Establishing and Managing Fees-for-Service in Centers for Independent Living

Overview of Independent Living Resources’ FFS Programs

April 22, 2013
11:00 a.m.–12:00 p.m.

Presenter:
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Overview of ILR’s FFS Program History

• 1997 – Responded to & was awarded a State DHS 5 year Pathways to Employment grant
  • $150,000 per year
  • Added 3.5 staff
  • Introduced Benefits Specialists to CILs & DVR
  • Absorbed 15% of administrative costs
• 2000 – responded to & was awarded a 2 year statewide Nursing Home Transition grant
  • $150,000 per year
  • Subcontracted with 7 other CILS
  • Added 1 full time staff
  • Absorbed 6% administrative costs
Overview, cont’d.

• 2002 – developed Personal Care Services
• Wrote start up grants for $25,000 & $14,000
• Service opportunities exploded due to shortage of providers – 2002-2005
• Managed care changed our environment in 2006 adding 15-20 home care providers in our region
• ILR has much smaller program today – which is motivation to continue to search for other opportunities
Contract Development

- Mental Health Drop-in center 1.50 FTE (full time equivalent) $84,000
  - County Human Services
  - 9 years as provider
  - Request for Proposal every 3 years
  - 3 consistent funding sources
  - RAVE open 9-5 M&F, 9-7 TWT
  - Provide safe accepting environment
  - Provides education, recreation & socialization
  - Served 425 people in 2013
Contract Development, cont’d.

- MH Consumer Affairs Coordinator 1 FTE $70,000
  - County Human Services
  - 10 years as provider
  - Request for Proposal every 3 years
  - Provides education/support to Comprehensive Community Services (CCS) participants
  - Leadership development of persons living with mental illness
Contract Development, cont’d. 2

- Crisis Center Follow up .75 FTE $40,000
  - County Human Services
  - 4 years as provider
  - RFP every 3 years
  - Referrals recovering from Mental Health crisis
  - Consumers have no health insurance
  - Majority are homeless
  - Majority are young males with no income
  - Provide Case Management to secure resources
  - Stabilization and avoiding recidivism are required outcomes
• Peer Run Sites Technical Assistance 2.6 FTE  $184,000
  • Wisconsin DHS
  • 1.5 years as provider
  • Statewide RFP every 3 years
  • Provide organization & recovery technical assistance to 11 consumer run MH sites
Hourly Fee-For-Service

• Personal & Supportive Home Care
  • Medicaid, managed care, private, county human services
  • 12 years as provider
  • $16.48 Supportive Home Care
  • $16.08 Personal Care Services
  • Approximately $500,000 annually
Hourly Fee-for-Service, cont’d.

- Comprehensive Community Services – CCS
  - County Human Services
  - 8 years as provider
  - $33.92/hr + travel
  - All IL staff do CCS
  - Preference to use Certified Peer Specialists (CPS)
    - 48 hours training required and must pass state exam
  - Wide array of skill training
  - Must do very specific documentation
  - Ongoing staff training required
Hourly Fee-for-Service, cont’d. 2

- Benefits Assessments:
  - 12 years as provider
  - $65/hr (counties)
  - Division of Vocational Rehabilitation/Managed Care Org.
    $750/per assessment
  - Training is expensive & time consuming but worth it
  - Statewide/IL Coalition effort

- 504 Assessments:
  - 18 years as provider
  - $65/hr + travel
  - Rural Development
  - Cities/towns/villages
  - All IL staff trained but 4 do majority of assessments
Hourly Fee-for-Service, cont’d. 3

• Home Modifications:
  • 18 years as provider
  • $65/hr + travel
  • County Human Services/IRIS (self-directed managed care)/Children’s waiver/Managed Care
Hourly Fee-for-Service, cont’d. 4

• Assistive Technology Assessment:
  • DVR, County Human Services, IRIS, & Managed Care
  • 4 years as provider to DVR – due to I&E grant
  • 20 years AT experience
  • Statewide/WCILC effort
  • $65/hr + travel
  • 3 ATPs Trained – wrote grants to get staff trained
  • Must have special/expensive certification
  • Difficult criteria to be able to take training
  • Training is difficult
  • National test very difficult
  • Equipment purchase
Hourly Fee-for-Service, cont’d. 5

- Mental Health Wellness Curriculum
  - 6 years as provider
  - Must be provided by a Certified Mental Health Peer Specialist
  - DVR: $43/hr + travel
  - CMO: $28.42/hr
  - County: $33.92/hr + travel
Population Served

• As ILR developed FFS, monitored people served (CSRs & I/Rs) quarterly to assure cross disability

• Certain Services target disabilities
  • Benefits Specialist – all disabilities
  • Assistive Technology – Physical disabilities, elderly and children
  • Home Modifications – Physical disabilities, elderly and children
  • Comprehensive Community Services – Mental illness

• Overall saw the following increase due to FFS:
  • Persons living with mental illness
  • Co-occurrence, mental illness with physical, cognitive, hearing, vision and substance abuse
  • Children
  • Elderly
Characteristics—FFS Consumers

**POSITIVE**

- Consumers & funders excited about ILR’s approach to providing services
  - IL Philosophy
  - Recovery Philosophy
- Consumers motivated by expectation to control, learn, and succeed
Characteristics—FFS Consumers, cont’d.

POSITIVE, cont’d.

• Consumers became aware of other ILR services and utilized them
  • Advocacy
  • Housing
  • Benefits
  • AT
  • Peer Support
• Consumers develop self reliance, confidence, & successful outcomes
Characteristics—FFS Consumers, cont’d. 2

Challenging

• More transient/mobile populations
• Homelessness much more prevalent
• No history/employment, mental illness, housing
• Youth who are struggling with acceptance of their disability
• Under/unemployed
• Co-occurring disability complications
• Higher cancellation rate
How Staffed and Administered

• Everyone (board, staff, consumers) involved and informed of agency’s intent

• Understood requirements for staff
  • Trainings
  • Certifications
  • Documentation
  • Referral process

• Identified staff to provide services
  • Very good at that particular service
  • Enthusiastic & willing
  • Professional
  • Excellent at documentation
  • Uses MyCIL very effectively
How Staffed and Administered, cont’d.

• Identified managers to take lead
  • Strong supervisor
  • Understands parameters of the project
  • Good communicator
  • Values quality service
How Staffed and Administered, cont’d. 2

- Accountant understood billing process
  - Set up tracking of costs
- Set benchmark marks for increasing staff:
  - Example: averaging 48 hours/mo. of CCS $34/hr
    $1,632/Mo. cost of $20/hr week skill training is $1,600/mo.
- Executive Director/Assistant Director monitored
  - Program outcomes
  - Actual costs vs. income
  - Any complications/concerns
  - Recognition for staff
How Staffed and Administered, cont’d. 3

- Kept board and staff informed
- Complications:
  - Referrals that don’t fit the program
  - Different expectations from consumers than the CIL or funder
  - Goals don’t belong to consumer – social worker came up with goal so no buy-in
Example of FFS Development

Mental Health Drop In Center – RAVE

- Requested by county human services to take over management in 3 months
  - Building in very poor shape
  - Not accessible
  - Terrible history/reputation
  - Wanted current staff to stay
  - Approximately $30,000 repairs/upgrades needed
  - Increase in liability insurance
  - Generous budget

- ILR did our homework
  - Identified similar sites
  - Developed budget
  - Researched potential problems
Example of FFS Development, cont’d.

- Took request to Board and to staff with a basic plan
  - Got lots of input to add to plan
  - Developed questions/requirements for County HS
  - Wrote grant to do upgrades $30,000
  - Requested an extension to do remodeling
  - As a group developed staffing structure
  - Developed job description
- Submitted plan to County
  - Accepted with 3 month extension
  - Secured $25,000 grant but needed 5 year lease
  - Made building safe and accessible
Example of FFS Development, cont’d. 2

• Began publicity with positive focus
  • Met with neighboring businesses
  • ILC Newsletter
  • Press releases (3) grant/upgrades/opening
  • Changed inherited staff
  • Recruited consumers to work
• Executive Director developed policies/procedures with consumers who use the site
Example of FFS Development, cont’d. 3

• Executive Director and accountant worked with county contractor and their finance department
  • Negotiated advance
  • Able to utilize advance to pay for start up costs
  • Identified county expectations
• Trained staff who were peers/no Certified Peer Specialists at that time
• First year was hard but learned a lot
Marketing Our Service

• Best marketing tool is
  • High quality service
  • Positive outcomes
• Create cooperative/respectful relationship with funder
• Create an electronic buzz: website, Facebook, Twitter
• ILC newsletter add eligible consumers in the county (in collaboration with funder)
• Press release
Marketing Our Service, cont’d.

- Do presentations wherever you can & include FFS information
  - Human Service Departments
  - Kiwanis, Lions, Junior Achievement, etc.
  - Division of Vocational Rehabilitation
  - Support Groups
  - Consumer Groups
  - Professional groups
How Services Interface with Core Services

• Majority of FFS Services are core services or closely related
• Peer Support/Certified Peer Specialists
• Skill training
• Assistive Technology – Wisc. 5th Core Service
• Make sure referrals are aware of other ILR services
• Staff use consistent language when referring to services w/ consumers, when doing presentations, and in all agency brochures, etc.
Outcomes Identified

- **Consumer Outcomes**
  - Be sure consumers own their goals
  - Expect success
  - Keep open dialogue with consumer about expectation (theirs & yours)
  - Collect data to share/use
  - Provide monthly consumer specific documentation

- **Agency outcomes from funders**
  - Have good data collection system
  - Provide thorough and timely reports
Outcomes Identified, cont’d.

- ILR Outcomes
  - Quality services/satisfied customers
  - Staff are satisfied with the project
For more information

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