IL-NET

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

Planning for Fees-for-Service

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2:45 p.m.–4:15 p.m.

Presenter:

Kathie Knoble-Iverson

ILR Planned, Planned & Planned

- Strategic planning every 3 years
  - Included all staff, board, and consumers
  - Utilized internal process 1997 & 2000
  - Utilized internal and external process 2003, 2006, 2009 and 2012
  - Requested feedback from other agencies
  - Held consumer listening sessions in 5 regions outside counties that housed ILR office
- Utilized other resources
  - Auditors for financial insight
  - Other CILs who do FFS
  - Mentored by leaders of successful non-profits

ILR Planned, cont'd.

- Developed agency plan to decide priorities
- Goals, objectives, activities, timelines, and who's responsible
- Identified contracts and process for each
- Identified FFS process in detail
- Monitor/adjusted plan as needed
- Report to Board at every meeting
- Administration team visited plan 1-4 x a month
- Administration team kept all staff well informed monthly.

ILR Planned, cont'd. 2

- Identified what contract success would look like
  - Maintain contracts for entire timeline
  - Met outcomes tied to contracts
  - No turnover in staff tied to contracts
  - Maintain financial stability
  - Funder very satisfied with results
- Identified what FFS success would be; based on the service developed
  - Averaged $1,000 month of billing within 3 months
  - Staff trained to meet funder requirements
  - Consumers experiencing positive outcomes
  - No turnovers in staff

Prepared ILR for Change

- Involved all staff in generating ideas for change
- Educated staff about contracts and fee-for-service
  - Differences
  - Requirements for staff
  - Training opportunities
  - Infrastructure needed
  - Consumer results

Prepared ILR for Change, cont'd.

- Involved staff in preparations
  - Committees – Quality Assurance
  - Workgroups – Job Descriptions
  - Space Changes – Search group
  - IT upgrades
  - Policy and procedures development
  - Recruitment team

EXAMPLE – 2002 Strategic Planning

During process decided things needed to change

- Grants ending and wanted to keep staff
- Identified things ILR did well:
  - Well trained/adaptable/committed staff
  - Agency commitment to IL philosophy
  - Aware of and responsive to local need
  - Include people we serve, staff & board in planning and decision making
  - People with disabilities direct their IL services
  - Collected good data
  - Frugal – very low administration costs

- What we didn't do well:
  - Partner with other agencies that weren't IL Centers
    - Philosophical snobs – thought we were better than other agencies
  - Share our passion/talents with other agencies/funders
    - Missed opportunities to join community groups
    - Didn't participate in any professional groups
  - Think and operate in a more business like way
    - It's ok to make money
    - Put a value on what you do
  - Share our successes/stories/great outcomes
    - Poor newsletter not sharing great stories

- Opportunities that existed:
  - Personal Care Service was picking up 65% of administration expenses
  - Well trained staff available from employment grant that was ending
  - Lots of potential partners in our service region
  - Good data and documentation
  - Realized that we had great outcomes
  - Strong statewide association to offer support/mentoring
  - IL Philosophy and mission are easy to share

- What Threats Existed:
  - Complacency
  - Lose sight of our mission
  - Failure
  - Staff resistance
  - Board resistance
  - Strong competition
  - Can't afford to lose money
  - Time – staff already very busy. How do we do this?

Board and Staff Buy-In

- Depends on your agency 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.

- Be clear about how final decisions are made
  - Majority of everyone
  - Executive Director
  - Board
  - Administration team
- Publicize your intentions
  - Agency newsletter
  - TV/radio
  - Website
  - Facebook
  - Twitter

Board and Staff Buy-In, cont'd. 2

- Celebrate accomplishments
  - Give credit to teams/committees
  - Create a buzz about the good news
  - Have a party

Who Is Our Competition and What Did We Learn from Them?

- Rate development

- Quality of services

- Staff training requirements

- What are their outcomes?

- State/County requirements

- Service Area

- Do they make a profit on this service?

Planning for Fees-for-Service

- Do your homework before you start anything
- Take a hard look at your agency to assess
  - Infrastructure
  - Direct service staff
  - Potential for recruitment
  - Level of risk
- Be sure staff and board support the venture even when things get tough
- Identify staff who are willing and capable
- Design process to monitor services and program outcomes often

Assess Capacity to Move Beyond Grant Funding to FFS

- Identify what changes are needed to make the transition
  - Different/unique staff skill set to provide service
  - Electronic files
  - Effective data collection system
  - More sophisticated accounting system
  - Intake form & procedure
  - Updated policies & procedures
    - Travel
    - Cancelled visits
    - Meals when traveling
    - Laptop use
  - New computers/laptops
  - Additional Supervisor

Assess Capacity to Move Beyond Grant Funding to FFS, cont'd.

- What are current barriers to make these changes happen?
  - Time
  - Funding
  - Staff skill set
  - Fear
- Internal assessment
  - More in-depth strategic plan
  - Assess utilizing checklist
  - Use expertise from board that is helpful
  - Tends to be more biased

Assess Capacity to Move Beyond Grant Funding to FFS, cont'd. 2

- Consider external assessment
  - Peer review-in depth
  - Business survey – SCORE or business volunteer
  - Less biased
- How to fund needed changes?
  - Is start up money available
  - Write a grant to local foundation for startup
  - Review budget or plan to add in next budget cycle
- Survey staff & board
  - What skills staff & board have to share
    - Grant writing
    - Technology expertise
    - Connections to business that may help

How to Determine Staffing Needs

- Understand requirements of the service for FFS – use skill training as an example
  - What skill set is needed?
    - Skill training experience
    - Outcomes
    - Flexibility/transition from FFS to other IL work
    - Strong communication
    - Specific documentation style
    - Ongoing training requirements
    - Travel/mobility required
    - Documentation requirements
    - Infrastructure changes

How to Determine Staffing Needs, cont'd.

- Demand for services
  - Funders guess at number of people eligible
  - How much competition?
  - Try to negotiate pilot so no competition
- Referral Process
  - How consumers and referral sources find out about the service
  - How long from decision to actual referral
  - Who internally handles referrals
- Identify internal staff who match the needs

How to Determine Staffing Needs, cont'd. 2

- Recruitment to hire for the change or to replace current staff
- Develop a plan
  - Train new staff
  - Transition current staff into new positions(s)

Preparing to Become a Vendor of Services

Really Get to Know Your Service Area

- Identify potential partners
  - Like minded philosophy
  - Common interest
  - Shared space/staff
  - Have great reputation/results/outcomes
  - They do something you value/need
  - Disability related service provider

Identify Potential Purchasers of Services/Contracts

- Division of Vocational Rehabilitation
- County Human Services – Adults
- County Human Services – Children
- Medicaid (MA)
- Social Security
- Managed Care Organizations
- IRIS – Self-directed model of managed care
- Communities tied to rural development loans
- Insurance companies
- Villages/Cities/Townships
- Businesses

How to Get a Potential Purchaser of Services to Value Your Product

- Figure out what the purchaser values

  - Quality service

  - Strong outcomes

  - Cost effectiveness

  - Relationships with providers

  - Consumer satisfaction

  - Good documentation

  - Communication

  - No problems

  - Cheap service

How to Get a Potential Purchaser of Services to Value Your Product, cont'd.

- Identify how your product is compatible
  - Development must consider what purchaser values
  - What CIL does well now
  - Only promise what you can deliver
  - Be consistent and persistent
- Gradually share/highlight what CIL values
  - CIL agency presentation (dog & pony show)
  - Share consumer stories to highlight outcomes
  - If available do comparison with competition

How to Get a Potential Purchaser of Services to Value Your Product, cont'd. 2

- Use center 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

Identify Unmet Needs—Agency 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

Identify Unmet Needs, cont'd.

- SS Rep. Payee
- Self/Consumer-Directed Services
- Children's Services
- Youth Transition Services
- Successful outcomes requirement
- Peer Specialist Services
- High Quality Services
- Homelessness
- Co-occurring Substance Abuse Services
- Housing Shortage

Community Needs Surveys

- What's been done for you?
  - United Way
  - Universities
  - Health Consortiums
  - Political parties
  - Newspapers
- What's in the news? Local and statewide
  - Employment
  - Lack of housing
  - Lack of transportation *STORY*
  - Homelessness
  - Mental illness

Community Needs Surveys, cont'd.

- Unmet requests of state CILs
  - Housing
  - Transportation
  - Job training
  - Social security benefits and work income
- Utilize technology you have available
  - 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, cont'd. 2

- CIL website
  - Can get a wide variety of feedback
- Use Community Resources to assist with survey
  - Class/student intern project
  - Universities/extensions
  - SCORE/retired business association
- Use survey to share agency info
- Press release to increase response
- Ask if respondent knows about your center

Community Relationships to Create or Expand

- Who knows what about your center?
  - Survey
  - Focus groups
- Identify opportunities to get involved/be more visible
- Train staff to understand how to be participate in:
  - Committees
  - Workgroups
  - Advisory Councils
  - Speaking opportunities
  - Training opportunities

Community Relationships to Create or Expand, 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?

Barriers & Solutions

- Vendor/Purchaser is difficult
  - Personality issues 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
  - Try to tie cost into what vendor values
- Difference in values/philosophy
  - How much difference can you tolerate?

Barriers & Solutions, cont'd.

- Purchaser/buyers' requirements too difficult
- Too much competition
  - Evaluate if its worth the effort
- Need start up funds
  - Write start up grants
  - Investigate a business loan
  - Dip into your fund balance if project is a sure thing

How to Stay True to Mission/Philosophy

- Advocacy: Maintain/keep high expectation of staff to always provide advocacy
- Be up front with funders – advocacy is part of the package
- Include everyone in the agency & those we serve in this discussion
- Identify what staff value & will not compromise:
  - Consumer control/self direction
  - Positive Outcomes
  - Individual Advocacy
- Make time/create opportunities for systems advocacy
- Peer Review/self review 2x during FFS development

For more information

Contact:

Kathie Knoble-Iverson - kathie.ki@ilresources.org

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