



# Office for People With Developmental Disabilities



## Progress Report to the Legislature

Update on Progress in Key Areas of Transformation

October 2016

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## Report to the Legislature Update of Progress in Key Areas of Transformation October 2016

### Executive Summary

The Office for People With Developmental Disabilities (OPWDD) continues to implement residential housing strategies that will better respond to demand, and develop models of community support that are more tailored to people and their changing needs. Out of the more than 130,000 New Yorkers with developmental disabilities receiving services and supports from OPWDD, we currently provide residential supports for more than 41,000 individuals.

Improved approaches for meeting people's housing needs, especially for those currently living at home with their families, were highlighted in OPWDD's February 2016 Residential Request List<sup>1</sup> Report to the Legislature. This new report updates the February 2016 report, and also includes information on progress OPWDD has made in meeting housing needs of people with developmental disabilities, and in implementing the Transformation Panel's<sup>2</sup> recommendations.

The OPWDD Transformation Panel identified both challenges and opportunities that confront OPWDD in its transition to a support system that is flexible and more individually tailored for each person, more integrated in the community, and more sustainable for decades to come. The need to provide residential supports for a growing number of people with developmental disabilities was identified by the Panel as a focus for OPWDD in 2016 and beyond.

OPWDD continues to increase the menu of housing options available to all people with developmental disabilities by increasing partnerships with traditional and new stakeholders and by maximizing existing and new investments in supportive housing in the community. OPWDD is committed to seizing every opportunity to cultivate new residential housing options, and to design and apply individually tailored community support models that are responsive to individuals' changing needs throughout their lives.

As part of the agency's implementation of Transformation Panel recommendations, OPWDD is exploring how to infuse community housing and support models with new flexibility and responsiveness. Service models are being reviewed to improve individual assessment of need, care planning, and care management; to expand work opportunities and support; and to increase possibilities for self-direction.

OPWDD is proud of what has been accomplished in 2016, yet recognizes this work must continue and intensify in the years to come. Key areas described in this report that outline OPWDD's progress in transforming its service system during 2016 include:

- Ongoing review of the Residential Request List (RRL) and efforts to strengthen need categories as they relate to certified housing supports and resources for people living at home with aging caregivers;

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<sup>1</sup> Office for People With Developmental Disabilities. *Residential Request List: Report to the Legislature*. February 2016.

<sup>2</sup> OPWDD's Transformation Panel. *Raising Expectations, Changing Lives*. February 2016

- Strategies, tools, and resources to increase access to rental housing, supportive housing and other independent living options; and
- Implementation of the Transformation Panel recommendations including self-direction, integrated employment, and transition to care coordination and managed care.

OPWDD welcomes the continued involvement and feedback of all stakeholders in its work to expand housing opportunities that provide more choice and greater flexibility for each and every person with developmental disabilities throughout New York State.

## Progress Made in Meeting the Housing Needs of People with Developmental Disabilities

OPWDD's strategy to achieve real progress in meeting the housing needs of people with developmental disabilities includes a multi-phased approach that focuses on ongoing needs assessment; designing a new framework for accessing residential supports and assessing capacity; expanding independent living options; and developing a multi-year housing plan. Agency activities that carry out this approach are described below.

### Review of the Residential Request List (RRL)

The RRL focuses on people who have made a request for residential services in the near or distant future, and is used primarily as a tool to help OPWDD plan for an array of residential services for which people have expressed an interest. OPWDD continues to update and monitor the RRL on an ongoing basis and people are continually added to and removed from the list at their own request or due to their residential request being met. By reviewing this information, OPWDD can identify how many individuals are connected to the residential services they requested, and can also confirm that people still living at home are receiving needed services. As of July 2016, the total number of people on the RRL was 10,992. Over the past three years the RRL reflects a net reduction of approximately 1,000 people.



The February 2016 report focused on people who were on the RRL list during the summer of 2015. From July 2015 to July 2016, approximately 1,300 people moved to certified settings. Of these people, nearly half (48%) had lived with families or friends or independently prior to moving to a certified group home. In addition, people also moved from Children's Residential Programs (CRPs), residential schools, developmental centers, hospitals, Skilled Nursing Facilities (SNFs), assisted living, and other locations. About 83% of them are now living in Individualized Residential Alternatives (IRAs), 14% are living in Intermediate Care Facilities (ICFs), and the remaining 3% live in

a family care setting. Most of the people who moved from their homes were designated as Priority One (80%) or Priority Two (15%) using the previous priority category definitions.<sup>3</sup> Over the same period of time, more than 500 people moved into their own uncertified apartment and received rental subsidies to support their residential costs.

Medicaid Waiver Home and Community-Based Services (HCBS) are provided to people on the RRL. Most of the people on the RRL are enrolled to receive at least one OPWDD service.<sup>4</sup>

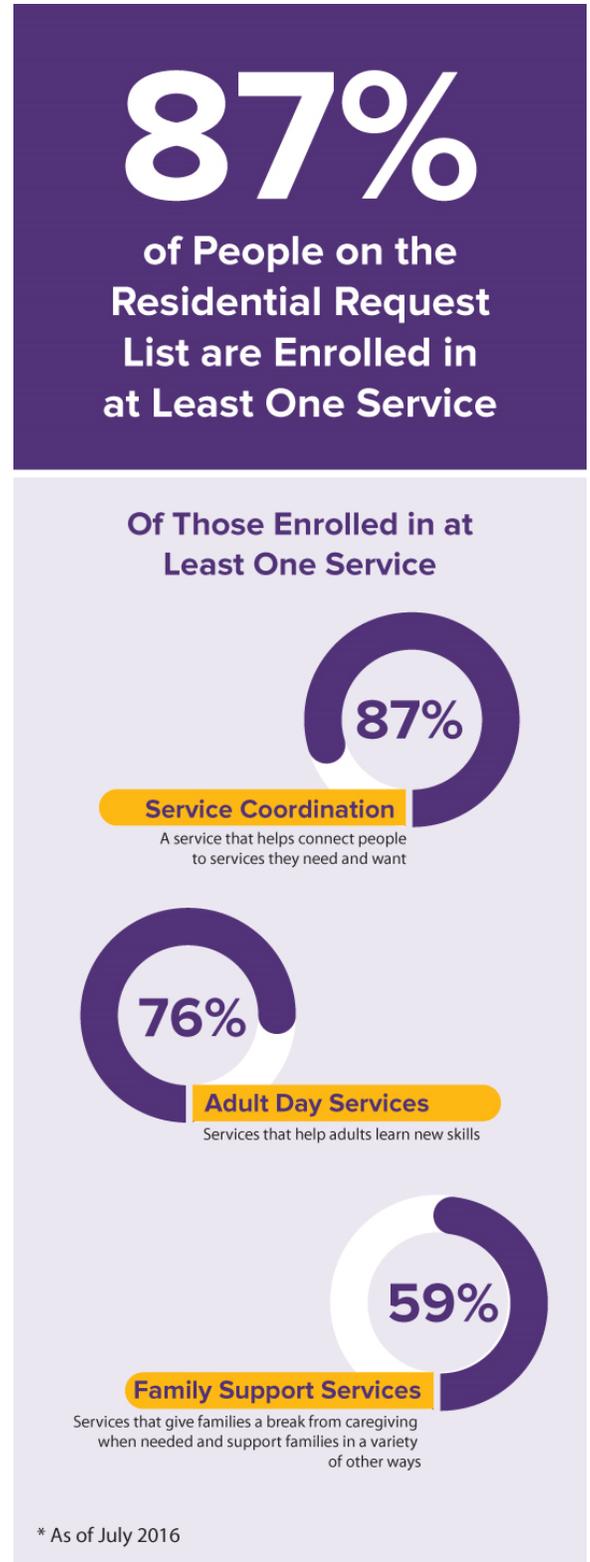
Further RRL outreach will be conducted in a targeted fashion in late 2016, with a focus on the people who have identified a more immediate need for housing over the next few years. This outreach will update information about individual status, their changing needs, and any immediate actions required to address these needs. OPWDD will work with service coordinators at voluntary provider agencies to survey individuals and families in order to respond to current needs and update housing plans. This action is consistent with Transformation Panel recommendations that highlight the necessity for updated information to assist in agency long-term planning and to gauge changing service demand over time.

### New Framework for Access to Residential Supports/ Residential Need Categories

Guided by the recommendations of the Transformation Panel, in July 2016 OPWDD announced revisions to the existing approach used to determine access to certified residential opportunities (formerly known as the Priority Categories 1, 2 and 3). These changes were made after considerable exploration and in response to concerns raised by people receiving services, their families and other stakeholders, including the Transformation Panel, to ensure that people who choose to remain at home are not disadvantaged in accessing housing options when the caregiver is no longer able to provide needed support. Revisions were designed to accommodate considerations such as individual safety, the emergency or non-emergency nature of the stated need, and the availability and stability of existing caregivers. The new Residential Support Categories, which will replace Priority 1, 2 and 3, are identified as Emergency Need, Substantial Need and Current Need. Emergency Need

<sup>3</sup> Source: Certified Residential Opportunities (CRO) List as of 7-27-16. Note some individuals were not found on the CRO or did not have identified priority status.

<sup>4</sup> Source: OPWDD's tracking and billing system.



includes people who have, or are at risk of having, no permanent place to live or whose health and safety are at risk. Substantial Need includes people whose family members or other caregivers are unable to continue to care for the person, as well as people transitioning from a residential school, moving from a developmental center, or leaving a skilled nursing facility. Current Need includes people who have a current need for housing, but the need is neither an emergency, nor substantial.

These new residential support categories include a heightened emphasis on situations for those individuals living at home whose family members are no longer able, or soon will be unable, to continue caring for them. The changes infuse greater equity of access to certified housing while optimizing OPWDD's ongoing RRL review efforts to reach people with emergency and substantial need as quickly as possible.

A full list of these changes can be viewed on the OPWDD website at:

[http://www.opwdd.ny.gov/opwdd\\_services\\_supports/residential\\_opportunities/Residential\\_Support\\_Categories](http://www.opwdd.ny.gov/opwdd_services_supports/residential_opportunities/Residential_Support_Categories)

### **Formation of Regional Stakeholder Groups**

OPWDD's 2016-17 budget dedicates a total of \$120 million in new service funds, the majority of which will be used to meet the needs of those living at home. OPWDD has set aside \$10 million of these new service dollars specifically to assist people living at home who are in the substantial need and current need categories to access residential supports. Each of OPWDD's five Regional Offices received a portion of these funds to meet the local housing needs of people who are living with family caregivers. Recommendations for services to be developed using these funds will be guided by input from local groups of individuals and families.

OPWDD established Regional Stakeholder Advisory Groups in each region to ensure stakeholders will guide Regional Offices in addressing the housing needs of people who are living at home and who have been determined to be in substantial or current need under the revised residential support categories. The advisory group membership includes family members, individuals, a housing expert/navigator, Regional Office representation and representation from a county in the region. The input of stakeholders is critical in informing the most effective use of resources to meet needs.

The advisory groups are charged with making recommendations for investment of the \$10 million regional allocation to ensure the greatest benefit regionally for people living at home with substantial or current needs. The advisory groups serve as OPWDD's local advisory committees responsible for developing a plan for utilization of the local budget allocation, to address residential need in each particular region, and to review proposals, outcomes, and effectiveness of the funded supports. The advisory groups began meeting in August 2016 and will finalize their recommendations by late fall 2016. Advisory group participants represent a diversity of knowledge and experience, and they bring valuable and varied perspectives to this work.

### **Allocation of \$120 Million in New Service Funds for People Living at Home**

OPWDD has committed additional budgeted funds for new services. The remaining \$110 million of the fully annualized funds in the 2016-17 state budget is being used to access additional residential and non-residential supports. As in past years, the majority of this funding will serve those living at home, including people on the RRL. The funding will support community habilitation, day habilitation, employment, and other OPWDD services, as needed, for those living at home.

The RRL outreach effort of 2015 and its ongoing review is not only being used to obtain more information about individuals' housing needs, but also necessary support needs for those who continue to reside with family caregivers. The ongoing RRL review, combined with OPWDD's new residential support categories, more effectively highlights people who need housing over the next few years to ensure timely planning for their needs. OPWDD is continuing these review efforts while targeting resources and strategies to help people living at home access services and planning for

people's future residential needs. This commitment to target resources to people at home was initiated as a result of the strong interest of the Transformation Panel, as well as OPWDD's outreach to families in 2015 and listening to their feedback about the importance of such services.

### **Multi-Year Housing Plan**

OPWDD is drafting a Multi-Year Housing Plan to address the future needs of individuals seeking residential services and supports. This plan will use information from a variety of sources, including the RRL, Certified Residential Opportunities List (CRO), and Front Door, to estimate the supply of and demand for OPWDD residential services.

The Multi-Year Housing Plan will consider the dynamics of naturally occurring vacancies in the system, and data will capture existing certified residential opportunities that open as individuals choose to move to settings that offer more independence and greater community integration. The plan will also examine current rental subsidies and strategies to offer increased ability to access existing market rental apartments. Finally, the plan will identify the need for targeted development of new certified and non-certified residential capacity, and the funding needed to create this capacity.

OPWDD's work with the Regional Stakeholder Groups during SFY 2016-17 will provide information that will contribute to the finalized housing plan. This final plan is expected to create a more predictable, stable and sustainable future, and offer assurance to families that services and supports will be available when needed. It will also improve OPWDD's ability to meet peoples' needs consistently with thoughtful planning and targeted capacity increases to avoid crisis situations for housing.

### **Increasing Access to Rental Housing, Supportive Housing, and Other Independent Living Options**

In 2016, OPWDD continued to increase its development of a full array of housing options, including committing additional resources to assist people to live in the most integrated setting possible. These housing options include: building a Multi-Family Affordable Integrated Supportive Housing Program (ISH) for people with developmental disabilities through an expanded partnership with New York State Division of Housing and Community Renewal (HCR); re-focusing OPWDD's Department of Housing and Urban Development (HUD) Certified Housing Counseling Program; identifying "lessons learned" from innovations funded through Balancing Incentive Program (BIP) housing grants; and expanding the use of 100% state funding for OPWDD rental subsidies, known as Individual Support Services (ISS).

### **Multi-Family Integrated Supportive Housing Program**

Through OPWDD's ISH program, capital support is provided for units in affordable, multi-family housing projects. Eligible projects give tenant preference for people with developmental disabilities for up to 25% of the total units in the apartment building for at least a 30 year regulatory period. OPWDD provides rental assistance and supports service funding for individuals renting these units. The purpose of OPWDD's participation and financial support of these projects is to assist people to live in a non-certified community integrated setting with the same access to the community as anyone else. All of the units are fully adaptable/accessible and projects are built in areas in close proximity to public transportation, shopping, employment, and other community necessities.

Funding to support this program tripled in the 2016-17 state budget from \$5 million to \$15 million. In late spring 2016, six projects supported by OPWDD were awarded through the 2015 HCR Unified Funding round, increasing OPWDD's available housing by 72 new community integrated units. An additional six projects with 138 new opportunities have been approved for funding under the HCR "Open Window" Request for Proposal (RFP) process in 2016. Overall, OPWDD's ISH program units

have expanded by 210 units in 2016 and now total 336 housing opportunities statewide that will serve more than 355 people.

OPWDD has been actively seeking to increase provider agency and stakeholder interest in the ISH program as a cost-efficient, community-based method of providing residential services that increases independence and quality of life for people with developmental disabilities. In addition to meetings with over a dozen interested agencies in 2016, OPWDD staff have presented to provider associations; participated in regional provider meetings; and presented at conferences reaching hundreds of voluntary agency representatives, including many executive directors and Medicaid Service Coordinators as well as family members and individuals. This outreach has been successful, as there is more interest in developing affordable community housing opportunities through HCR's processes.

### **Housing Counseling and Home of Your Own (HOYO) Program**

OPWDD's Home and Community Living Office operates a HUD-Certified Housing Counseling Program that provides housing counseling services to people with developmental disabilities, their parents or legal guardians, and the direct support workforce. This counseling includes pre-purchase and post-purchase homeownership, rental, credit, and budget/financial counseling. The OPWDD HUD-Certified Housing Counseling Program assists hundreds of people annually with their housing challenges and has contributed to successful housing outcomes and improved living situations for people participating in housing counseling in the following areas: development of sustainable housing budgets; improved financial capacity such as increased discretionary income, decreased debt load, increased savings and increased credit scores; access to resources including down payment, rental and utility assistance; improved living situations through rental counseling; prevention of mortgage default; and achievement of the dream of homeownership.

As of August 1, 2016, OPWDD has 129 active housing counseling participants which is defined as those receiving counseling on an ongoing basis (one or more times per month during a 90 day period).

At least 735 people were counseled between October 2015 and July 2016 and there were six successful closings for homeownership by first time homebuyers during this period. Another 414 people were actively working towards homeownership during this period.

OPWDD partners with the State of New York Mortgage Agency to offer the HOYO Program which offers participants a low interest, fixed rate mortgage, and a down payment assistance loan, if needed. OPWDD also partners with the U.S Department of Agriculture Rural Development, as it offers mortgages for eligible buyers who wish to live in a rural area.

In 2016, OPWDD significantly improved its HOYO program by increasing early communication with potential applicants and implementing new educational tools about the responsibilities of homeownership. The agency also participated in and presented at numerous education sessions addressing topics such as HOYO, financial education, budgeting, credit, and affordable housing. These sessions were attended by Medicaid Service Coordinators, direct support professionals and senior voluntary agency staff. OPWDD continues to provide this outreach to as many people as possible to ensure growing awareness of these tools and housing options.

### **Building Understanding and Awareness of Housing Options for Independent Living among Stakeholders**

#### **Balancing Incentives Program (BIP) Housing Initiatives**

OPWDD provided \$10 million in BIP funds to 18 projects related to developing housing options for people with developmental disabilities. Several of these projects address ways to expand

independent living awareness through resource guides and/or pilot projects designed to assist people in developing customized housing options and creating sustainable living environments. All projects are being tracked to identify best practices for potential statewide replication. For example, through OPWDD BIP funding the NYS Association of Community Residential Agencies (NYSACRA) organized a statewide and multi-disciplinary housing task force that examined housing issues and proposed specific solutions for increasing options for community living. Applying the expertise of this task force, NYSACRA and the Westchester Institute for Human Development (WIHD) developed a housing navigation training curriculum specifically for professionals providing services to people with developmental disabilities, including direct support professionals, so they could better understand the complex world of housing. To date, more than 82 people providing supports to people with developmental disabilities have been trained through housing navigation. OPWDD is investigating how the practice of housing navigation can be incorporated into services and supports.

OPWDD also engaged in dialogue with multiple stakeholders during 2016 to understand the challenges related to development of effective independent living models, as described above, and to create solutions. OPWDD has identified areas where improvements can be made and has developed strategies to address some issues that had been identified as barriers. Specifically:

- Established an internal workgroup to review rules and reimbursement levels for housing subsidies to address cost of living challenges in some regions of the state;
- Drafted administrative guidance to clarify requirements for training and background checks related to community-based supports;
- Worked in partnership with NYSACRA and beneficiaries of BIP grants to understand the benefits of technology to promote independence and to identify actions necessary to assist with access and appropriate use of technology supports; and
- Provided education and training in the area of housing subsidy options to providers and individuals who self-direct their services through presentations to various stakeholder groups and through ongoing training to Fiscal Intermediaries and Brokers.

## **Assisting with the Creation of Sustainable Living Environments**

The application of innovative technology solutions and expansion of home modifications can support people as they seek to increase their level of independence and transition to more independent residential settings. Cultivating opportunities to incorporate technology supports will help to expand the use of non-certified residential settings as an alternative to traditional certified settings.

After the November 2015 “Strategies for the Future: Supporting Complex Needs Symposium,” OPWDD invited the Westchester Institute of Human Development (WIHD) to share information on technologies available to help foster more independent living opportunities and improve quality of life. WIHD is offering a Wiki platform, which costs approximately \$200 a year, for people who want to utilize this technology to enhance person-centered planning. WIHD is finalizing an information packet in September 2016 for stakeholders that OPWDD plans to disseminate.

OPWDD is also assessing outcomes from 11 technology-based BIP grants focused on housing or deinstitutionalization. These projects are being monitored for their effectiveness in benefitting individuals and families. OPWDD will continue to work with stakeholders to evaluate the opportunities available to assess how to expand today’s environmental modification program available through the Medicaid HCBS Waiver and other funding to support additional and flexible assistance into the future.

## Update on the Implementation of the Transformation Panel Report and Recommendations

The Transformation Panel was formed in early 2015 by Acting Commissioner Delaney to offer guidance on OPWDD's transition to a sustainable future for OPWDD services along with a more flexible and person-centered system of supports and to shape clear and actionable recommendations to guide the agency's path forward. The Panel includes people receiving services, family members, and professionals in the field of developmental disabilities, and had project management assistance provided by KPMG.

In February 2016, the Transformation Panel issued its report *Raising Expectations, Changing Lives*, which contained sixty-one recommendations. Since that time, OPWDD has worked with the Panel in developing a comprehensive implementation plan to address its recommendations. The recommendations aim to increase the person-centeredness, responsiveness, and flexibility of services in the OPWDD system.

### Increase and Support Access to Self-Directed Models of Care

Self-direction is a service option available to any individual and family who wants to take greater control over the services and supports they receive. Many people prefer this option because it allows the fullest personalization of services. Through self-direction, people can focus on what is most interesting to them and make informed choices.

Several of the Panel's recommendations focused on improving education and outreach as a way to increase access to self-direction. Increasing access to self-direction is reliant on educating people about this non-traditional support option.

To help more individuals and families access self-directed services, OPWDD has increased its outreach efforts during 2016 by:

- Issuing detailed self-direction guidance for service providers;
- Enhancing training courses for self-direction support staff;
- Updating and improving website content related to self-direction;
- Developing guidance regarding live-in caregivers; and
- Initiating quarterly conferences with agencies providing self-direction support.

In addition to the outreach to agencies providing self-direction support, OPWDD also meets regularly with families and advocates to obtain feedback on the success of self-direction in meeting people's needs. Technical assistance is provided to individuals and families and providers to resolve issues on a person-by-person basis.

Collectively, these efforts have helped to increase access to self-direction. Since the beginning of 2016, there has been a 28.43% increase in the number of individuals who choose to self-direct their services. There has also been an increase in the number of providers offering self-direction. As of June 2016, 4,436 individuals self-direct their supports and services, up from 3,454.

## Self-Direction



Additional elements being developed in response to the Transformation Panel's recommendations to increase access to self-directed service options include:

- Peer support and mentoring programs;
- Strategies to improve access to and encourage the use of community resources (for example, a local gym or senior center open to the general public); and
- Guidance to promote the formation of relationships between people who self-direct their services and their neighbors, friends and others in their communities.

OPWDD will conduct surveys to understand the reasons for people choosing or not choosing to self-direct. Targeted outreach will also be made to areas where people have expressed interest in self-direction but are having difficulty accessing it.

Much is being learned about how to strengthen self-direction from the BIP investments. BIP provided over \$10 million for self-direction projects to 18 different agencies. These grants focused on areas such as outreach and education to people receiving services and families; training/outreach to providers and the community; increasing the use of Personal Outcome Measures to provide person-centered planning; and application of IT systems to enhance the program's fiscal support and planning in the field.

## Enhance Opportunities for Individuals to Access Community Integrated Housing

OPWDD's efforts to increase access to community integrated housing have been discussed in detail throughout this report, and much of the work that has been done to date has been in response to recommendations made by the Transformation Panel. Implementation of the Panel's recommendations to increase access to community integrated housing include:

- Allocating \$10 million in new funding to OPWDD's regional offices to help plan for residential supports with guidance from stakeholders;
- Establishing stakeholder advisory groups to inform the use of the \$10 million in funding, in collaboration with local Regional Offices;
- Revising the criteria for access to housing to focus on individual and family circumstances; and
- Expanding supportive housing for people with developmental disabilities by allocating \$15 million in capital supports funds in the 2016-2017 state budget.

Per the Panel's recommendation, OPWDD is initiating a review of certified and non-certified housing in each OPWDD region. Using information learned about capacity and demand, as well as data from

other housing review efforts, OPWDD will identify areas with low housing availability and establish a plan to increase integrated housing in those areas.

Also critical to increasing access to community integrated housing is building awareness of options and possibilities for serving individuals' housing needs. In response to the Panel's recommendations in the areas of education and awareness, OPWDD plans to:

- Offer training, education and housing navigation support that facilitates individual choice in making housing decisions;
- Offer improved information about housing options on the OPWDD website;
- Create a toolkit which will help educate students about their options as they transition from school to work or other activities;
- Create marketing materials specifically outlining the types of residential options available including videos; and
- Continue to spread awareness and acceptance of people with developmental disabilities in communities across New York State through the "Welcome!" community inclusion campaign.

Per the Panel's recommendations regarding residential support, the RRL findings will be updated regularly, as described earlier in this report.

### **Increase Integrated Employment Opportunities**

The Panel's recommendations on integrated employment opportunities and community life focused on aspects of outreach, coordination, and transportation. These activities support the expansion of community-integrated employment opportunities by making inroads with businesses and communities to help people with developmental disabilities prepare for and get jobs. A key goal is the development of a flexible day service model to allow individuals to seamlessly transition between employment, pre-vocational services and day habilitation while giving families the security of a full-time schedule.

OPWDD is addressing the priorities identified by the Transformation Panel to achieve the goal of increasing employment outcomes for individuals with developmental disabilities by:

- Reviewing existing day service models to identify strategies to address barriers to flexibility;
- Working with the NYS Department of Labor to educate provider agencies on federal and state rules related to volunteering and working with providers to incorporate volunteering into day and employment services;
- Working with provider agencies to utilize day habilitation services in innovative ways that create more retirement options for individuals with developmental disabilities;
- Partnering with the NYS Education Department to assist youth with the transition from high school to competitive employment; and
- Exploring on-demand transportation options as part of the statewide Mobility Management Study authorized by the legislature in the 2015-16 state budget.

**Pathway to Employment**



**24.36% Increase**

**Supported Employment**



**2.31% Increase**

With regard to outreach to businesses, the Panel made recommendations to help educate employers on the benefits of hiring people with disabilities. In response to the Panel's recommendations, OPWDD will:

- Create a toolkit that teaches employers about the benefits of hiring someone with developmental disabilities and work with leading business associations to distribute the toolkit widely.
- Working with other state agencies, explore the creation of a credential for businesses that would both engage and recognize businesses that employ people with developmental disabilities. Through the credential, businesses could earn a designation indicating they are leaders in employing people with developmental disabilities.
- Encourage media coverage of employees with developmental disabilities and employment success stories.

OPWDD is also taking steps to provide guidance and resources to agencies currently operating sheltered workshops that are converting to integrated business models. This guidance will help ensure a smooth transition throughout the conversion process, which ends in 2020. To ensure that person-centered planning is incorporated into the transition from workshops to other services, OPWDD issued guidance to workshop providers for the submission of workshop transformation plans that are due January 2017. For those providers interested in creating integrated businesses that will continue to employ former workshop participants, OPWDD is providing technical assistance to connect providers to business planning, marketing and business start-up resources available from the NYS Department of Labor, Entrepreneurial Assistance Program and Small Business Development Center. This technical assistance is designed to assist providers as they create workshop transformation plans.

The Panel also made recommendations to improve coordination between OPWDD and school systems in order to increase integrated employment by helping individuals understand their employment options earlier and plan more effectively. OPWDD will strengthen its partnership with the NYS Education Department to improve information-sharing about students graduating from local

school systems. OPWDD will also work with schools to increase the number of high schools that participate in the Employment Training Program, which offers hands-on vocational training for people with developmental disabilities.

The Panel identified improved transportation services as a way to increase integrated employment in the community, as well as support a flexible daytime schedule of services, employment or community activities. The Panel recommended exploring on-demand transportation and para-transit services as a potential solution. OPWDD will review using on-demand transportation as part of the transportation study due to the Legislature later this year. OPWDD will also explore the possibility of using shared vehicles as well as expanding para-transit services to enhance transportation options.

BIP grants have supported OPWDD's efforts to improve employment options for people with developmental disabilities. OPWDD used \$18 million in BIP funding to provide 60 grants to voluntary providers. Grant funded projects focused on transitioning individuals from day habilitation and workshop services to competitive employment, transitioning youth from high school to competitive employment, creating retirement options for older adults and creating integrated businesses that meet Home and Community Based Setting standards and will employ former workshop participants. A community of practice was created to bring BIP grantees together from across the state to give them an opportunity to share their successes and strategize about ways to sustain the initiatives created with the BIP funding.

### **Examine the Program Design and Fiscal Model for Managed Care to Address Needs**

The vision of OPWDD and the Panel is that the transition to voluntary enrollment in managed care would be marked by the benefits it offers — greater flexibility, increased access to community resources, and an approach to services that considers the whole person. This approach is intended to make the system and process for accessing services simpler and easier for individuals and families.

As the first step in planning for implementation of a future managed care model of services for New Yorkers with developmental disabilities, OPWDD will be designing Care Coordination Organizations (CCOs). These CCOs will provide conflict-free targeted case management and be launched on a regional basis in 2017. The CCOs will provide care coordination to facilitate individual choice, improve service coordination and emphasize health and wellness. Performance measures will be established so that the ability of the system to meet the needs of individuals with developmental disabilities can be monitored and evaluated.

A primary goal of the CCOs will be to coordinate services across multiple service systems, including medical services, behavioral health services, and long-term support services. The CCO would serve as a single point of contact and coordinate services across systems, including securing access and ensuring follow-up. In addition to a focus on holistic care, the CCOs will have added information technology capabilities to support pay for performance through value-based payments. Service providers would be incentivized to meet targets related to quality outcomes for the individuals served, and receive incentive payments if those targets are met. These steps taken together lend critical support to efforts at simplifying and increasing the flexibility of service models.

The Transformation Panel recommended that OPWDD explore a variety of fiscal and programmatic aspects before implementing voluntary enrollment in managed care. These recommendations centered on facilitating a smooth transition to care management by ensuring the continuity of services for people served by OPWDD and aligning resources and needs.

The Panel also focused on a variety of programmatic areas related to the transition to care management, and recommended evaluating care management on a regular basis to ensure it is meeting intended goals and outcomes. This evaluation would occur before decisions are made about moving into mandatory-enrollment managed care to ensure it is benefitting individuals and families.

OPWDD will require health plans to report the data necessary to evaluate the managed care program and require that services be coordinated by entities experienced in providing services to people with developmental disabilities. The transition of Medicaid Service Coordinators (MSCs) to the new care coordinator role is important to its success, and OPWDD's transition strategy is devoted to retaining the expertise and relationships of MSCs in the new care coordinator role.

Many other protections for people with developmental disabilities will be included in the contractual agreement between New York State and the health plans. This helps to safeguard that managed care in the OPWDD service system will uphold the highest standards of quality, and will take into account the unique needs of people served through the OPWDD system.

Some questions regarding how care management will work in the OPWDD system remain to be resolved. These include whether or not to include residential and healthcare services from the outset. The consideration of an 1115 waiver as recommended by the panel is also being reviewed.

## **Conclusion**

This report provides updates on the many activities OPWDD has undertaken in 2016 to meet the housing needs of individuals with intellectual and developmental disabilities. The report builds upon the agency's earlier reporting in 2016 regarding what was learned from OPWDD's 2015 outreach efforts to individuals on the Residential Request List. This report also includes a summary update of early implementation of the Transformation Panel recommendations. Additional details about OPWDD's work to implement Transformation Panel recommendations will be provided in an upcoming report in November 2016. OPWDD is continuing to examine how community-based housing options can be further supported and the agency is engaged in specific planning to that end. This planning will be described in the agency's soon to be released 5.07 Plan and its Multi-Year Housing Plan which is under development. Through increasingly robust partnerships and collaborations, OPWDD will forge new approaches to strengthen its residential and other support options to better serve individuals and their families in the months and years ahead.