Building Capacity: Setting a Strategic Direction for Systems Change

National Association of State Directors of Developmental Disabilities Services

June 7, 2018
Building Community Capacity
What it takes from the provider perspective

Dr. Beverly A. H. Buscemi
Director of Clinical Services
Community Options, Inc.
A little bit about Community Options....

History & Mission

Founded in 1989 by president & CEO Robert Stack, Community Options provides housing and employment opportunities to individuals with intellectual and developmental disabilities. Learn more about the organization’s genesis at https://comop.org/about-us/history/

Community Options mission is to develop housing and employment supports for persons with disabilities.
A little bit about Community Options....

Service Locations

Community Options services span more than 40 locations in 11 states, serving more than 3,000 individuals with disabilities.

States of operation:

- New Jersey ● New York
- Pennsylvania ● Maryland
- Kentucky ● Tennessee
- South Carolina ● Texas
- New Mexico ● Arizona
- Utah
A little bit about Community Options....

Growth

• Over the past decade, Community Options has grown significantly.
• Between 2006 and 2016 the number of individuals receiving services from Community Options nearly doubled.
• COI has seen a 38% increase in client census data over the last five years alone.
Circle of Development

- Quality Assurance
- Government Relations
- Operations
- Program Development
- Marketing
Government Relations

- Collaboration between state agencies and individual providers to meet needs of the state while allowing the provider to thrive and expand
- Difficult to serve populations
  - High behavioral needs
  - Legal Complications
  - Medically Fragile
- Geographic areas the state needs additional providers
Government Relations
• State agencies benefit from talking to others to determine which providers have a good reputation for services
• Within the same state - many providers expand by serving additional similar populations such as head and spinal cord injury, or ID/DD children's services
• Neighboring states – which providers have proven successful in service specific needs or service populations
How does this help State Agencies?

As a provider Community Options works with the various state agencies or county administrators to determine what are the needs of that state and if the organization is in a position to assist with that need.
The provider should do the research

• Does the state have a waiting list?
• Is there expected new funding for service expansion?
  • Is the expansion targeted for a specific population or specific service?
• Where do the referral sources come from? Do they know about you as a provider?
• What is the rate structure and reimbursement rate?
• Follow the need
Providers should reach out to the state agency (or county administrating entity) to determine the needs of the disability service system for that state.

- The state may not be able to officially reach out to an individual provider due to regulations and requirements.
- The collaboration between the funding entity (the state) and individual providers can prove very beneficial for targeted service expansion.
Provider Focus for Marketing

• Starts after the contract is agreed upon
• Make sure referral sources know what the provider offers, especially if a new:
  • service
  • population
  • geographic areas
Many providers are willing to expand programming to meet a specific need:
- Population specific
- Geographic
- Goal Oriented (employment)

States and individual providers are required to adapt and change programming to meet the requirements of the new CMS HCBS Final Rule.
Community Options Focus for Program Development

- Stronger expectations to support families at home to care for their loved ones
- A shift in the care needs of newly referred clientele continue to grow increasingly more complex and intense
- Expanded employment opportunities integrated into the community
- Consistently revamp curricula to train and apply provisional compensatory strategies to effectively prepare existing and newly hired staff for this trend
Community Options Program Development

• COI developed and delivers niche services to support those with greater and more complex needs, working with states to meet the greatest service needs.
  • Transitional housing
  • In-home
  • Red Ribbon Academy (specialized programming for medically fragile individuals)
  • Traumatic Brain Injury Services
  • Dual Diagnosis/High Behavioral Needs Populations
• As referrals of individuals with higher levels of need increases, Community Options continues to evolve service delivery to be positioned to meet the need.
Circle of Development

Operations

• The day in day out running of the organization and service provision.
• Focus on the customer, meeting the needs.
As providers, who are our customers?

- Individuals supported
- Families and guardians
- Support Coordinators/Case Managers
- State/Regional/County Offices
- State Licensing Agency
- Provider’s National or Corporate Offices
- Staff employed by the provider
- Community at large
Circle of Development

Quality Assurance

- QA process internal to the provider
- QA required by the state
  - Licensing
  - Performance reviews
  - Medicaid Audits
Quality Assurance Processes

Three part System

- Quality Assurance
- Compliance
- Risk Management
Quality Assurance

• A process of self-examination in which identified individuals, or a committee of individuals, review situations in which actual or potential problems have arisen or might arise and look for patterns and trends that might suggest a need for broader investigation, intervention, or training.
Compliance

- Compliance refers to identifying regulatory requirements and areas of concern or risk of noncompliance. It includes strong elements of education, auditing, and reporting, along with whistleblower protection. It differs from the quality assurance process in that corporate compliance has an element of transparency, that is, interested persons, including government, have a greater expectation that the compliance process will lead to self-reporting of violations to the government and strong, public educational and corrective action measures.
Community Options Quality Assurance Processes

Risk Management

• Risk management typically refers to the handling of events that may or are likely to result in liability to the health care provider. Sometimes this may involve an after-the-fact response to an incident or outcome. Sometimes this may refer to the handling of a particular type of risk in conjunction with a liability insurer (to mitigate risk of liability) and legal counsel.
Ways to Deliver Quality Services

• Leaving everyone and everything better than you found it
• Thinking “good enough is not enough”
• Always knowing WHY you are doing what you do
• Fixing problems once and forever
• Viewing mistakes as opportunities to improve
• Being an expert
• Stick to a routine
• Do the right thing the first time, every time
Formal and informal Tools are used to increase quality
It is all about Partnership and working together