Rethinking Day Services in the COVID-19 Era

September 16, 2020

Presentation Overview

1. Pandemic-Related Changes to Day Services
2. COVID-19 Payment Flexibilities and Provider Adaptations
3. Innovation in 3 States (with Guest Speakers)
4. Moving Toward Value-Based Payments for Day Services
5. Q&A

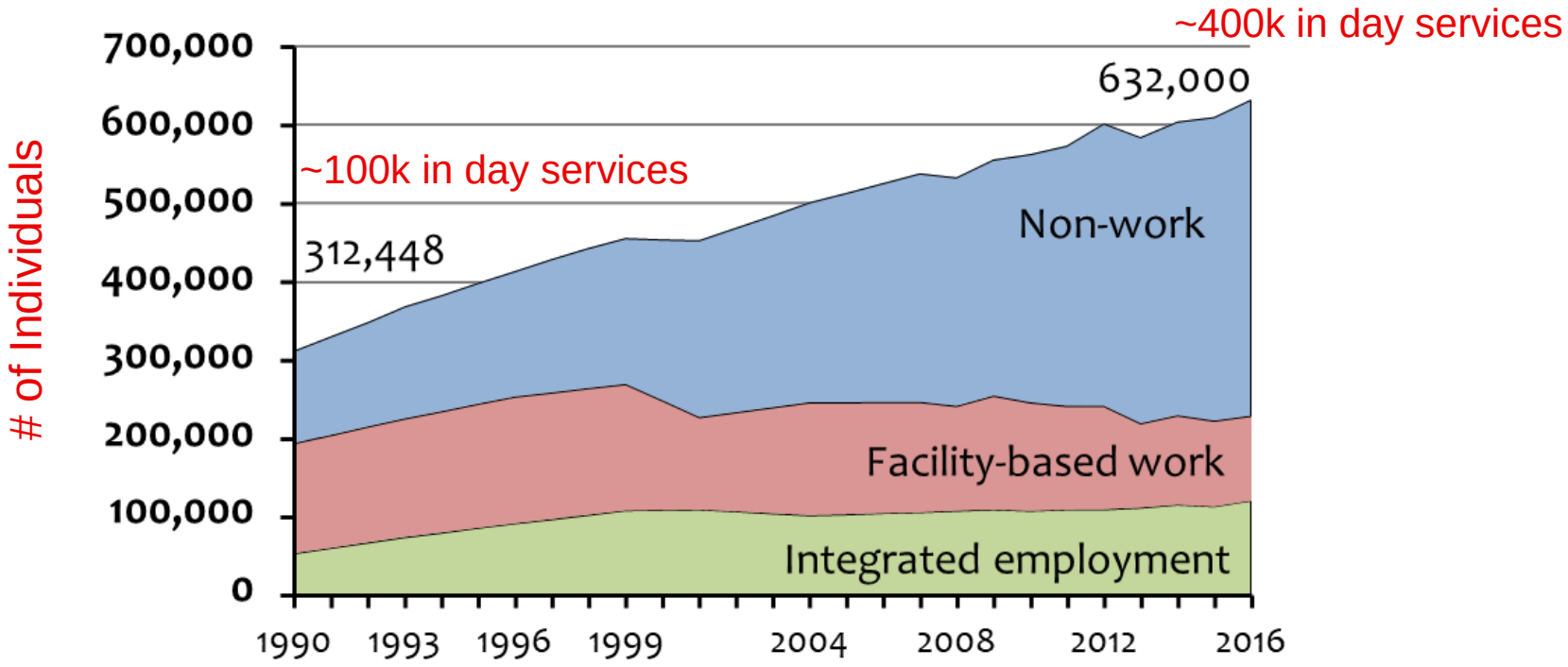
PANDEMIC-RELATED CHANGES TO DAY SERVICES

Employment and Day Services: A National Snapshot

- Estimated 5,000 – 6,000 providers nationally
- Mostly non-profit organizations
  - Non-profit: 85%
  - For profit: 6%
  - Public (state or tribal): 7%
  - Other: 2%
- Most were regional providers
  - County or regional scope: 51%
  - Local scope: 36%
  - Statewide: 8%
  - Multi-state: 5%
- Average operational budget (in 2014-15) $3.0 million
- Average number of people served: 2,019
- 60% were funded 51% or more by Medicaid or State I/DD Agency

Domin, D., & Butterworth, J. (2016). *Research to practice: The 2014-2015 national survey of community rehabilitation providers, Report 1: Overview of services, trends, and provider characteristics*. https://scholarworks.umb.edu/ici_researchtopractice/46/

Use of Day Services Has Grown Dramatically



StateData.info

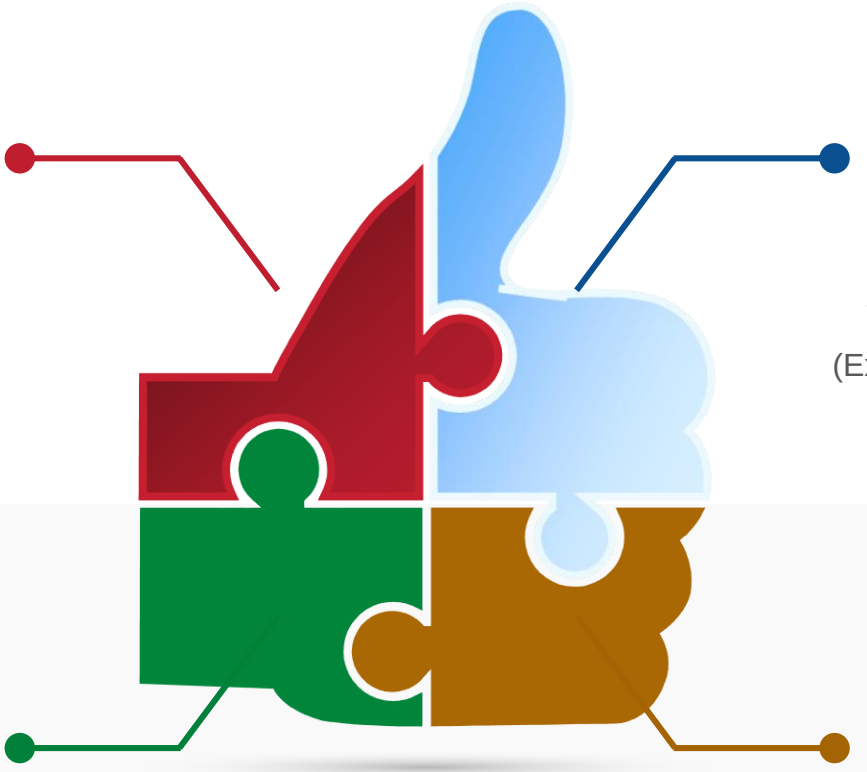
Source: ICI National Survey of State IDD Agencies

ThinkWork!

Day Services Depend on Multiple Sources of Funding

State-only dollars

Example: California Lanterman Act



Medicaid-financed LTSS

1915(c) waivers
1915(i) State Plan option
1115 demonstration waivers
Local coordinating agencies (Example: Colorado Community-Centered Boards)

Grants

To CBOs, including local chapters of The Arc

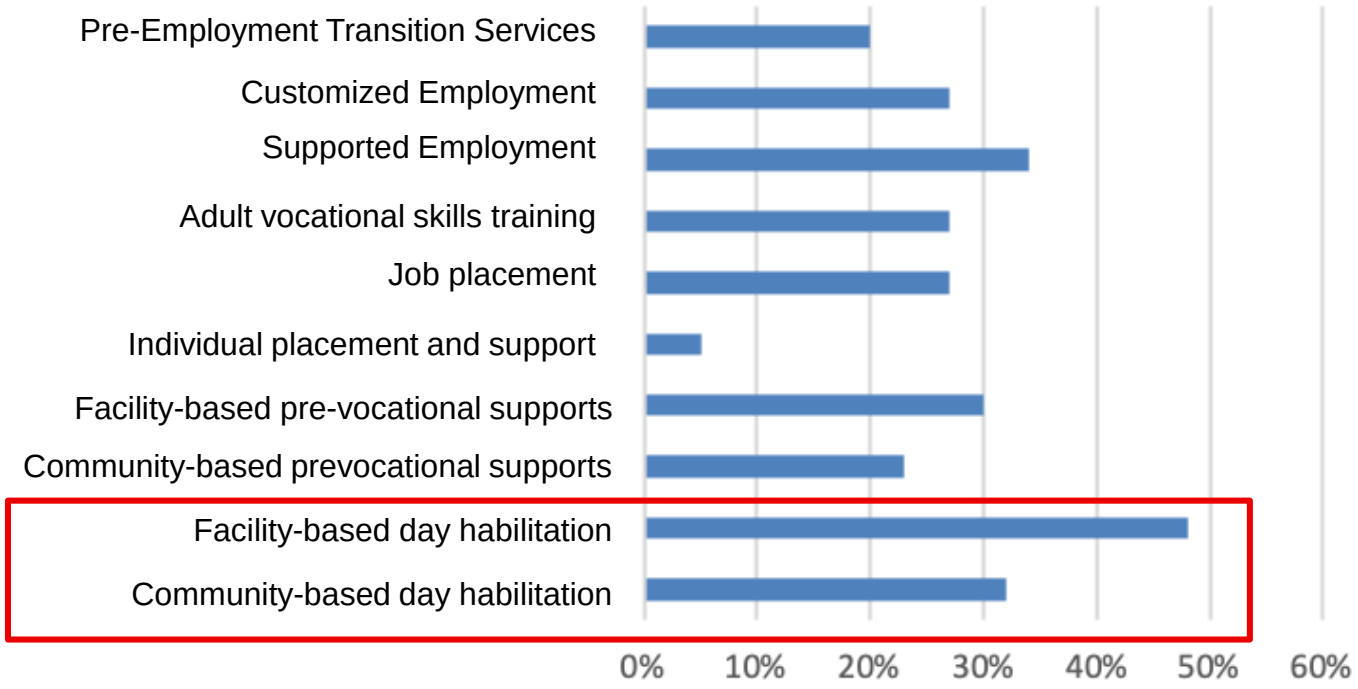
County-based levies

Example: Missouri SB40 boards

COVID-19 May Shut Many Disability Services Programs for Good

- ANCOR surveyed 191 organizations nationwide.
- 77% have shut down or discontinued programs.
- 16% do not plan to reopen their programs.
- Employment and day services most affected.
- Causes: ↑ costs (PPE, testing); ↓ revenue.
- https://www.disabilityscoop.com/2020/08/24/covid-19-may-shut-many-disability-programs-for-good/28795/ (August 2020)

COVID-19 Has Hit Day Services Providers Especially Hard

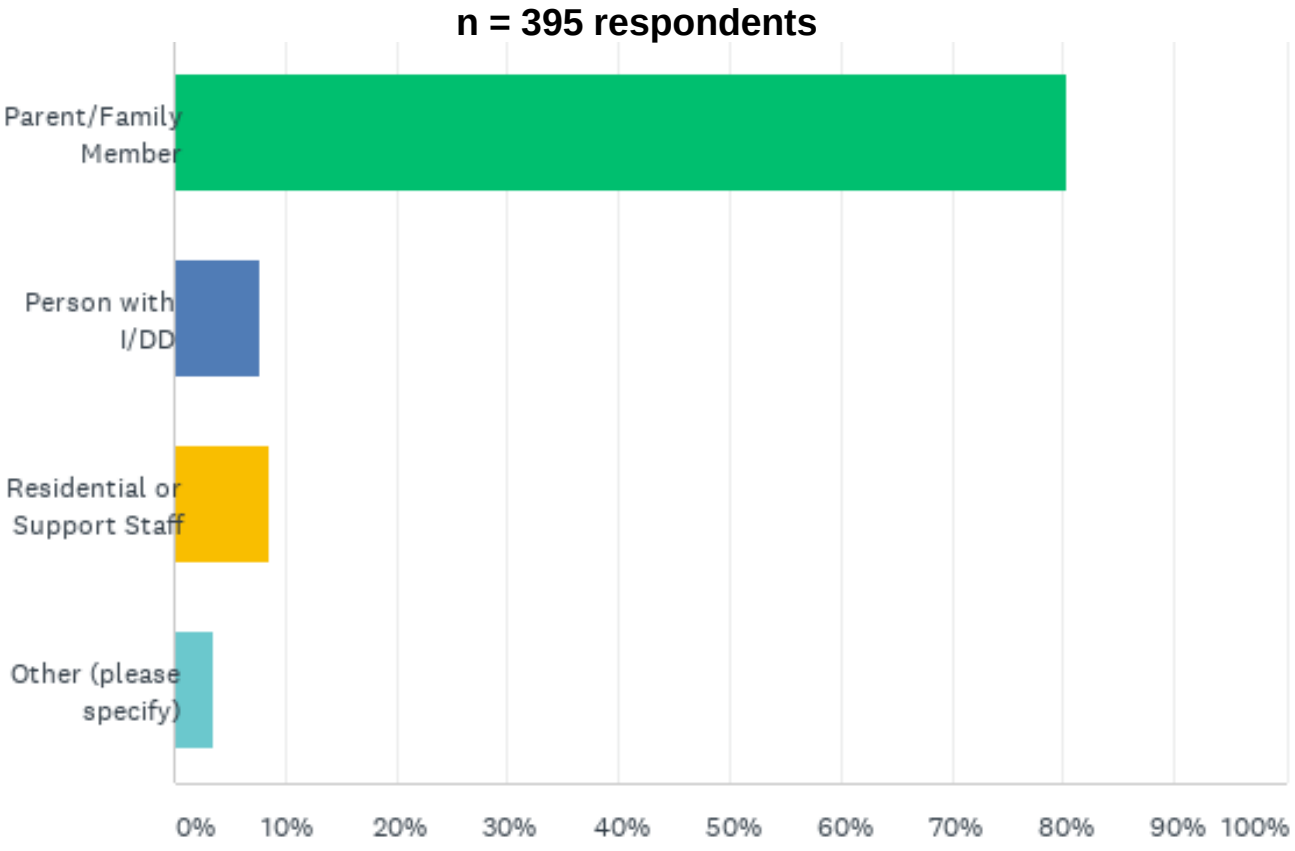


Association of People Supporting Employment First. (2020). *Impact of COVID-19 on disability employment services and outcomes*. https://apse.org/covid-19-impact-survey/

The Arc of California. (2020, August 6). What families are telling us: Disability services during pandemic. *The Arc of California*. https://thearcca.org/what-families-are-telling-us-disability-services-during-pandemic/

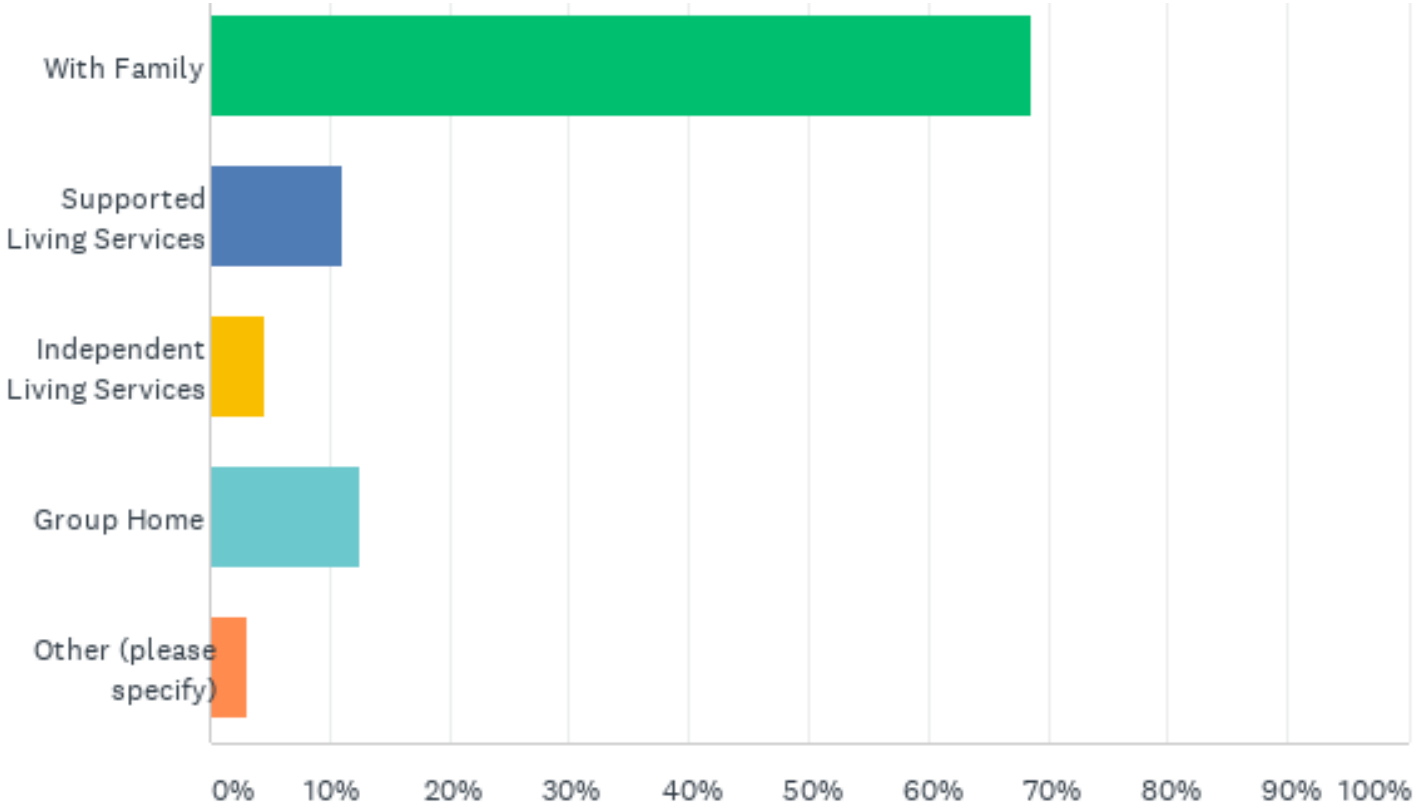
ATTITUDES TOWARD RETURNING TO DAY SERVICES

Most Respondents Were Family Members



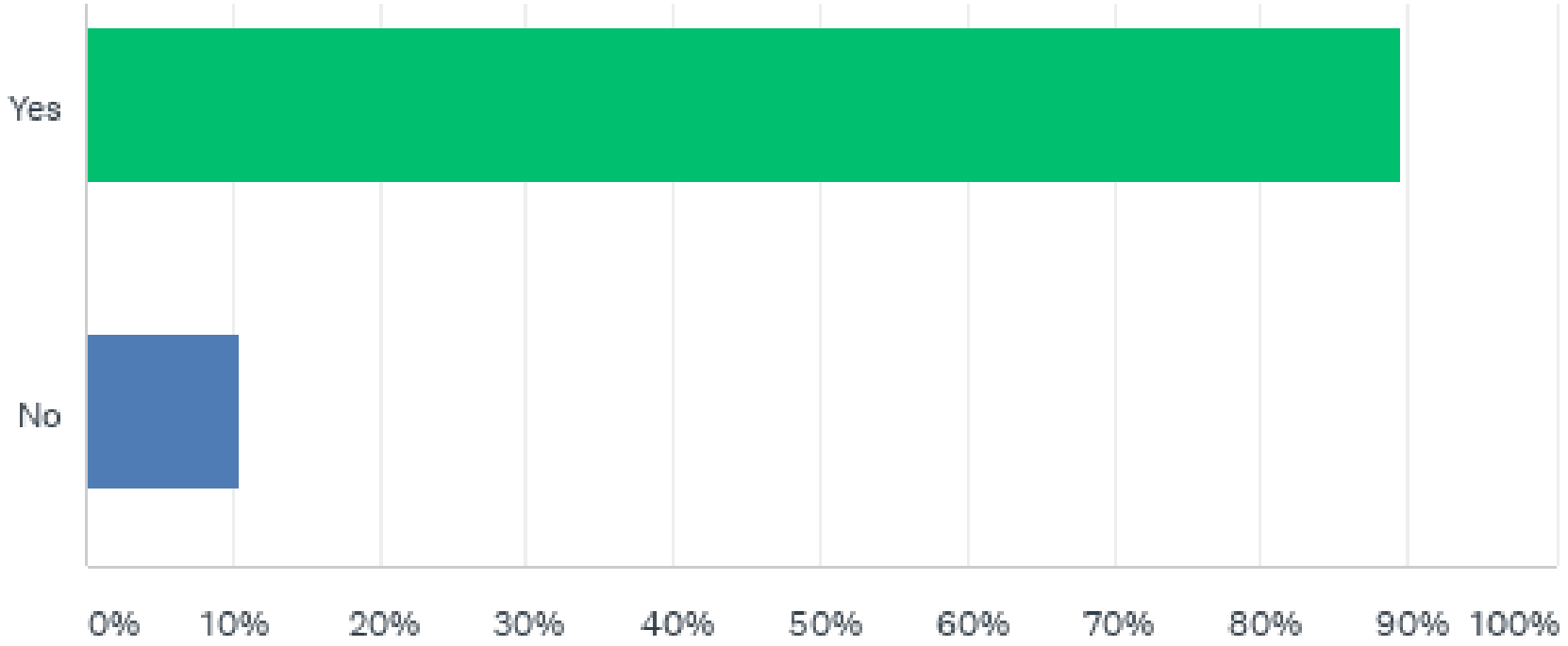
Most Individuals Live at Home

n = 395 respondents



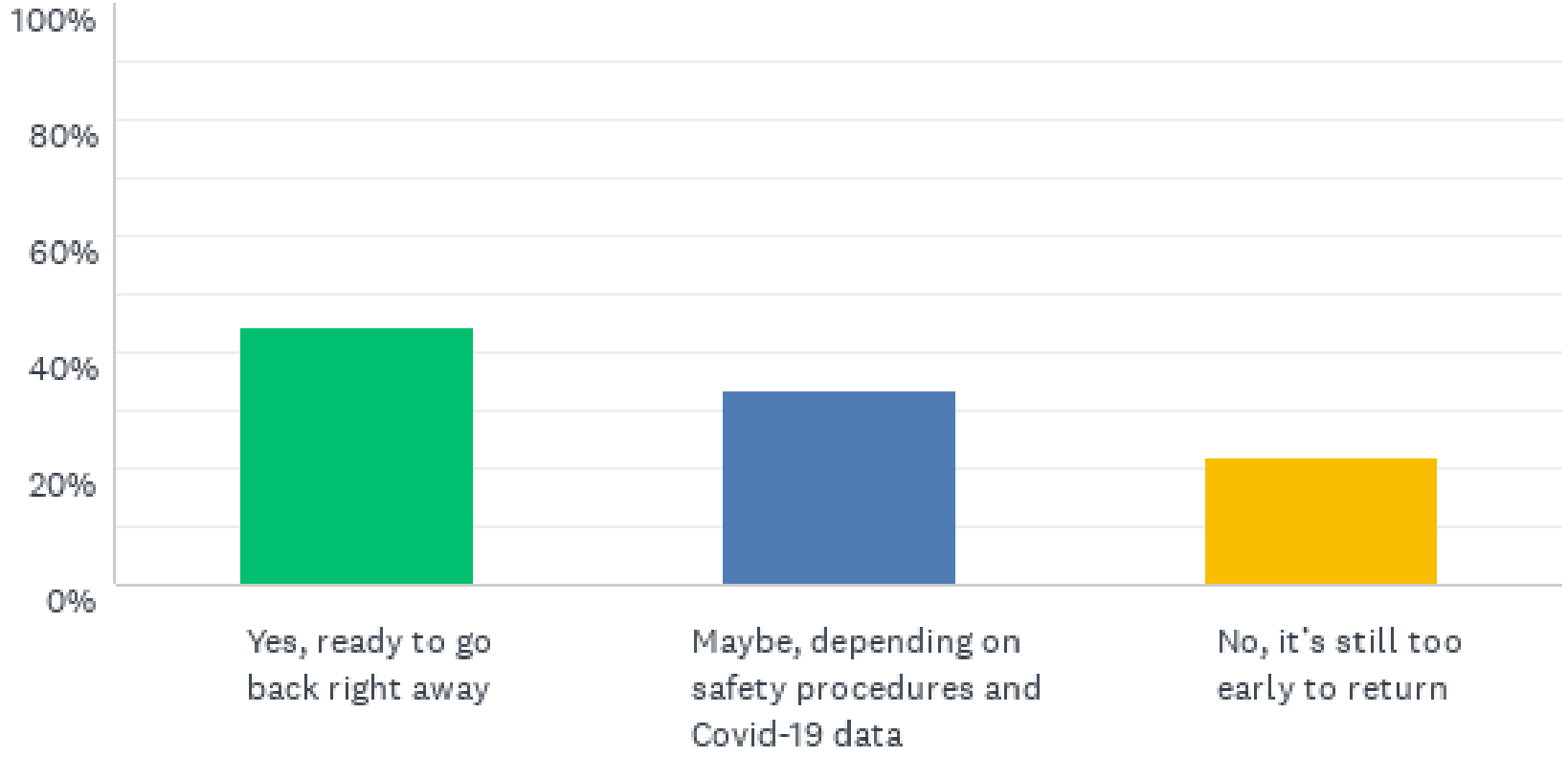
Vast Majority Want to Return to Day Services

n = 395 respondents



Some Who Want to Return to Day Services Want Safety Measures

n = 395 respondents



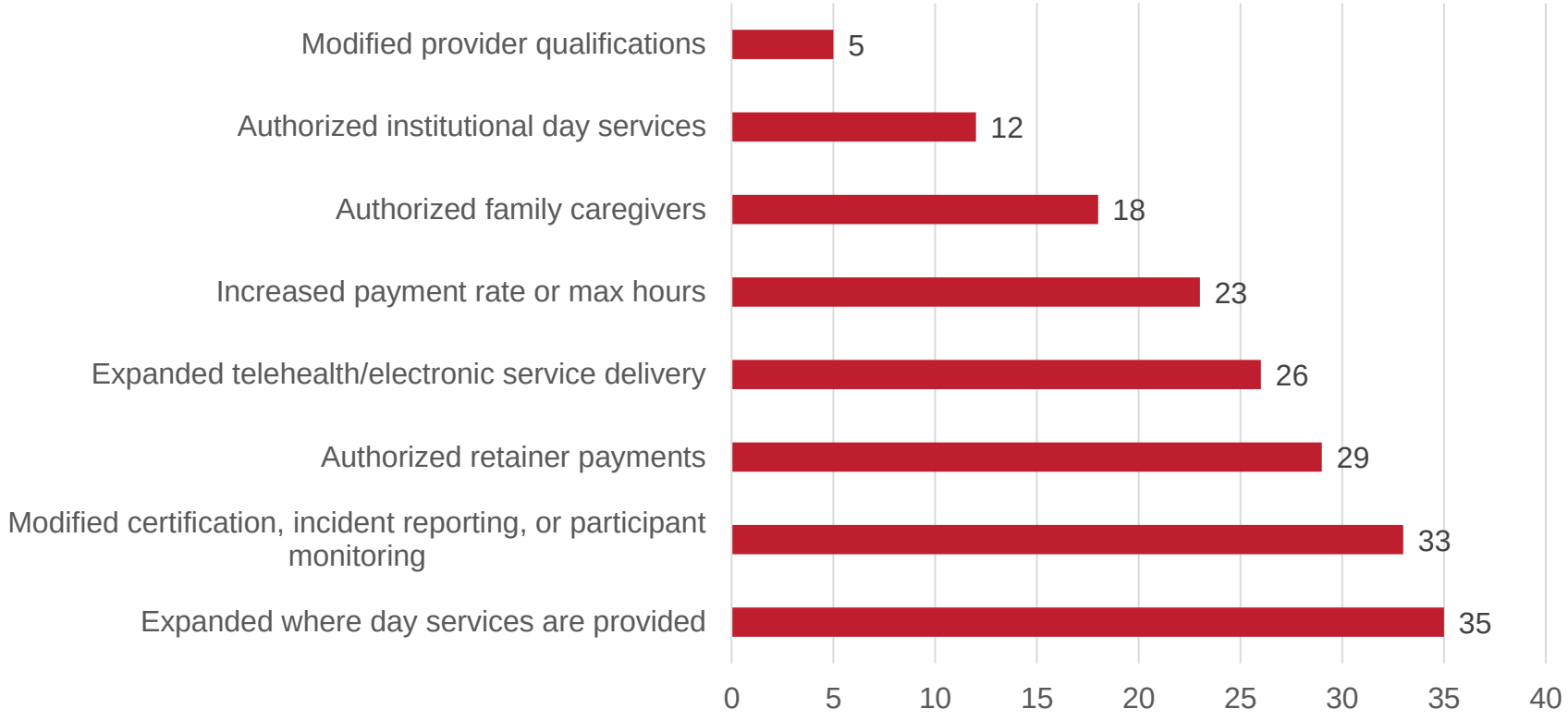
Some Survey Answers are Hard to Interpret

- Unclear what individuals and families want:
  - A desire to do something during the day, whether technically “day services” or not?
  - Pre-pandemic, facility-based day services?
  - Integrated, individualized day services?
- States and providers wishing to duplicate the survey should add questions to distinguish these possibilities.

Medicaid Provides Pandemic-Related Payment Flexibilities

- Families First Coronavirus Response Act (FFCRA)
  - Enhanced FMAP (6.2%)
- Appendix K waiver amendments to support providers:
  - Retainer payments
  - Rate changes
- Time limited
  - Enhanced FMAP: duration of public health emergency
  - Appendix K amendments
    - Three 30-day periods for retainer payments
    - Must end by March 31, 2021

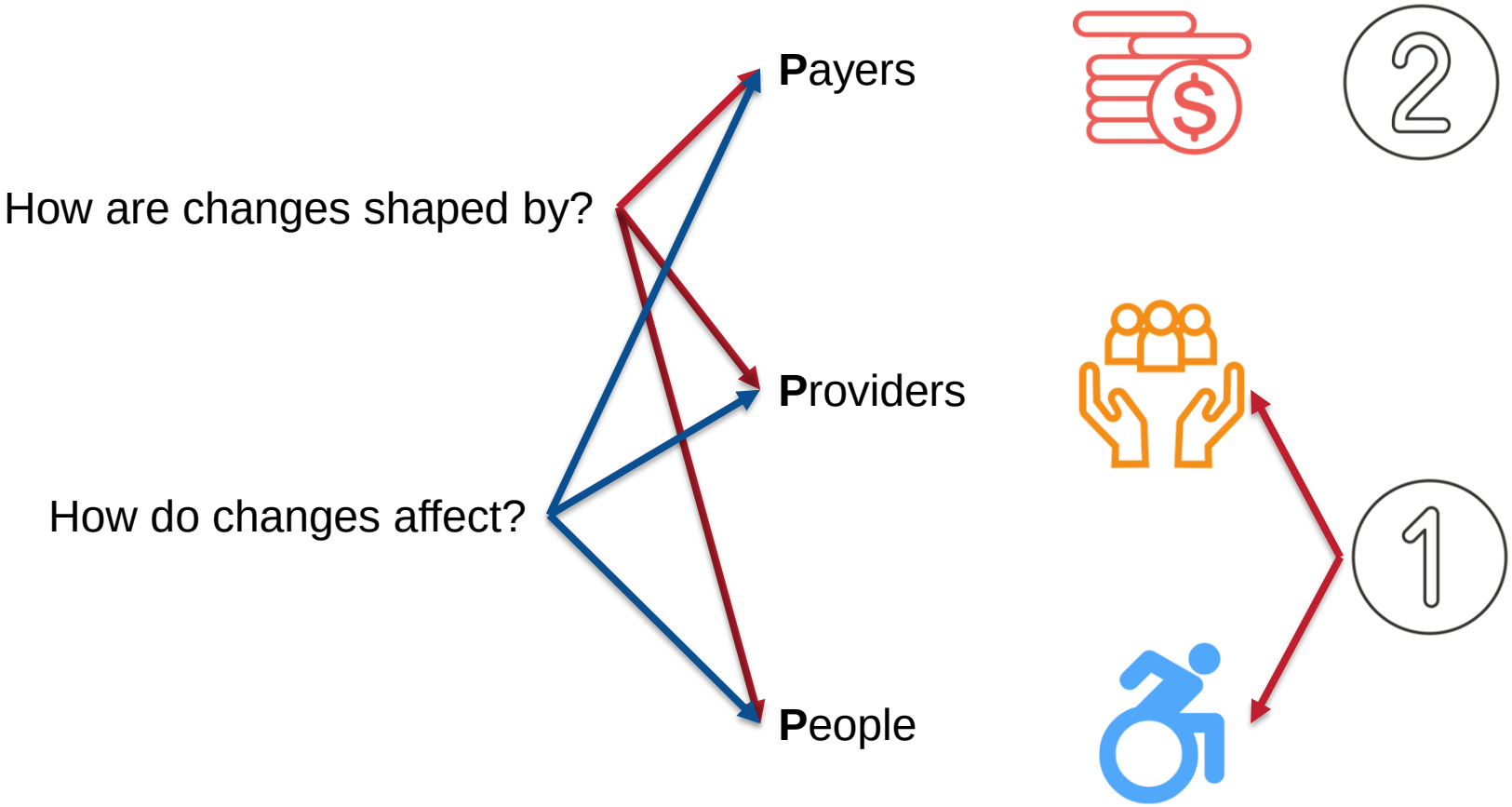
States with Appendix K Amendments for Day Services



Reopening Poses Challenges

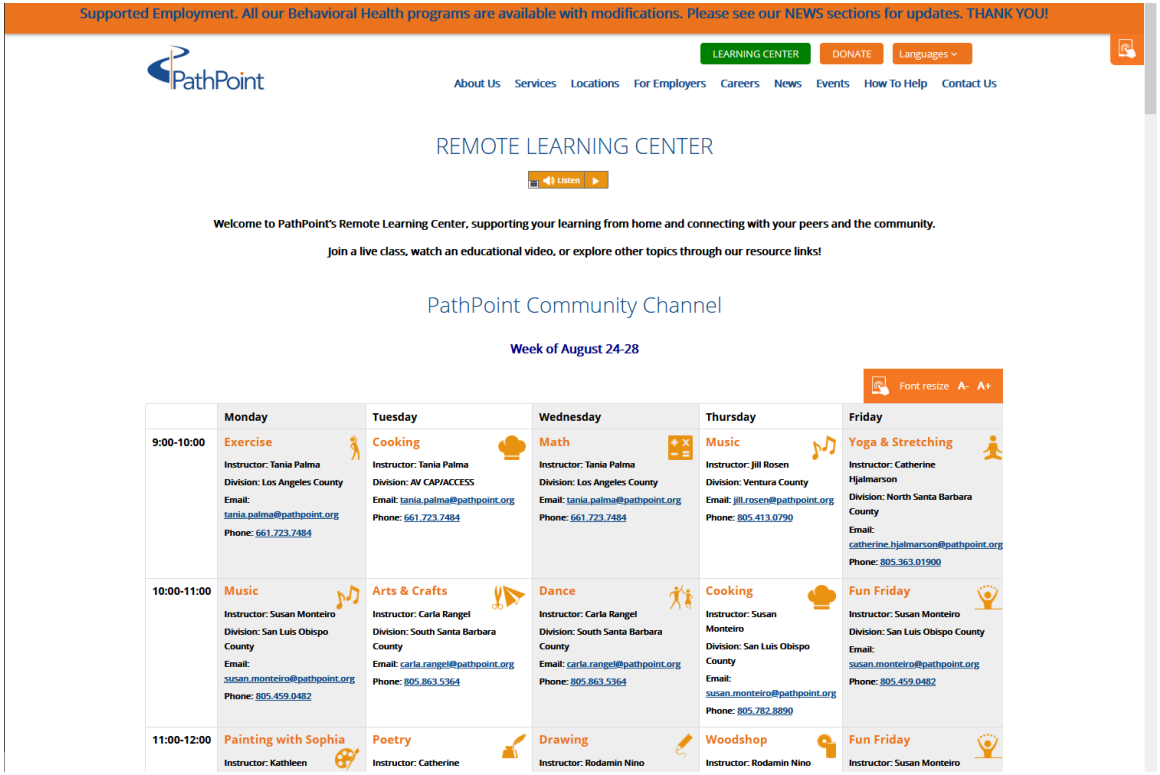
Condition of Reopening	Impact
Social distancing & space changes	Reduced revenue, increased costs
PPE and cleaning supplies	New cost center
Transportation	Cost-inefficient disability-specific transit; Reduced or eliminated public transit
Workforce return	Direct support staff ill, laid off, caring for family, or switched professions for safety
Contingency plans in case of outbreak; plans for continuity of operations	Additional planning for individuals and staff; disruptions in revenue and service delivery

3Ps: A Framework for Systems Adaptation & Change



HARNESSING TECHNOLOGY TO ADAPT AND IMPROVE SERVICES: 2 EXAMPLES

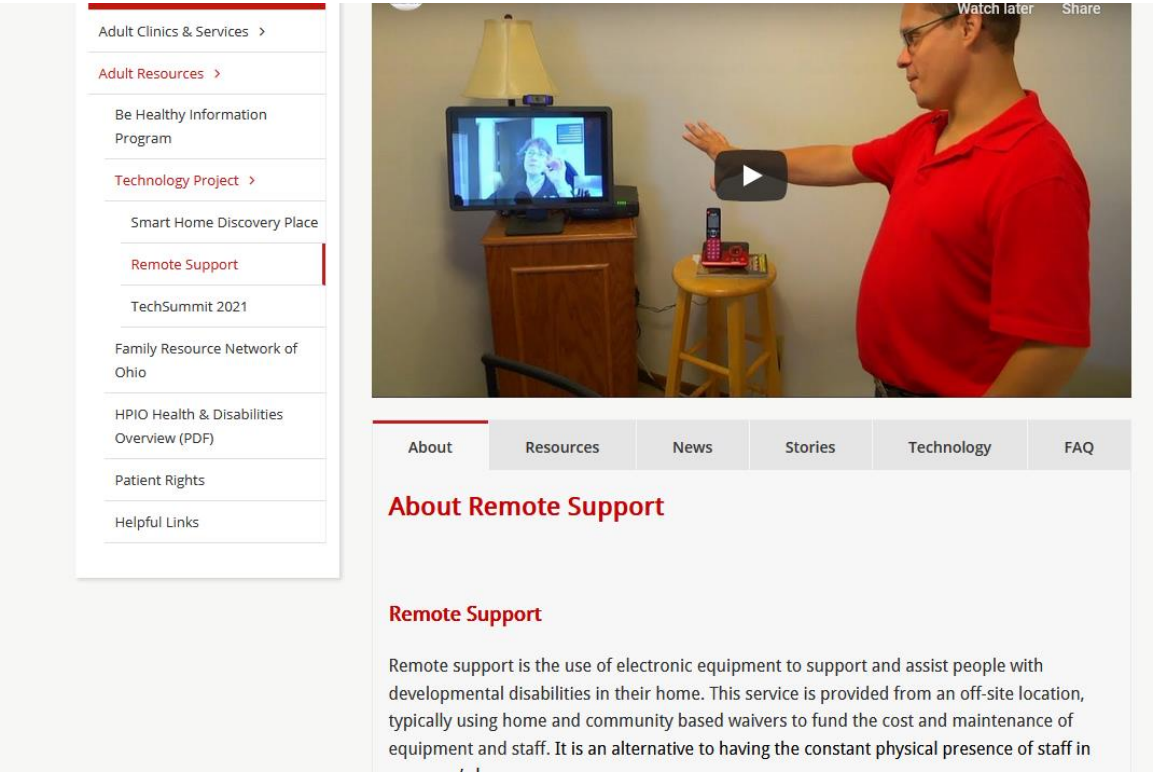
Online classes in exercise, music, cooking, dance, etc.



Remote Learning Center

PathPoint (Southern California)
https://www.pathpoint.org/

Resources for helping individuals live independ-ently with technology



Remote Supports

Ohio State University Nisonger Center:
https://nisonger.osu.edu/adult/resources/technology-project/remote-supports/

Innovations in 3 States

1. St. Louis Arc: Virtualizing Services
2. The Arc of Tri-Cities, WA: Supplementing workforce with volunteers
3. Managed Resource Connections, Inc. (MRCI) of MN: Moving away from brick-and-mortar model of day services

Guest Speakers

- St. Louis Arc: Gabrielle Szarek, Director of Transition Services
- Arc of Tri-Cities
  - Cindy O'Neill, Executive Director
  - Monti Franckowiak, mother and advocate
- MRCI: Brian Benshoof, CEO

St. Louis Arc Has Successfully Virtualized Many Service (1/2)

- Daily Boost
  - 30-minute segments, 2-3x weekly
  - Short mental breaks for teens and young adults to share positive messages and related content
    - Virtual escape rooms
    - In-home scavenger hunts
- Teach Something/Learn Something
    - 30-minute segments, 1x weekly or more
    - Helps participants work on communication and public speaking skills
- “Launch” Program
  - Combination of individual coaching sessions and group classes for transition-aged teens and young adults
  - Because Launch is paid for privately, it can be taken nationwide – increasing revenue.

St. Louis Arc Has Successfully Virtualized Many Service (2/2)

- Virtual family workshops
  - Tips and activities that can be done at home
  - Resources in the St. Louis area that can be accessed for free or nearly free
- Facebook Live Q&A
  - Every Tuesday hosted by Director of Family Supports
  - Attendance ranges from 500-900

Uses Volunteers to Grow its Workforce

- Dedicated group of youth who volunteer during the summer, often moving over successive summers toward full-time employment.
- Local teenagers not going to school on campus, so won’t have access to typical extracurricular activities.
- Plan to have teenagers supplement full-time staff: paid staff 2:1 or 3:1, with additions of volunteers to bring the ratio down further.

Testimonial: Yuriy Moved from Volunteer to Staffer at Tri-Cities

The Arc
Tri-Cities

Reducing Costs by Closing Brick-and-Mortar Locations

- MRCI serves more than 2,000 individuals across Minnesota with employment and day services.
- Plans to sell buildings or not renew leases on rentals.
- Reductions in expenses for:
  - Maintenance
  - Heating/cooling
  - Insurance, etc.
- Reduced use of transportation getting individuals to and from these facilities.
- Long-term move to “day services without walls.”

Adaptation and Innovation Benefit Providers and People

Benefits to Providers: Lower Costs, More Sustainable Business Models	Benefits to People: Improved Choice and Community Integration
Reduced brick-and-mortar costs	Greater independence through remote supports
Selling private pay services on a national scale to grow revenue	Enhanced choice: virtual or in-person
Using volunteers to diversify workforce and lower labor costs	Enhanced choice: pathways for personal growth and the pursuit of individual interests
	Enhanced integration: virtual communities
	Enhanced integration: in-community day supports

Reminder: Day services are *services not places.*

Innovation Poses Challenges

- Remote/virtualized services won't be a good fit for everyone.
  - Uneven access to/comfort with broadband & devices
  - Can induce behavioral challenges
    - Hunger strikes
    - Refusal to leave house or elopement
    - Increased risk of institutionalization
- Day services offered in the community don't guarantee meaningful integration.
- The question is *what to keep, for whom, when.*

Ciulla, J., & Sulewski, J. S. (2016). *High-quality community life engagement supports: Four guideposts for success*. UMass Boston Institute for Community Inclusion. https://www.thinkwork.org/high-quality-community-life-engagement-supports-four-guideposts-success

AN OPENING TO REINVENT SERVICES? "GUIDEPOSTS" FOR QUALITY SERVICES

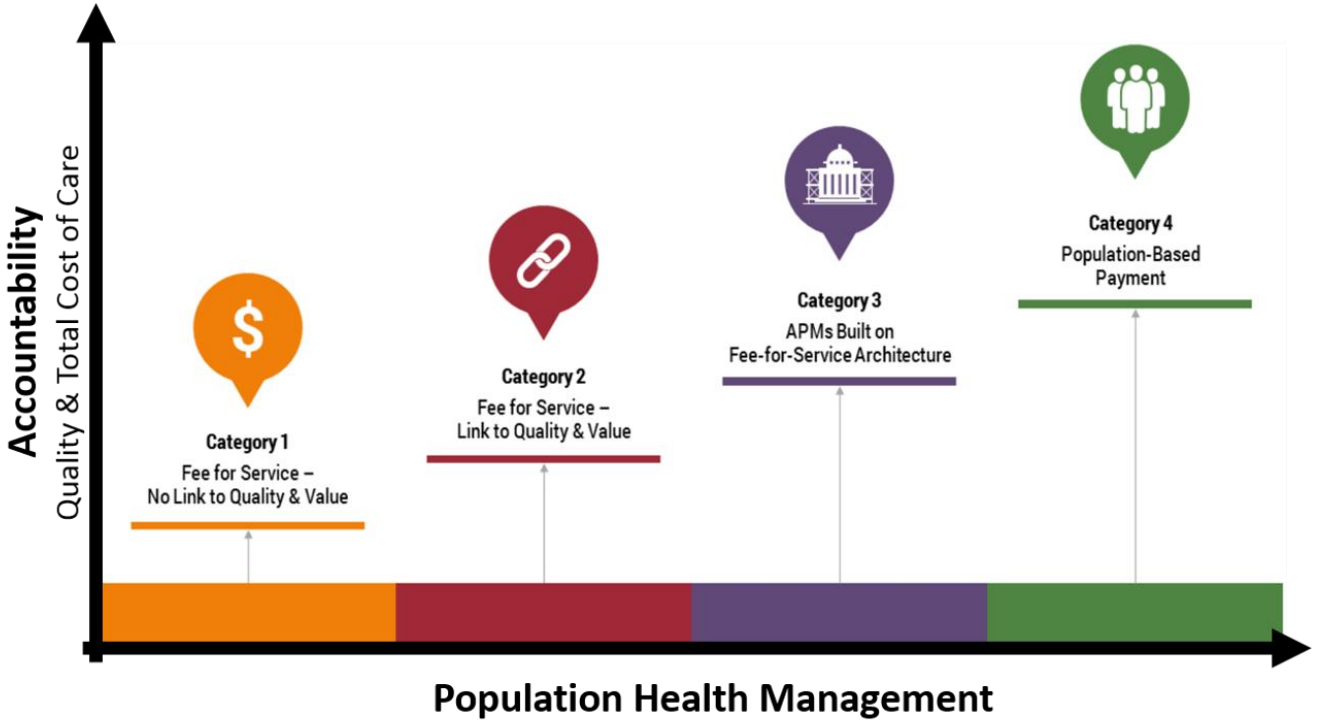
Changing Language is the First Step to Making Day Services More Integrated

- Names reflect values
- Two common alternatives:
  - "Community inclusion"
  - "Community life engagement" (CLE)

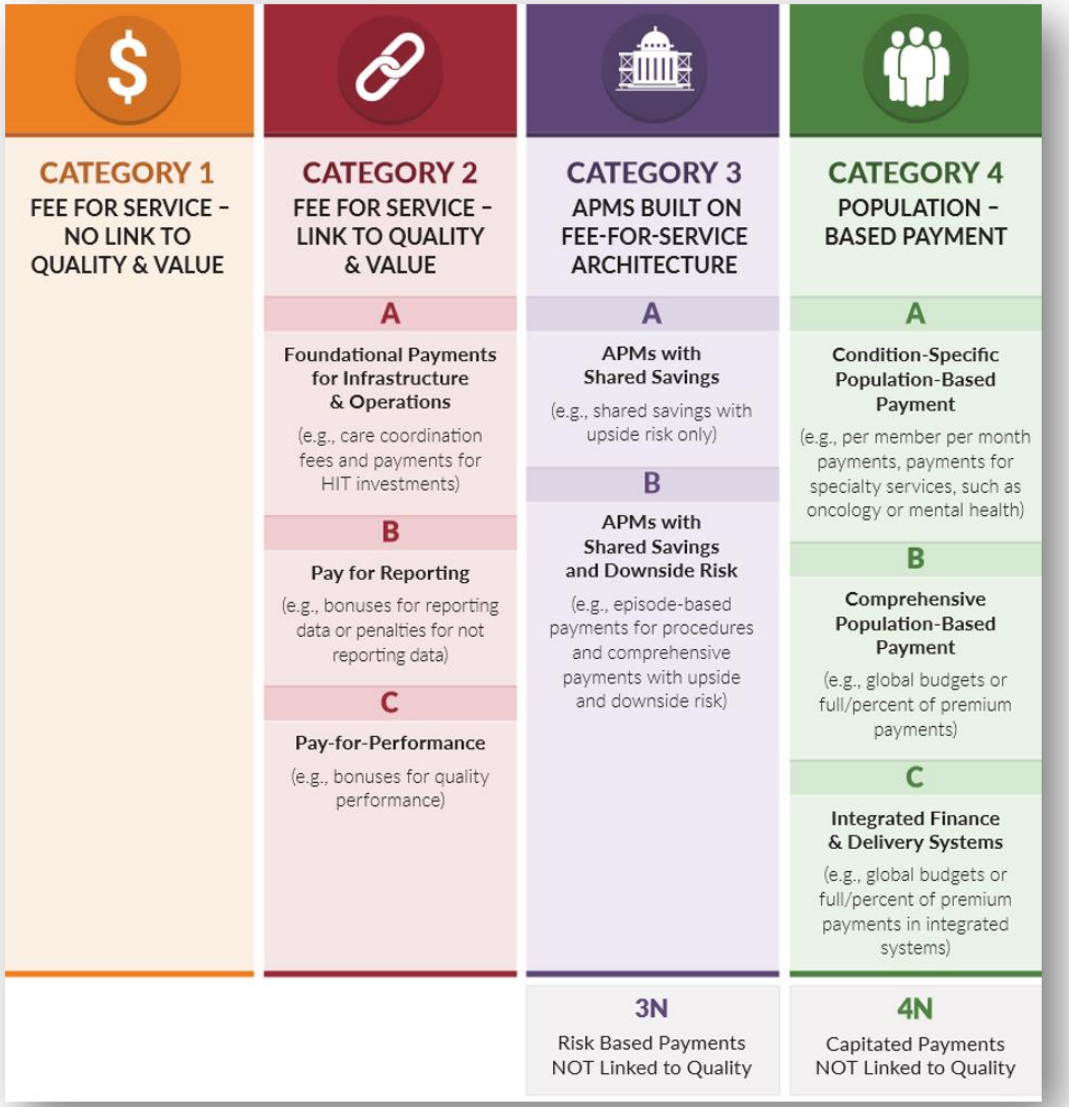
CMS Has Released Guidance on Value-Based Payments & Medicaid

- Released September 15, 2020
- State Medicaid Directors Letter
  - https://www.medicaid.gov/Federal-Policy-Guidance/Downloads/smd20004.pdf
- Fact Sheet
  - https://www.cms.gov/newsroom/fact-sheets/value-based-care-state-medicaid-directors-letter

Value-Based Payment Systems Can Take Several Forms



Health Care Payment Learning & Action Network. (2017). *Alternative payment model (APM) framework*. http://hcp-lan.org/workproducts/apm-refresh-whitepaper-final.pdf



Common Pathways:
Category 1 → Category 2B → Category 4

Health Care Payment Learning & Action Network. (2017). *Alternative payment model (APM) framework*. http://hcp-lan.org/workproducts/apm-refresh-whitepaper-final.pdf

VBP for HCBS Roadmap

Medicaid Innovator Accelerator Program. (2019, September 4). *Value-based payment for home and community-based services: Strategies, progress, and accomplishments of participating IAP states*. https://www.medicaid.gov/state-resource-center/innovation-accelerator-program/iap-downloads/program-areas/vbp-hcbs-strat-prog-accom-webinar.pdf

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IAP Medicaid Innovation Accelerator Program

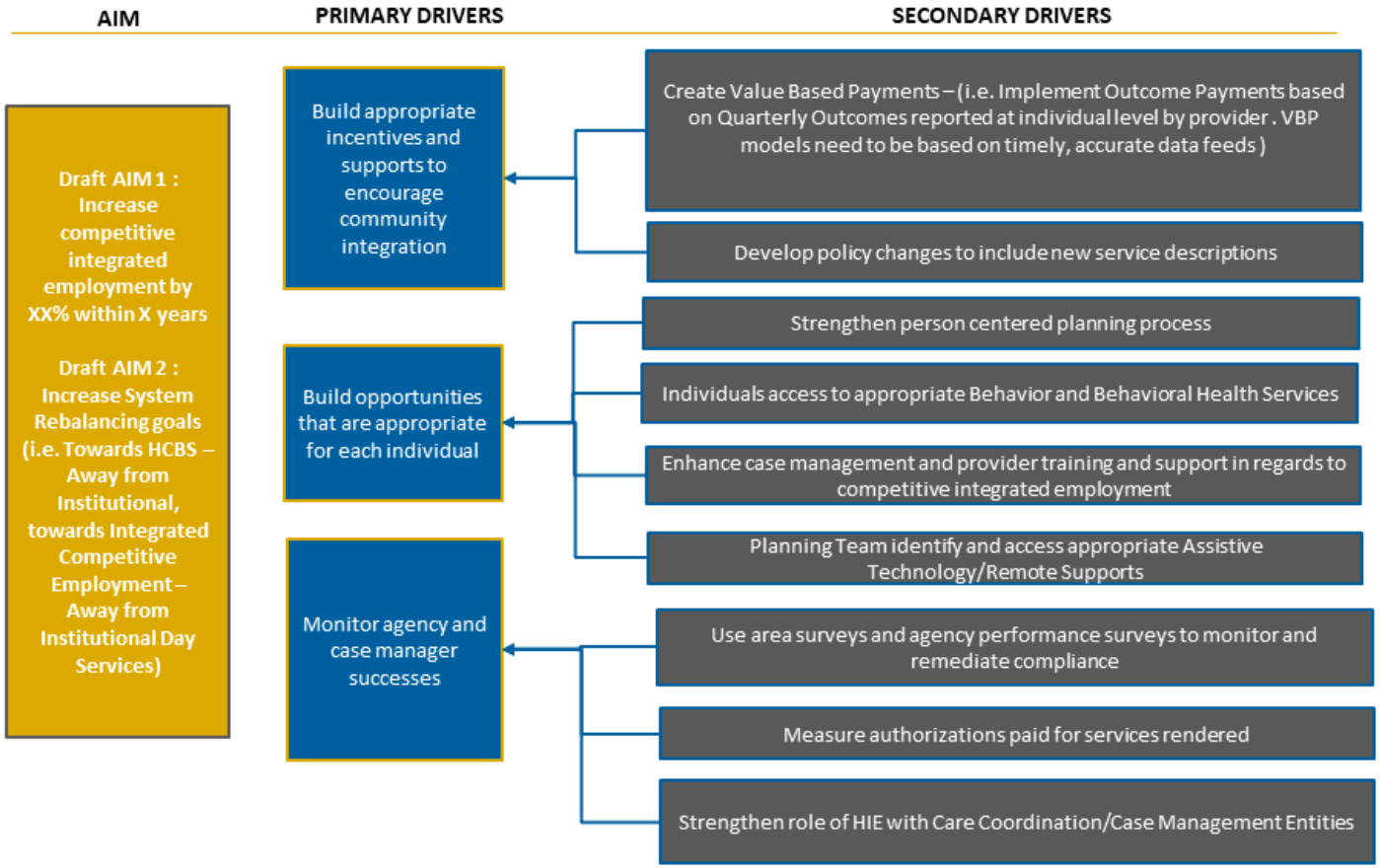
Guideposts to Value-Based Payments for CLE: UMass Boston ICI (1/2)

1. Individualize supports for each person
   - Show understanding of personal preferences, interests, and skills
   - Emphasize person-centered planning and discovery
   - Consider creative grouping, staffing, and scheduling
2. Promote community membership and contribution
   - Start with inclusive settings and activities
   - Ensure staff presences does not limit connections with other community members

Guideposts to Value-Based Payments for CLE: UMass Boston ICI (2/2)

3. Use human social capital to decrease dependence on paid supports
   - Create natural supports (e.g., yoga class)
   - Individuals can bootstrap into other integrated activities, including supported employment
4. Ensure that supports are outcome-oriented and regularly monitored
   - Emphasize individuals' *goals* rather than *processes* (# of hours on an activity)
   - Should *lead to* or *complement* employment

Draft Driver Diagram to Advance State System Rebalancing Goals



Move Ahead Despite an Absence of Standards

- No standards yet exist for the quality of day services.
- The lack of standards need not prevent progress.
- Better to move ahead with what you have: Some progress is better than none.

Determine Which Data To Collect (Guideposts for Quality Services)

1. Are supports individualized?
2. Do supports promote community membership and contribution?
3. Do supports use social capital to decrease dependence on paid supports?
4. Do supports help individuals achieve their personal goals?

Additional Resources

- California's DD System Plans to Move to Value-Based Purchasing (VBP)
  - Governor's budget for FY2021 included a shift to VBP for its ID/DD services.
  - Proposal analyzed by non-partisan Legislative Analyst's Office (LAO) – California's equivalent of the Congressional Budget Office (CBO).
  - Petek, G. (2020). *The 2020-21 budget: Analysis of the Department of Developmental Services budget*. California Legislative Analyst's Office. https://lao.ca.gov/Publications/Detail/4147
- Medicaid HCBS VBP Website
  - Medicaid Innovator Accelerator Program. (2019, September 4). *Value-based payment for home and community-based services: Strategies, progress, and accomplishments of participating IAP states*. https://www.medicaid.gov/state-resource-center/innovation-accelerator-program/iap-downloads/program-areas/vbp-hcbs-strat-prog-accom-webinar.pdf
- Quality measures
  - *NQF provides guidance to HHS for measuring the quality of home and community-based services*. (2017). Retrieved September 16, 2020, from http://www.qualityforum.org/HCBS.aspx

Q & A Discussion

Administration for Community Living

What's Next?

- To request additional information or contact a panelist, email AOD@acl.hhs.gov
- Registered participants will receive a link once slides are publicly posted
- Email to come to evaluate this webinar
- Next month:
  - Transportation Services, September 30
  - Different time: 3pm Eastern/12pm Pacific