. Target Audience: Families who have little or no knowledge/ experience with self direction Time: 1.5 hours

Components of training:

Concepts of self directions

Examples of self direction (told by families who have been involved in self direction)

Getting started

Next steps

Frequency: As needed

#3. Target Audience: Families currently participating in PDP who are interested in specific training topics and/or want family to family networking and support TBD

Families have asked for on-going support for various topics: employer responsibilities, interviewing, training staff, developing job descriptions, liability issues, supervision and evaluation of staff. Training and support in these areas need further development. Families also benefit from meeting other families for ideas and support. Regular family support meetings will be beneficial for families.

SUPPORT BROKER TRAINING

Target Audience: Service Coordinators interested in supporting self direction, Service Coordinators or others becoming Support Brokers

Time: 3 days (not necessarily scheduled consecutively)

Training Components

Day 1

- Conceptual Framework
- Stories
- Getting Started
- Interactive exercise- use of own caseload
- Person Centered thinking and planning (may have outside facilitator for this component)
- Integration with ISP

Day 2

- Resource Development (interactive with own situation)
- Budgeting and allocations (interactive with own situation)
- Waiver/ Service codes (interactive with own situation)
- Portal (interactive with own situation- live demo to complete entire process of application or credentialing)
- Quality assurances (interactive with own situation)
- Use of own caseload with examples carried through the process

Day 3 (on the job)

- Hands-on portal lab
- Audits of meetings with individuals/ ISPs for individuals who self direct
- Review of materials

Support Brokers will receive on-going support and mentoring from their supervisor and meet regularly with the regional coordinators and with other Support Brokers. The training does not stop at Day 3 but continues with other activities. A checklist of “competencies” might be helpful so that the Support Broker receives masters all of the duties.

Frequency: Annually

PROVIDER TRAINING

Target audience: Provider and/ or state operated provider staff

A training session will be conducted jointly with an Agency with Choice provider and DDS. The focus of the session will be on choice, best practices and integrating decision making into day to day activities.

Time: 1.5 hours

Components of training:

Best practices around choice

Discussion of what agency staff and support brokers have learned from individuals/ families who manage their services

Exercise with audience to elicit best practices/ ideas

Frequency: As needed

Implementation Activities and Timeframe

Implemented July 2013- December 2014

Implementation committee formed July 2013 to oversee plan; meets monthly

Form 30, position category for Support Broker/ Service Coordinator finalized as Human Service Coordinator A/B with distinct duties July 2013

Conducted statewide management training October 2013 for all Area and Regional Operation Managers

DDS Waiver amendments in 2014 included changes recommended by the pilot Group

Conducted statewide Service Coordination training June 2014

Hired four Regional Coordinators; Metro and Northeast Coordinators started November 2014, Central West and Southeast Coordinators selected with start dates estimated February 2015.

Established a new Provider forum with PPL with the DDS Regional Self Direction Coordinators to represent the field in addressing issues and practice; November 2014.

Developed a Support Broker User Manual, in field test; December 2014

January 2015- December 2015

Conduct Area and regional training sessions for field staff, based on needs assessment

Develop capacity for self-direction outreach and coordination at every Area Office

Add curriculum to Service Coordinator Institute, for new employees

Develop training module and provide training for Support Brokers

Develop training modules for individuals and families

Develop and provide yearly training for all DDS staff on self-determination and self-direction.

Incorporate quality assurances into field practice

January 2015- June 2015

Establish on-line courses in self-direction (for all levels of interest)

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