

Delivering solutions in the IL field for over 37 years



This training is presented by the New Community Opportunities Center, a national training and technical assistance project of ILRU, Independent Living Research Utilization. Support for development of this presentation was provided by the U.S. Department of Education, Rehabilitation Services Administration under grant number H400B100003. No official endorsement of the Department of Education should be inferred. Permission is granted for duplication of any portion of this slide presentation, providing that the following credit is given to the project: Developed as part of the New Community Opportunities Center at ILRU.

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

Part I: Planning for Fees-for-Service for Centers for Independent Living

February 10, 2015

**Presented by:
Dennis Fitzgibbons**

Stay True to your Mission

- Maintain integrity of core services
- Be up front with funders—advocacy is part of the package
- Include everyone in the CIL in this discussion
- Identify what you value and will not compromise
 - Consumer control/self direction
 - Positive Outcomes
 - Individual Advocacy
- Make time/create opportunities for systems advocacy
- Review/assess impact of FFS development on mission

Resource Development

CIL Standards include resource development

"No margin, no mission"

What are your CIL's beliefs regarding—

- Increasing revenue?
- Reaching more consumers?
- Organizational growth?
- Expanding programs/services?
- Risk?

Board and Staff Buy-In

- **Depends on your CIL culture**
 - How are changes made?
 - How does information get shared?
 - Hierarchy/structure
- **Include board and staff in the entire process**
 - Brainstorming
 - Planning
 - Committees/workgroups/teams
 - Informational meetings

Board and Staff Buy-In, cont'd.

- **How are final decisions made? Be clear.**
 - Majority
 - Executive Director
 - Board
 - Management team
- **Publicize your intentions**
 - CIL newsletter/Website/social media
 - TV/radio

Know Thyself

- **Use Strategic planning for FFS**
 - Include all staff, board, and consumers
 - Request feedback from other key contacts
 - Get consumer input
- **Utilize other resources**
 - Legal and accounting for insight and advice
 - CILs that have FFS (successful and unsuccessful)
 - Talk with leaders of successful non-profits with FFS
 - Talk to for-profit leaders

Strengths

- **CIL strengths—where do you excel?**
 - Staff—trained, adaptable, and committed
 - Board—range of experience and contacts
 - Your commitment to IL philosophy
 - Awareness and responsiveness to local need
 - Consumer involvement with staff and board in planning and decision making
 - People with disabilities direct their services
 - Collect good data
 - Frugal—very low administration costs

Weaknesses

- **What you don't do well**
 - Not a good partner with other agencies...philosophical snobs—think we're better than them
 - Fail to share your passion/mission
 - Don't participate in any professional groups
 - Missed opportunities to join community groups
 - Think that making money is bad
 - Don't value your knowledge and expertise
 - You don't share your success stories and great outcomes

Opportunity

- **Brainstorm Opportunities**

- HCBS growing
- Well trained staff available from grant that is ending
- Lots of potential partners in our region
- Good data and documentation
- Understand that your CIL has great outcomes
- A strong statewide association to offer support/mentoring
- IL philosophy and mission are easy to share
- The Affordable Care Act
- Technology
- Millennials!

Threats

- **What Threats Exist?**
 - Complacency
 - Losing sight of your mission*
 - Fear of failure
 - Staff resistance
 - Board resistance
 - Strong competition
 - Can't afford to lose money
 - Time—staff already very busy. How do we do this?

Questions?

Prepare for Change

- Educate board and staff about fee-for-service options
 - How is it different?
 - Staff Requirements
 - Training opportunities
 - Infrastructure needed
 - Consumer impact

Prepare for Change, cont'd.

- **Involve staff in preparations**
 - Committees/workgroups
 - Quality Assurance
 - Job Descriptions
 - Space Changes
 - IT upgrades
 - Policy and procedures
 - Recruitment

Plan

- Develop Your CIL priorities
- Establish goals, objectives, activities, timelines, and who's responsible
- Identify FFS options—contract, project/proposal based, hourly rates, etc. and process for each
- Monitor and adjust plan as needed
- Communicate regularly—Board and Staff

Plan, cont'd.

- **What will success look like in each case?**
 - Completion of the fee-based timeline
 - Meeting outcomes tied to a contract/agreement
 - Maintain financial stability
 - Customer satisfied with results
 - Average \$\$\$ per month of billing within "x" months
 - Staff trained to meet funder requirements
 - Consumers experiencing positive outcomes
 - No or low turnover in staff

Who is the competition?

Talk to them.

- Rate development
- Quality of services
- Staff training requirements
- What are their outcomes?
- Government requirements
- Service area
- Do they make a profit on this service?

Assess Your CIL Capacity to Embrace FFS

- Take a hard look at your CIL to assess—
 - Infrastructure
 - Direct service staff
 - Potential for recruitment
 - Level of risk*
- Ensure strong staff / board support—if things get tough
- Identify staff who are willing and capable
- Monitor services and program outcomes often

Assess Your CIL Capacity to embrace FFS, cont'd.



- **What changes are needed to make the transition?**
 - Different/unique staff skill set to provide service
 - Effective data collection system
 - More sophisticated accounting system
 - Intake procedure (new or adapted)
 - Updated policies & procedures
 - Travel, meals, overnight
 - Cancelled visits
 - Equipment—new computers/laptops
 - Added supervision

Assess Your CIL Capacity to Embrace FFS, cont'd.

- **What are current barriers to make these changes happen?**
 - Time
 - Limited funding
 - Staff skill set
 - Fear
- **Internal assessment (tends to be more biased)**
 - More in-depth planning
 - Assess utilizing checklist
 - Use expertise from board
- **Consider external assessment (less biased)**
 - Peer review-in depth
 - Business survey—SCORE or business volunteer
 - Your bank
 - Legal and accounting

Assess Your CIL Capacity to Embrace FFS, cont'd.



- **How to fund needed changes?**
 - Is start up money available from Customer?
 - OPM
 - Grant request to local foundation for startup
 - Review budget or plan to add in next budget cycle
- **Survey staff & board**
 - What skills do staff and board have to share?
 - Grant writing?
 - Technology expertise?
 - Connections to business community?

Determine Staffing Needs

Example: Requirements of a FFS agreement

– What skill set is needed?

- Knowledge of resources
- Experience living with a disability
- Ability to relate to someone with a disability
- Strong communication
- Research
- Telephone skills
- Excellent documentation
- Infrastructure changes—billing, reporting, transmitting

How to Determine Staffing Needs, cont'd.

- **Demand for services**
 - Funder establishes (usually) number of people eligible
 - Is there competition?
 - Try to negotiate pilot to avoid competition
- **Referral Process**
 - How purchaser makes referrals
 - Who handles a referral on your end
 - Timeline from referral to service
 - Identify internal staff who match the needs***

How to Determine Staffing Needs, cont'd. 2

- **Need more or different staff?**
- **Don't wait until the day you start a contract.**
- **Develop a recruitment plan**
 - Orient and train new staff
 - How long before they will be ready?
 - May need to transition staff to new positions(s)

Questions?

Preparing to Become a Vendor of Services

Identify Unmet Needs

CIL Brainstorming

- Work-related Social Security issues
- Accessibility assessments
- Home modifications
- Assistive Technology/assessments/equipment purchases
- Mental health services
 - Comprehensive Community Services
 - Quality Assurance of Mental Health Services
 - Drop-in Centers
 - Peer Run Respite
- Employment

Community Needs Surveys

- What's been done for you already?
 - United Way
 - State Plan for Independent Living (SPIL)
 - Universities
 - Health Consortiums
 - Political Parties
 - Newspapers
- What's in the news? Local and statewide?
 - Lack of housing
 - Lack of transportation
 - Homelessness
 - Mental Health

Community Needs Surveys— Utilize Your Technology

CIL website

- Solicit feedback
- Utilize social media
- Survey Monkey
 - Easy
 - Cost effective
 - Can go to anyone with computer
 - You can make the survey yours
 - Find out who knows you and who doesn't

Community Needs Surveys— Use Community Resources

- Use Community Resources to assist with survey
 - Class/student intern project
 - Universities/extensions
 - SCORE/retired business association
- Use survey to share CIL information and stories
- Issue a press release to increase response
- Ask if respondent knows about your center

Create or Expand Community Relationships

- **Who knows what about your CIL?**
 - Survey
 - Focus groups
- **Identify opportunities to get involved and be more visible**
- **Encourage and support staff/board to participate in—**
 - Committees
 - Workgroups
 - Advisory Councils
 - Speaking opportunities
 - Training opportunities

Create or Expand Community Relationships, cont'd.



- **Develop a plan to close gap of who needs to know and understand your CIL**
- **Evaluate your marketing strategies**
 - What efforts do you make?
 - Are your efforts successful?
- **What are untapped resources?**
 - Radio talk show
 - Newspapers
- **What does your website do for you?**
 - Is it current?
 - Is it informative?

Know Your Service Area

- **Identify potential partners**
 - Like-minded philosophy
 - Common interest
 - Shared space/staff
 - A reputation of results and positive outcomes
 - They do something you value or want
 - Disability-related service provider

Identify Potential FFS Opportunities

- Division of Vocational Rehabilitation
- Government Human Services—Adults, children, and other
- Medicaid (MA)
- Managed Care Organizations
- Insurance companies
- Businesses
- Municipalities—School systems
- Other Governmental Departments—Education, DECD, Housing, Transportation
- Other disability-based organizations

Getting to the Contract

- **Determine what the purchaser needs and values**
 - Quality service
 - Positive outcomes
 - Cost effectiveness * * *
 - Strong relationships with providers
 - Consumer satisfaction
 - Accurate and timely documentation
 - Communication
 - No problems

Getting to the Contract, cont'd.

- **Identify how your product is compatible**
 - Consider what purchaser values
 - What your CIL does well now
 - Only promise what you can deliver(vaporware)
 - Be consistent and persistent
- **Highlight what your CIL values— brag**
 - CIL agency presentation—in your “house”
 - Share consumer stories to highlight outcomes
 - If available do comparison with competition

Getting to the Contract, cont'd. 2

- **Use CIL events to build relationships with purchaser**
 - As a guest speaker at board meeting
 - Newsletter articles
 - Social events
 - Cross training of staff
- **Nurture your relationships with funders/buyers**
- **“It’s all about relationships!”** *Kym King

Barriers and Solutions

- **Vendor/Purchaser is difficult**
 - You may need to change who deals with them
 - Maintain high level of communication
- **Vendor doesn't want to pay what it costs to provide the service**
 - Provide specifics—break it into pieces
 - Suggest a trial period for both parties
 - Try to tie cost into what vendor values
- **Difference in values/philosophy**
 - How much difference can you tolerate?

Barriers & Solutions, cont'd.

- **Purchaser requirements too difficult**
 - Be prepared to say “no”
 - Negotiate
- **Too much competition**
 - Evaluate if its worth the effort
 - Partner or subcontract with a competitor
- **Need start up funds**
 - Investigate a business loan
 - OPM
 - Write start up grant(s)
 - Dip into your fund balance if project is a sure thing

Questions?

Wrap Up, Evaluation, and Contact Information

Please *click the link below* to complete your evaluation of this program:

<http://www.surveygizmo.com/s3/1990733/Fees-for-Service-in-CILs-Part-1-February-10-2015>

Contact:

Dennis Fitzgibbons—dfitzgibbons@alphaonenow.org

New Community Opportunities Attribution



This training is presented by the New Community Opportunities Center, a national training and technical assistance project of ILRU, Independent Living Research Utilization. Support for development of this presentation was provided by the U.S. Department of Education, Rehabilitation Services Administration under grant number H400B100003. No official endorsement of the Department of Education should be inferred. Permission is granted for duplication of any portion of this slide presentation, providing that the following credit is given to the project: *Developed as part of the New Community Opportunities Center at ILRU.*