

**Individual Lives,
Individualized Supports,
Individual Budgets.
Systems Change to Support
Self-Determination**

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Community Living Services
Oakland County, Michigan

**Community Living Services
of Oakland County**

3270 Greenfield Road
Berkley, MI 48072
248-547-2668

Supports for people of all ages with
developmental disabilities in Oakland County.

Community Living Services

35425 Michigan Ave. W
Wayne, MI 48184
734-467-7600

Supports for people of all ages with
developmental disabilities in Wayne County.

**Community Living Services
Wayne County**

Funding Source/GMH Connection: Detroit-Wayne
County Community Mental Health Agency

- CLS is one of three managed care organizations in Wayne County.
- Originally created to help move people out of institutions (25+ years ago).
- Currently supports 2300 people.
- Approximately 500 people self-direct their supports through a Fiscal Intermediary.
- Large agency in the ongoing process of major systems change.

**Community Living Services
of Oakland County**

Funding Source/GMH Connection: Oakland County
Community Mental Health Authority

- CLS/OC is one of two managed care organizations supporting people with developmental disabilities in Oakland County.
- First people enrolled with CLS/OC in December, 2004.
- Actively supporting approximately 245 people, with increased enrollment each month.
- Everyone supported by CLS/OC self-directs an individual budget.
- Passionate about advancing Self-Determination for ALL people.

Community Living Services

- No waiting lists for any service.
- Enrollment changes monthly. Strong emphasis on community outreach and being "warm and welcoming".
- Maintain an "open front door" for all eligible people (must reside within county limits and meet criteria as a person with a developmental disability).
- Capitation funding, "Not to Exceed" cap.

Mission Statement



The mission of Community Living Services is to assist and advocate for each person to have the supports they want and need:

- to exercise control and authority over their lives.
- to live a life of freedom, opportunity, and relationships as family, friends, and neighbors.
- to share in full community membership and citizenship.

CLS' Extreme Makeover

- Turning the principles of Self-Determination & Person-Centered Planning into operational practices:
 - ✓ Person-Centered Planning was adopted in Michigan's Mental Health Code in 1996
 - ✓ CLS was selected as a Robert Wood Johnson grant site for Self-Determination, 1997 - 2001
 - ✓ State Self-Determination policy & practice guidelines were issued in 2003
 - ✓ Requirement to offer supports via Self-Determination became a part of the Community Mental Health county contracts in FY05-06

Self-Determination

Webster's New World Dictionary

self-determination: (noun) determination according to one's own mind; free will

It's not a program - it's a way of life!

At CLS, supporting people in leading self-determined lives is our way of doing business.

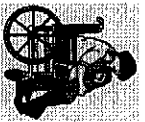
Elements of Self-Determination

Freedom

Authority Support

Responsibility

Confirmation



FREEDOM

• People have the **FREEDOM** to determine a meaningful life for themselves.

- freedom to dream
- freedom to think outside of the box



AUTHORITY

• People have the **AUTHORITY** to control their own self-directed budgets, to hire/fire their service providers, to make decisions that affect their lives.



Need to be clear that everyone knows who the decision maker is in the person's life.

SUPPORT

• People set up and control the **SUPPORT** they need.

People choose their:

- ✦ Circle of Support (people who love them and know them well)
- ✦ Case Manager / Support Coordinator
- ✦ Service Providers



RESPONSIBILITY

- People take **RESPONSIBILITY** for their decisions and for managing their self-directed budget.
 - need to stay within budget allocation
 - need to use public funds wisely
 - need to be an active community member



CONFIRMATION

- All those involved must demonstrate **CONFIRMATION** of the critical role self-advocates and their families play in designing and operating the system they rely on.

"Nothing about me, without me."



What Does This Mean for People We Support?

People with disabilities, with support of family, friends, and professionals they trust (and select), need to take charge of their own futures, by gaining control over the services, supports, and resources they need.



Never Forget Our Purpose

Our purpose is to provide assistance and support so that people with disabilities can enjoy the same basic life quality as other human beings.

"Life, Liberty, and the Pursuit of Happiness"
United States Declaration of Independence, July 4, 1776



More than just an individual budget: Planning for Meaningful Lives

- Dreaming- A Person's Vision Of His/Her Desired Future
- Planning- Taking the Steps to Get There
- Attaining the Desired Outcomes
 - Someone to Love, Something to Do, Something to Look Forward to
 - Having Friends, Relationships, and a Role in the Community
 - Choosing Where and With Whom You Live
 - Being Healthy And Safe



Funding people, not programs

- Everyone supported by CLS/OC has a self-directed budget they use to implement their Person-Centered Plan.
- Open choice of service providers. CLS/OC staff do not provide direct services. CLS/OC does not have subcontractors. All services are provided by community based, independent contractors and agencies including:
 - Supports Coordination
 - Respite
 - Clinical Services
 - Community Living Supports (Staffing)
 - Skill-Building or Employment Services



Adherence to Medicaid Regs

- CLS/OC maintains responsibility for credentialing/screening providers before authorizing Medicaid payments:
- Can conduct credentialing process (i.e. criminal background checks, verify required training) if the individual has a person or agency in mind that they would like to hire.
- If the person does not have anyone in mind, CLS/OC provides options/resources regarding pre-credentialled providers, and assists the person in the interviewing and selection process.

Building Real Authority & Control

- Independent people and agencies enter into agreements directly with the people they support. The agreements outline roles, responsibilities, expectations, and agreed upon fees for services.
- Their invoices or timesheets are reviewed with the person / family and then payments are issued through a Fiscal Intermediary.
- The person is provided with a Revenue & Expense Report every month, so they know the exact cost related to the services they receive. They also know how much they have spent YTD and how much is left in their budget.

Building Real Authority & Control



- Staff/clinicians/providers are all hired and fired by the individuals they support.
- Focus is upon the person as the customer.
- Providers compete for person's choice (must satisfy the person in order to stay in business).
- Competition drives provider quality, and "raises the bar on quality service provision."

New Roles for the Provider Network

- "Traditional" residential providers become Staffing Agencies & Sheltered Workshop providers become Employment Agencies
 - Provide menu of supportive services
 - Are finding lessening of liability
 - Have improved quality of staff with less turnover
 - Help individuals / families accept change
- There is plenty of work to be done, just need to shift services offered.

Enrollment Process (Briefly)

- CLS/OC staff meet with the person to:
- Complete Eligibility Determination / Intake
- Pre-Planning / Person-Centered Planning
- Coordinate the selection of service providers/Credentialing/Signing of Agreements

Agreements

- Ongoing efforts to make the language in the Agreements as direct and easily understandable as possible.
- Avoid unnecessary legal jargon. . . Say what you mean, and mean what you say.
- Self-Determination Agreement.doc

Goal of Consistency & Trust

- Goal of current CLS/OC agency structure is to establish an individual rapport/trust with the person/family that will continue through out their enrollment with CLS/OC.
- Same CLS/OC staff person walks person/family through intake, planning, budget process and then provides ongoing oversight:
 - Reviews Plan Progress Notes
 - Serves in Customer Service role should any concerns arise
 - Reviews their R & E reports monthly

Budget Process



Zero (0) based budgeting approach used at CLS/OC.

- We start at \$0.00 and then develop a budget based on the services authorized in the Person-Centered Plan.
- (Other method option is to use targets, based on historical costs, benchmarks, or categories of care).

Budget Process

Budget Development is based on good Person-Centered Planning.

- Identification of Hopes & Dreams
- Identification of Support Needs
- Utilization of Natural Supports/Community Resources/Entitlements
- Authorization of Services



Plan Authorization + Rates = Budget

Authorization of Services

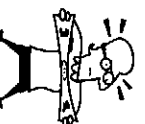
Support Service	Code	Unit	Frequency	Start Date	End Date	Support Provider	Current cost of service
Support Coordination	TR16	12	Annually	3-13-06	3-13-07	Joe Smith	\$360 Monthly
Community Living Supports	1605	8 hr	Weekly	3-13-06	3-13-07	ABC Agency	\$15.57 per hour

Authorization + Rates = Budget

Fee Schedules are fully disclosed and are tied to each service authorized in the plan.

Some people/families will choose to negotiate rates with their independent contractors for less than the approved rates authorized in their budgets.

Need to be flexible and support this (as it encourages prudent purchasing/ bartering/ negotiation).



Viewing Services Differently

➤ People need to know how much their services cost in order for them to assess whether what they are receiving is of good value to them.

➤ People who negotiate lower rates can then utilize the savings for other needs (i.e. more respite hours).

➤ Shifting control over supports helps people and their families be more in control of their lives. It also helps make sure providers know who they work for.



Seek Opportunities to Support System Change



- Carefully consider the message you are sending when setting rates.
- Take steps toward advancing your mission / vision by paying more for valued outcomes (i.e. higher rates for Supported Employment supports verse Day Programs or other facility based supports).

Budget Implementation

- CLS/OC staff review the budget with person/family for their approval prior to implementation.
- Discuss Fiscal Intermediary role / support options.
- Coordinate/confirm Service Provider selection and understanding of expectations.
 - ✓ Signed Agreements
 - ✓ Signed Consents
 - ✓ Service Authorizations
- Review Revenue & Expense format in advance.



Revenue & Expense Reports

- Intent is to provide as much information as possible, while still being user friendly (ongoing challenge to improve).
- CLS/OC staff review first R & E report with the person/family in person.
- Some people meet with us regularly to go through R & E reports, most are fine with mailed communication.

Revenue & Expense Reports

- The CLS/OC staff person who brought the person through Intake/Planning/Budget Development reviews the person's R&E each month to monitor for over/under utilization. Schedules meeting with person/support circle if concerns are noted.
- CLS/OC Director reviews aggregate R&E report for entire agency / total enrollment (ongoing assessment of expenditures vs. revenue in aggregate).
- Individual R&Es are mailed directly to the person each month.



Submission of Invoices

- Due the 3rd business day of the month following the month of service (Very important in order to get encounter data in on time).
- Invoice format contains data needed for reporting encounters (no need for separate Service Activity Log submission):
 - > Name, ID#, Date of Service, Start Time, Duration, Location, Service Provider ID#, etc.
- Adjudication of claims process ("clean claims processing").

Encounter / Costing Data

- Cost information is transferred from invoices into the R&E report for each person.
- Encounter data, with costs, are entered for submission to county/state.



Fair/Reasonable/Appropriate Authorizations for All

- Developing approaches designed to achieve consistent / fair authorizations is important.
- Need oversight mechanisms to monitor / guard against inconsistencies.
 - Consultant Supervisory Review
 - Development of Specialized Positions – i.e. Budget Specialist (also addresses the fact that all people are not good with numbers).
- Ongoing challenge to maintain consistency / equity / fairness, while still allowing for flexible individualized planning.



Communication is Key

- The establishment of a positive rapport, partnership, and trust with people supported is key to successful Self-Determination arrangements.
- Happens naturally with good faith actions and time, but steps can be taken:
 - Involve stakeholders in all decision making processes / value their input.
 - Be honest about the limitations of a Medicaid system.
 - Have a “Whatever It Takes” approach to help meet needs.


Keep It Simple

- Keep the focus on the principles of Self-Determination and doing the right thing:
 - “Providing the right service, in the right amount, at the right time”.
- Make every effort to keep your processes User-Friendly.
- Make the bureaucratic process as invisible as possible.


Trust is Important

- Do not set up your system based on outliers (can create an atmosphere of mistrust).
- Discourage the “Use It or Lose It” fear.
- Assure people that they will not be left alone/stranded should their needs change.
- Encourage an understanding of the “Use Only What You Need” approach.

Budget Changes

- Life Changes can mean changes in support needs.
 - Back to Person-Centered Planning process when changes occur.
- 
- Identification of Support Needs
 - Utilization of Natural Supports / Community Resources / Entitlements
 - Authorization of Services

Budget Changes

- Can the current budget support the new or revised service need?
- Is there an existing surplus?
 - Can budget line items be shifted (with life changes, priorities change too)?
- 
- Addend the plan to reflect new/revised recommendations to address needs. Give Due Process notice if the change reflects a reduction, suspension, termination, or denial of any service (even if the change / shift was agreed to).

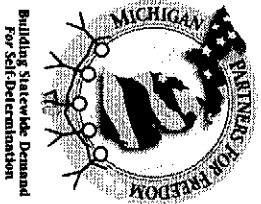
Drastic Budget Changes

- Time limit the authorization for high cost changes (for example, when two people share staff and someone moves out).
- Encourage frequent gathering of support circle to address issues of concern / brainstorm on options for resolution.
- Assure that all options are being explored (for example, live-in companion as an alternative to 24 hour staffing).

Empower Those You Support

- Support for Self-Advocacy movement & stakeholder involvement. Assist with organized advocacy.
- Establish valuable partnerships.
- Encourage Peer Supports.
- Encourage contributions to the community.

Michigan Partners for Freedom



Committed to increasing statewide demand for Self-Determination for ALL people with disabilities.



How to Make it Work

- Strong emphasis on Excellent Customer Service.
- Maintain open communication, honesty, partnerships. Earn the respect and establish rapport with the people you support.
- When times get tough, resist the urge to retreat.... Difficult times are when increased communication is vital in order to assure others that we are all trying to do the right thing.

Aim High

- Start with those who want to make it work.
- Never accept the status quo as good enough.
- Don't be afraid to try something new and think outside of the box .
- . . . Where creativity leads, policy and practice follows

