



Transformation Panel

MEETING TITLE: Transformation Panel

DATE/TIME: May 4, 2016

- Kerry A. Delaney, Acting Commissioner, Office for People With Developmental Disabilities
- Charles A. Archer, THRIVE Network
- Nick Cappoletti, Developmental Disabilities Advisory Council Chairperson, Parent
- Donna Colonna, Services for the Underserved
- Susan Constantino, Cerebral Palsy Associations of New York State
- Barbara DeLong, Parent
- Stephen E. Freeman, Stephen Freeman Group
- Ann Hardiman, New York State Association of Community and Residential Agencies
- Robin Hickey, Developmental Disabilities Planning Council
- Steve Holmes, Self-Advocacy Association of New York State, Inc.
- Steven Kroll, NYSARC
- Clint Perrin, Self-Advocate
- Peter Pierri, Interagency Council of Developmental Disabilities Agencies
- Rob Scholz, Civil Service Employees Association
- Michael Seereiter, New York State Rehabilitation Association
- Arthur Webb, Arthur Webb Group

Absent:

- Gerald Archibald, The Bonadio Group
- Seth Stein, Moritt, Hock & Hamroff

OPWDD Staff:

- Neil Mitchell, Special Assistant to the Commissioner
- Helene DeSanto, Deputy Commissioner, Service Delivery
- Tamika Black, Deputy Director, Quality Improvement
- Sharon Devine, Deputy Commissioner, Administration
- Joann Lamphere, Deputy Commissioner, Person-Centered Supports
- Megan O'Connor, Deputy Commissioner, Quality Improvement
- Jennifer O'Sullivan, Director of Communications
- Greg Roberts, Director of Legislative and Intergovernmental Affairs
- Kevin Valenchis, Deputy Commissioner, Enterprise Solutions

Other State Attendees

- Mark Kissinger, Department of Health
- Lou Raffaele, Department of Budget

KPMG

- John Druke
- Andrea Cohen
- Chris Cunha
- Meghan Chapin
- Mike Yetter
- Betsy Lyman

WELCOME AND OVERVIEW OF THE MEETING: ACTING COMMISSIONER DELANEY

- Welcome and thank you for joining us today.
- We took the time and commitment of the Transformation Panel members involved with developing the recommendations very seriously.
- Over the past eight weeks we have been hard at work thinking through a process of how to: improve our systems; increase self-determination in our services; help people attain the outcomes important to them; reward providers based on outcomes; and, provide flexibility in the system.
- We have 61 recommendations which when implemented will help us achieve the goals of system transformation, and have made some organizational changes to provide a more focused oversight in implementing these recommendations.
- The OPWDD leadership team engaged in a number of exercises with the KPMG team to develop implementation plans for the recommendations and also think through some of the system changes that will need to happen.
- KPMG assisted with project management in helping develop an implementation plan for the recommendations.
- We will discuss the approach that we have been using for the recommendations today to obtain the Panel's feedback and guidance.

RECOMMENDATION IMPLEMENTATION PLANNING APPROACH

- Introduction to the KPMG team
- OPWDD and KPMG developed a four step approach to support recommendation implementation planning to help achieve the Panel's vision.
 - **Step 1 Analyze and Categorize Recommendations:** The 61 recommendations were analyzed and categorized based on criteria such as complexity of design and the type of facilitation needed to determine what support would be provided by KPMG. Through this process it was determined that—broadly speaking—two thirds of the recommendations require less intensive design, while one third require more intensive planning.
 - **Step 2 Develop Workplans:** For the two thirds of the 61 recommendations categorized as needing less intensive facilitation, a proposed workplan was developed for each recommendation. These workplans include possible implementation steps, timeframes, deliverables, risks, financial impact, future sustainability and workforce considerations. The Panel's guiding principles are included in the workplans to link them back to the transformation vision. This comprehensive approach was taken so the workplans were developed with an agency wide view of transformation. For the remaining one third of the recommendations, an organizational design or "roadmap" is being created. The roadmap will incorporate all of the remaining recommendations. This will be discussed later.
 - **Step 3 Establish a Governance Structure:** A governance structure was established to review the workplans to ensure they remain true to the spirit of the Panel recommendations. There is an OPWDD Executive Governance Team that has been established. The Transformation Panel has an important role in this governance structure, to review and provide feedback on the recommendation workplans.
 - **Step 4 Establish a Steering Committee:** A Steering Committee which could provide an agency wide view for implementation planning was developed. The Steering Committee provides an initial review and approval of workplans before they can be submitted to the Transformation Panel for review.

PANEL FEEDBACK ON THE RECOMMENDATION IMPLEMENTATION PLANNING APPROACH

- We expected to get a progress update in between 30 to 90 days.
 - Response: We needed an internal review to vet the recommendation implementation plans to ensure the workplan would fit in with the overall transformation effort. That is why the workplans will go through a review with the Steering Committee first.

- We are worried that if our review is done later in the process that our intent of the recommendation could be lost.
 - Response: To maintain the Panel’s intent on the process we have had the recommendation owners meet with the OPWDD Executive Governance Team to discuss the intent of their assigned recommendation. We are not here to change the content or intent, and are being very mindful of the recommendation’s intent.
- We will have to translate this process for families and providers in a consistent way. Consistent messaging will be important.

UPDATE OF PROGRESS ON RECOMMENDATION WORKPLANS

- Draft recommendation workplans have been developed. As of today, there are 22 recommendation workplans that are ready to be reviewed by the Steering Committee. Once these are finalized by the Recommendation Owners they will be presented to the Panel for your input.
- There are also some recommendations that are already in progress we would like to update you on:

RESIDENTIAL SUPPORT RECOMMENDATION #1: RESIDENTIAL FUNDING ALLOCATION (\$10M)

- \$10 million has been allocated for this recommendation in the FY 2016-17 budget.
- A housing retreat will be held on May 24th to review the possible options for distribution of the allocated funds to the regions. A call will be scheduled to discuss the outcome of the retreat with the Panel.
 - This money is allowing us to try a new approach to the process to allow greater local stakeholder input.

PANEL FEEDBACK ON RESIDENTIAL SUPPORT RECOMMENDATION #1

- Distributing the money through the DDSO may be too granular when you allocate out to 13 DDSO offices. The money may have more of an impact if it is only allocated to the 5 Regional Offices.
- This is a person centered planning process and that expectation should be outlined. The structure of the stakeholder groups is very important because they will have to do a lot of work around this recommendation.
- Tracking the allocation is a good way to show that there is progress being made.
- A clarification should be made to show that the initiative is inclusive of individuals living at home with family.

RESIDENTIAL SUPPORT RECOMMENDATION #4: EVALUATION OF RESIDENTIAL PRIORITIZATION

- An evaluation of residential prioritization has been done.
- A draft document has been generated.
- There was a preliminary session with the Panel to discuss and their feedback was incorporated.
- We have the final draft to bring to the full Panel for feedback and it will be circulated after this meeting.
- The prioritization draft is a side by side view of what it looks like today and what it could look like in the future. We would like to remove the term priority and focus more on the urgency of a person’s need.
- During the retreat we will work to finalize the new prioritization categories.

PANEL FEEDBACK ON RESIDENTIAL SUPPORT RECOMMENDATION #4

- Please remove the term “special populations” from the prioritization level criteria.
- Will this recommendation change the vacancy management protocol?

- What impact do the HCBS settings rules have on this process?
- New York State is going to have a resource shortage and this should be reflected in the plan presented to CMS.

RESIDENTIAL SUPPORT RECOMMENDATION #8: RESIDENTIAL FUNDING ALLOCATION (\$15M)

- \$15 million was secured in capital funds in the 2016-2017 budget for Supportive Housing.
- OPWDD has developed a strong partnership with NYS Housing and Community Renewal (HCR) which includes a comprehensive process of OPWDD reviewing and making recommendations on all projects for individuals with developmental disabilities.
- A total of 54 affordable housing units serving 65 individuals have been secured with more opportunity to expand this initiative.
- We are able to retain this affordable housing for at least 30 years.

PANEL FEEDBACK ON RESIDENTIAL SUPPORT RECOMMENDATION #8

- One of the issues with this funding is the lead time. We need to get commitment about the support services to know when they will be available.
- We should look into scattered site housing.

FUNDING AND PERFORMANCE RECOMMENDATION #3: THE SERVICE DELIVERY DASHBOARD

- A draft design of the dashboard has been created and is being presented today for feedback from panel members. A mock-up of the proposed dashboard was reviewed.

PANEL FEEDBACK ON FUNDING AND PERFORMANCE RECOMMENDATION #3

- We like the transparency and feel that with the drill down ability it is the right level of detail for public presentation.
- Visually it is a great job. We would like to see where people are coming from when they are entering new Residential Services.
- Could we show the tracking of the unmet need to assist in planning?
- This is valuable to the public. We should put this out now and build in a multi-year trend later. There must be other models from other agencies that we could borrow ideas from as well.
- Make sure to clearly label the data so all know what is being reflected (e.g. people or enrollments.)
- The dashboard should list the total number of people being served.
- Could you add in the quarter the data is being provided for?
 - o Response: Yes

SUPPORTING STAFF RECOMMENDATION #2: THE START PROGRAM

- NY START has two operational pilot teams delivering services in OPWDD's Region 1 (Western/Finger Lakes) and Region 3 (Capital District, Taconic, & Hudson Valley).
- On January 8, 2016 tentative award letters were issued to the agencies chosen to operate the two START teams in New York City, contracts are currently under development with these agencies.
- Currently a Request for Application (RFA) is being drafted to seek applications to serve as the provider of NY START in Long Island. It is anticipated that the RFA will be released in the Grants Gateway in the very near future.
- As of February 2016, around 446 people have benefited from the two existing START programs.
- Preliminary results indicate that the program has been successful by helping people avoid unnecessary admissions to inpatient services. Data collected about the people served by START show an approximate 30% reduction in usage of these settings.
- Moreover, our data suggests that the START teams have also been successful in delivery of

training and other services to build community capacity across the service system in order to prevent and assist with potential problems rather than manage them as a crisis later. Across the two regions over 300 community trainings and outreach sessions have been delivered.

PANEL FEEDBACK ON THE SUPPORTING STAFF RECOMMENDATION #2

- How can we capture the needs of those who are waiting for START?
 - Response: We will think about how to do that. We are also working with Providers on training.
- We should be able to track START and establish baseline data.
- Will the START programs when fully implemented include respite?
 - Response: Respite will be available.
- Has there been discussion of the next steps for where the State is going in respect to Managed Care?
 - Response: The recommendation workplans and roadmap will include planning for managed care.

INTRODUCTION TO THE OPERATIONAL DESIGN APPROACH “ROADMAP”

- With some of these recommendations you have asked us to reimagine how we are delivering services. These recommendations have been categorized as one group and considered as parts of a single organizational design, or roadmap.
- To ensure a focus on the person’s experience with the system, we created scenarios so we could start from the perspective of individuals that are receiving services.
- These scenarios are used to focus on individual needs in order to help design a system that can implement the recommendations in a way that will respond to those needs.
- We created three scenarios of individuals with varying need levels to determine what they will need in different situations and at different points in life.
- At the end of this process we will have a larger and more holistic plan to implement the recommendations together.
- The purpose of the roadmap is to help us understand how the system should be modified to implement the recommendations as a way of enhancing and building on the current system.
- We are developing a draft of the roadmap to share with the Panel for input. We would like Panel members to provide feedback on if the vision is being met.

PANEL FEEDBACK ON THE OPERATIONAL DESIGN APPROACH

- Part of the scenario planning can help us get to self-direction. It will help us understand the individual point of view and what we need to change to get us there. We want to ensure that the individual’s experience is a good one.
- We recommend that you discuss the scenario planning approach with family members.
- Keep in mind the set of guiding principles connected with self-determination. Maybe we can make a poster with them.

NEXT STEPS

- Schedule a call to discuss the outcome of the Residential Retreat (May 24th)
- Circulate the draft prioritization document for feedback
- Develop a vehicle for workplan review and ability to provide feedback from Panel members
- Schedule a meeting in six weeks to provide an update for the Panel