



Human Services
Research Institute

Allocating Resources and Setting Individual Support Budgets

North Carolina Stakeholders Group Webinar

October 2014

Human Services Research Institute

7690 Mohawk Street
Tualatin, OR 97062
(503) 924-3783

www.hsri.org

John Agosta

Jagosta@hsri.org

Erica Hendricks

Ehendricks@hsri.org

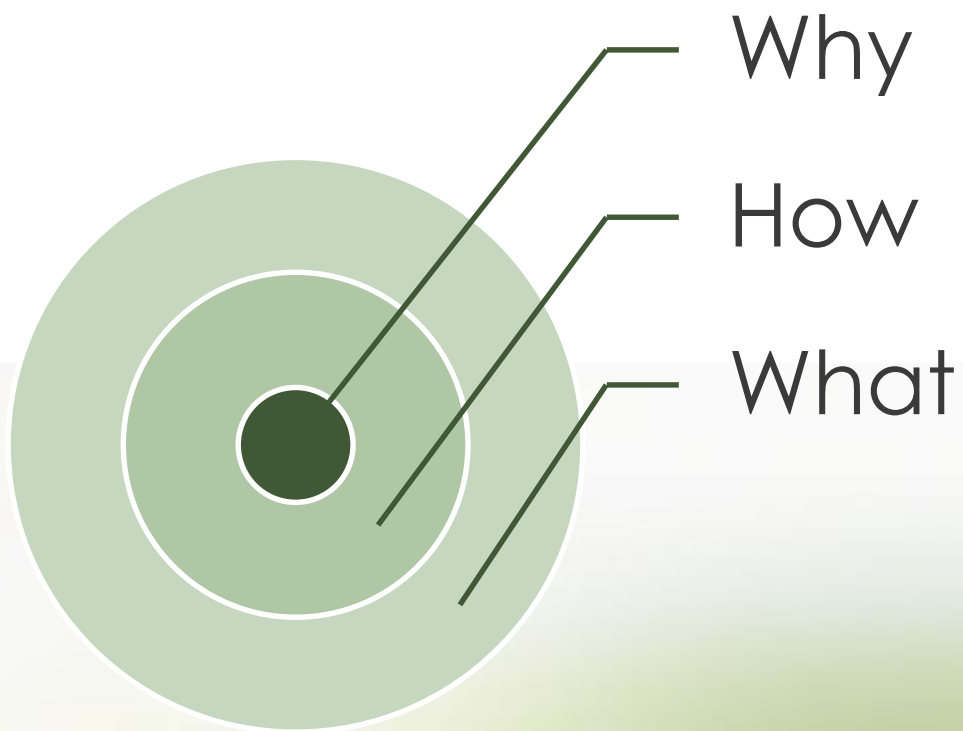
Allocating Resources and Setting Individualized Support Budgets

Agenda

- Introductions and purpose
- Review of past presentations and questions
 - Why is change needed?
 - The process followed for setting individual budgets and allocating resources
 - Developing assessment levels and budgets
- Information about North Carolina
- Lessons learned in other states
- Concluding remarks and questions

Review and Questions

- Why is change needed and what are DHHS's goals?
- The process followed for setting individual budgets and allocating resources
- Developing assessment levels and budgets



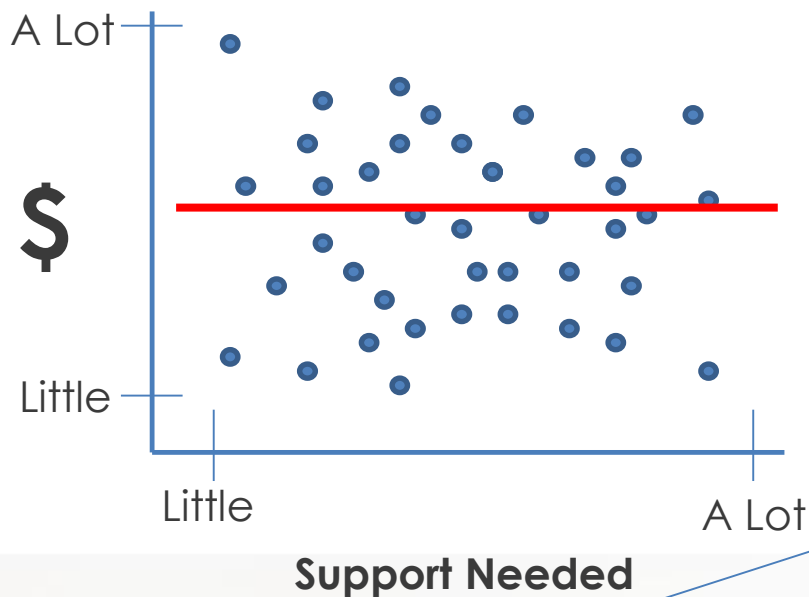
We believe that...

People with disabilities and their families have the right to live, love, work and pursue their life aspirations just as others do in their community.



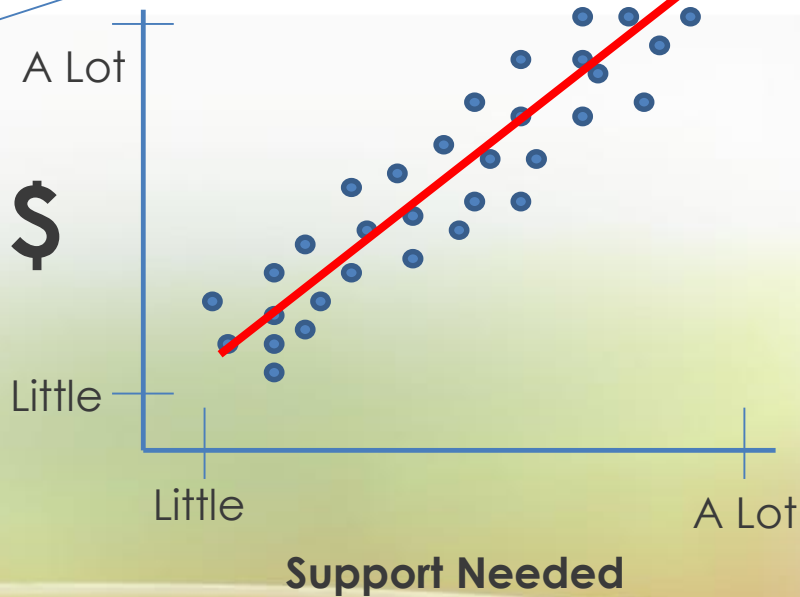
Why is Change Needed? What Goals Do We have?

- For individuals to get the services & supports you need to live and work in the community -- just like anyone else
- The amount of money individuals are allocated -- *An Individualized Supports Budget* -- will be based on the amount of need for support a person has.
- The amount a person is allocated will be fair for everybody.
- We will all work to use the money we have wisely and efficiently.



We want to move from a low correlation like THIS...

...to a high correlation like THIS



Overall the process involves

An assessment is used to assist with establishing individualized budgets. This also provides a way for policy makers to make fiscal choices that are **fair & predictable**, but also makes the **best use** of available money that's consistent with driving system **principles**.

Allocating resources to people based on their assessed level of need. Each person receives **what they need**.

Establishing a **best fit** solution for most but taking care to accommodate individuals with extraordinary needs.

Developing Levels and Budgets

Sample

Assess &
Levels

Residence

Services &
Rates

Service
Packages

Validate

1. Design a random stratified **sample** for each targeted subpopulation.
2. **Assess** needs using the Supports Intensity Scale (SIS) & assign individuals to **Levels**.
3. Consider **where** people live.
4. Settle on the **service array** & reimbursement **rates**.

Developing Levels and Budgets

5. Build service packages by Level **based on** common supports needs and living situation.

Base budgets include in home, residential, employment, or day services.

Some services are managed outside the base, including professional or non-recurring supports.

Utilization of services by level is anticipated.

Service packages are priced by level to establish individualized budgets.

Individuals are not tied to anticipated service packages. Resource allocation does not limit person-centered choices, but sets a budgetary limit.

6. Systematically **validate** the service packages & make revisions as needed.

Level Based Individualized Budgets

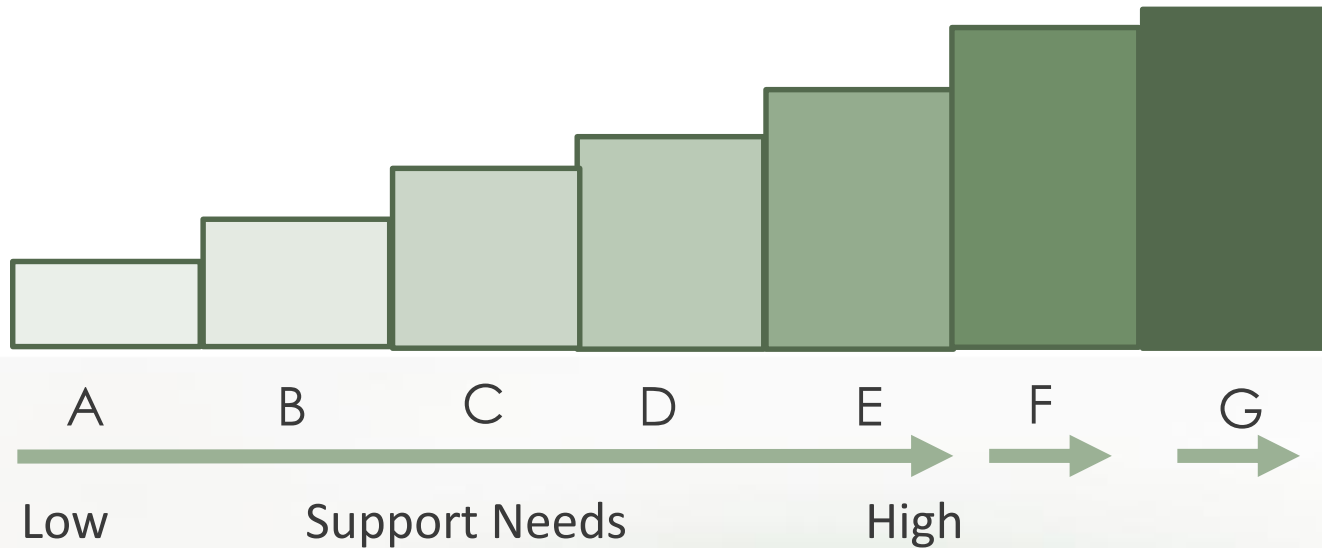
Budgets vary according to levels that group people from least to highest support needs.

Each level represents a certain amount of money for services.

In some cases other services can be added on to get a higher personal budget allocation.

Processes are implemented to address exceptional needs.

7 Support Levels

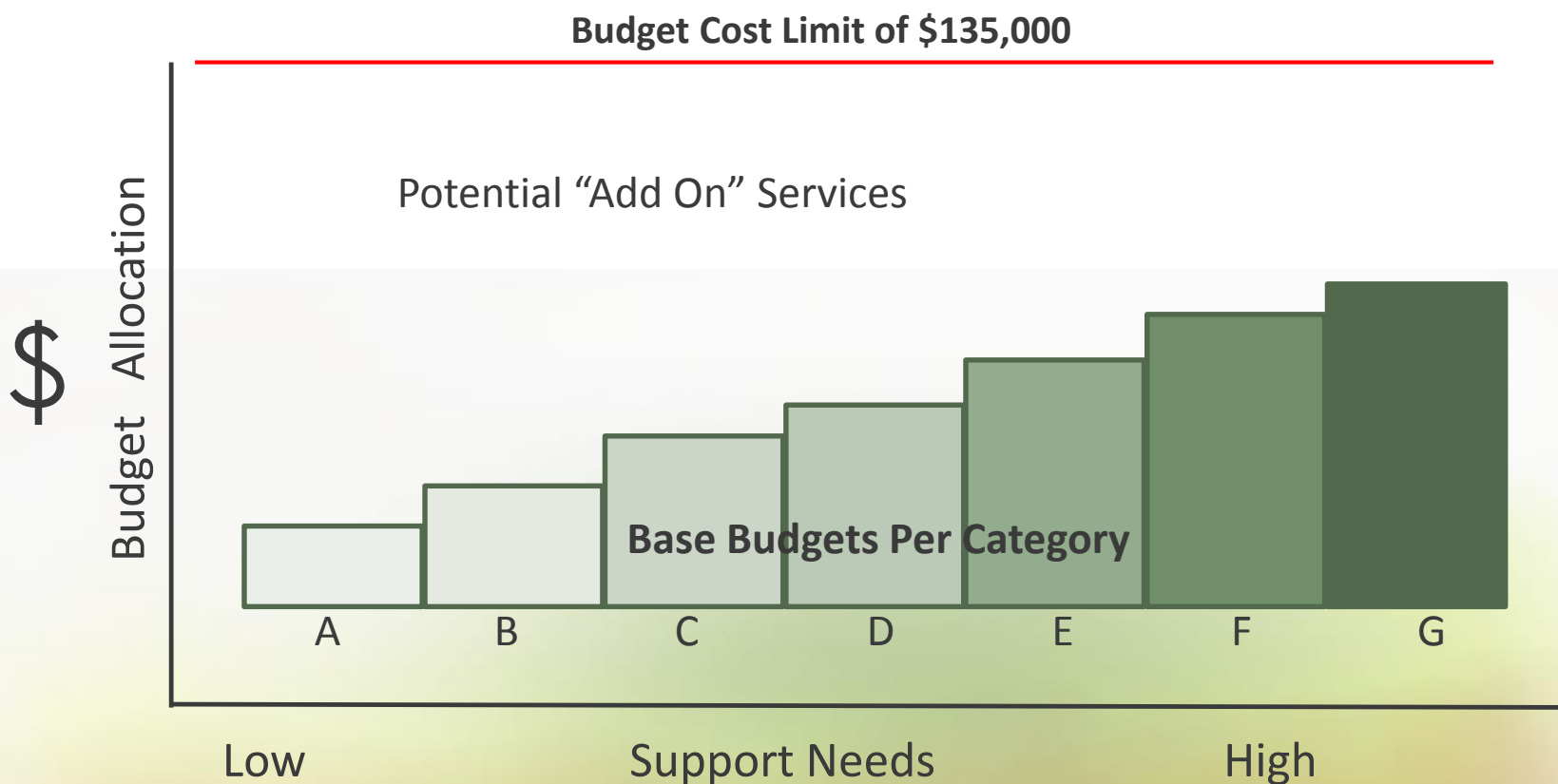


“C” – Modest support needs and some behavioral challenges

“F” – Significant medical support needs

“G” – Significant behavioral challenges

Seven Level Model



Base Budget Services

- Community Networking Services
- Supported Employment
- Day Supports
- In-Home Skill Building
- In-Home Intensive Supports
- Personal Care
- Residential Supports
- Respite

Add-On Budget Services

- Assistive Tech. Equipment & Supplies
- Community Guide Services
- Community Transition Services
- Crisis Services
- Financial Support Services
- Individual Goods & Services
- Natural Supports Education
- Specialized Consultation Services
- Vehicle Modifications
- Home Modifications

Looking Things Over

Access	Getting a Budget	Service Planning	Service Delivery	Quality Monitoring
<p>Understanding the Process</p> <p>Eligibility</p>	<p>SIS Interview</p> <p>Sharing Results</p> <p>Service Packages</p> <p>Informing People</p>	<p>Creating a Service Plan</p>	<p>Arranging for Service Delivery</p> <p>Service Delivery</p> <p>Paying for Services</p>	<p>Voicing Complaints</p> <p>Monitoring</p> <p>Making Changes</p>

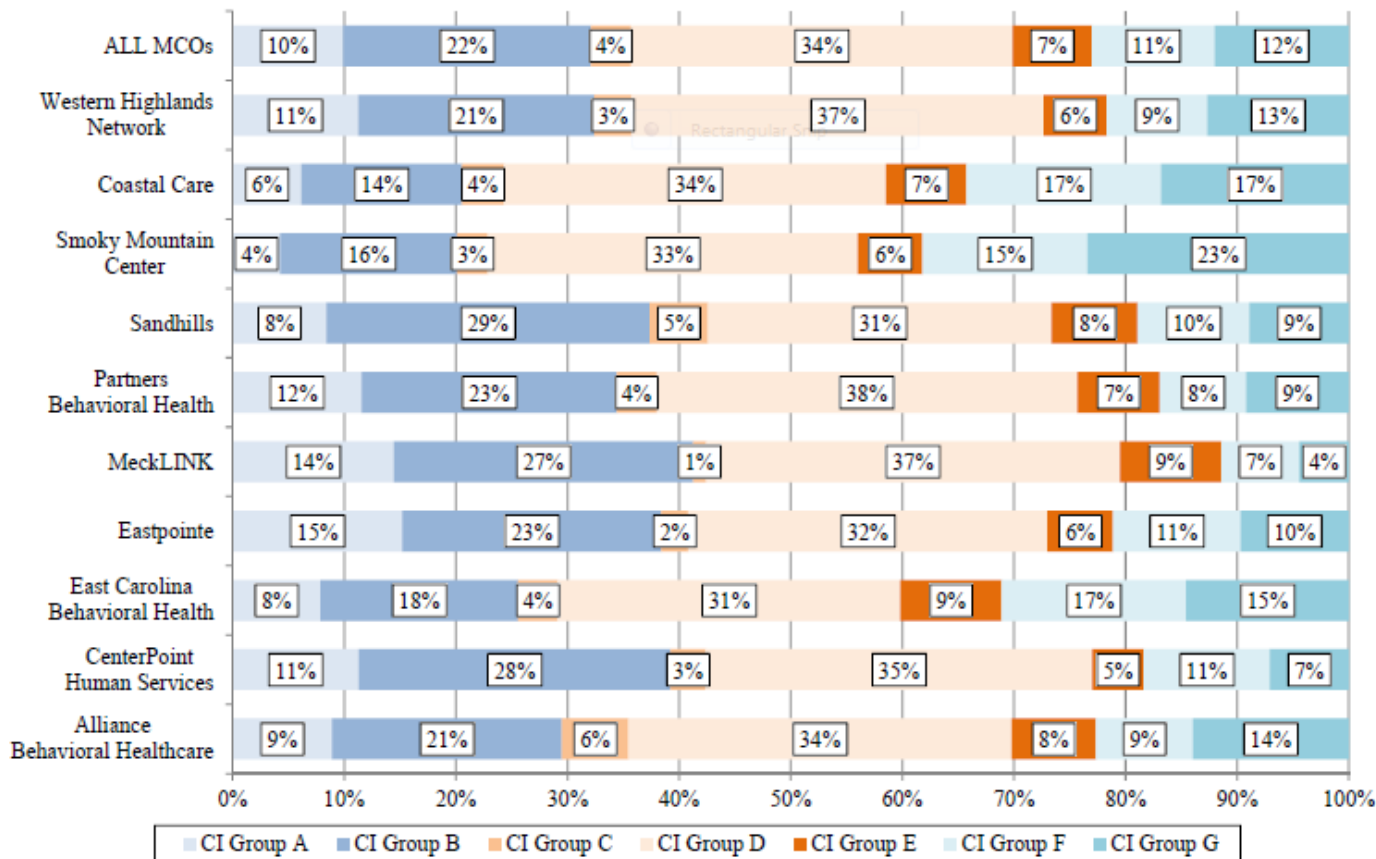

Supporting Policies, Rules & Regulations and Communication


Information About North Carolina

The following slides were generated by Burns & Associates based on SIS interview findings and 2013 fiscal data.

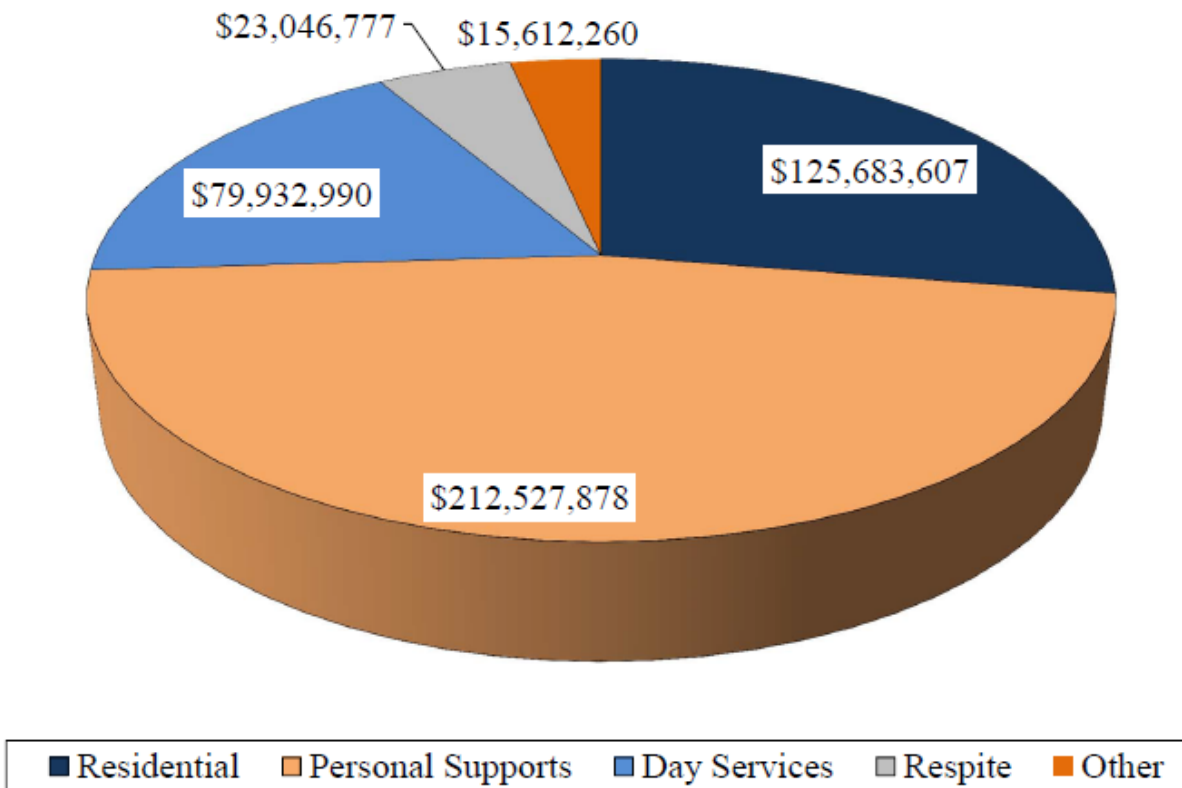
- Basics about people served and spending
- Selected results regarding the Supports Intensity Scale
- Spending by support group and place of residence
- Spending by support group and LME-MCO

Distribution of Full-Year Adult Consumers by CI Group, All Placements



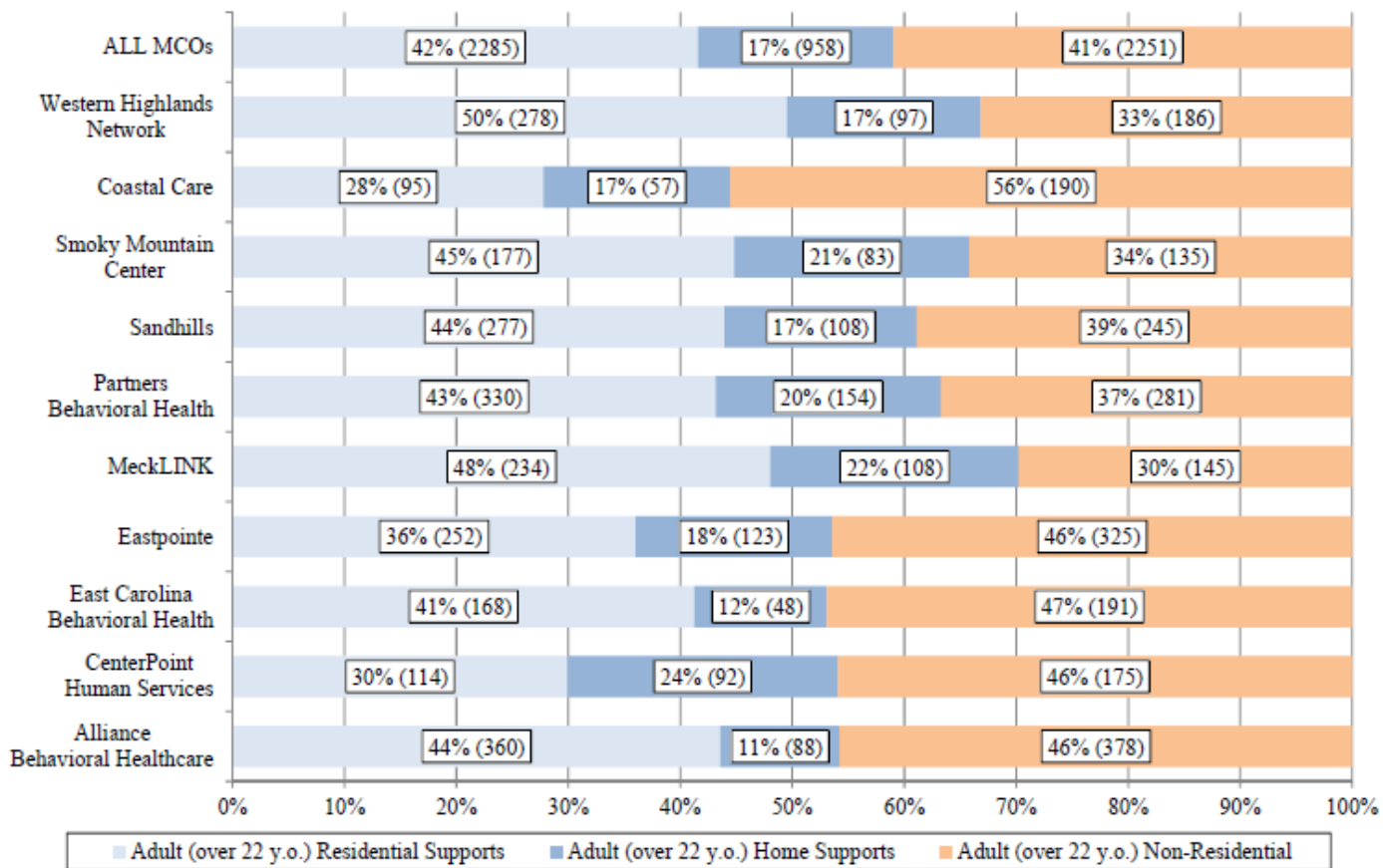
Using the 7 group assessment framework used by Cardinal Innovations, the number of people per group varies by LME-MCO.

Fiscal Year 2013 Expenditures by Service Grouping



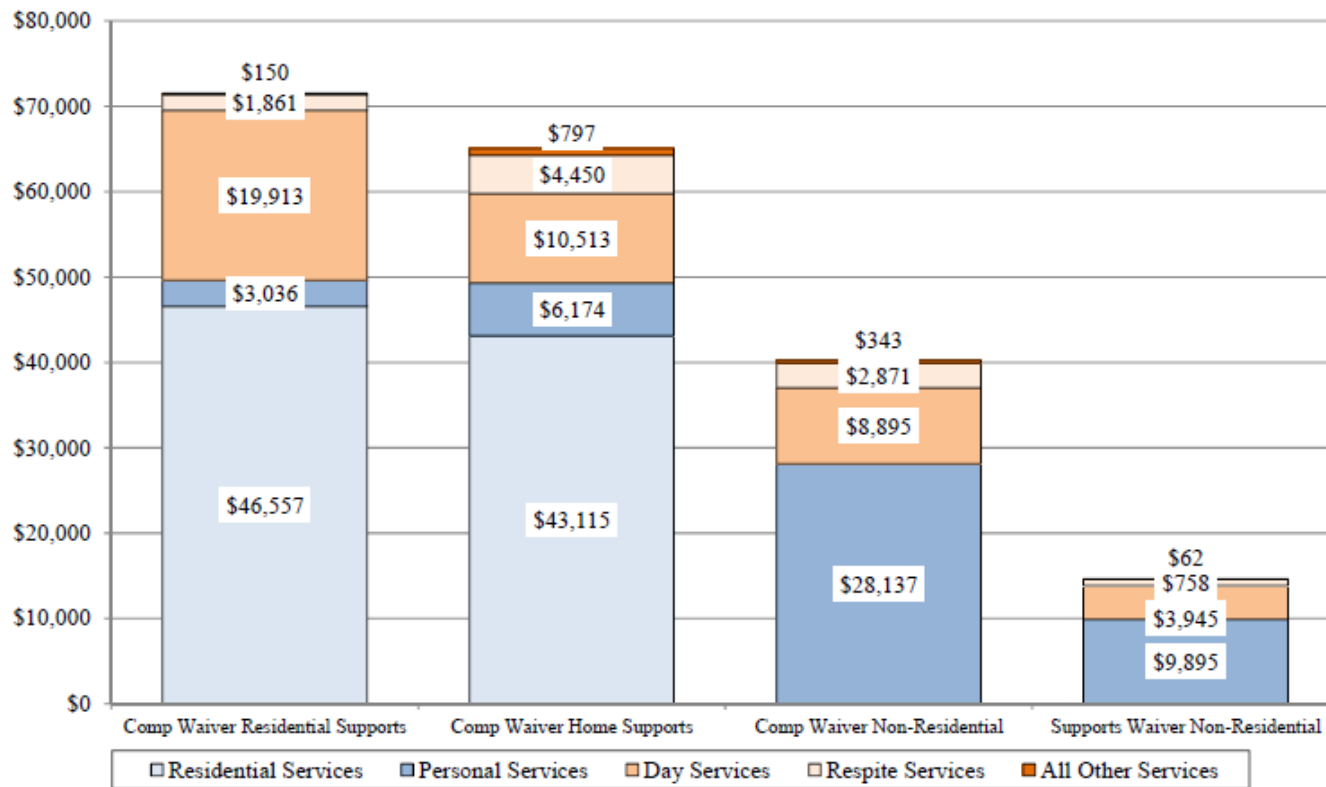
Looking at overall spending in 2013, Personal Supports totals 46.5% of the total budget of \$456.8 million.

Fiscal Year 2011 Distribution of Full-Year Adult Consumers by Residential Placement



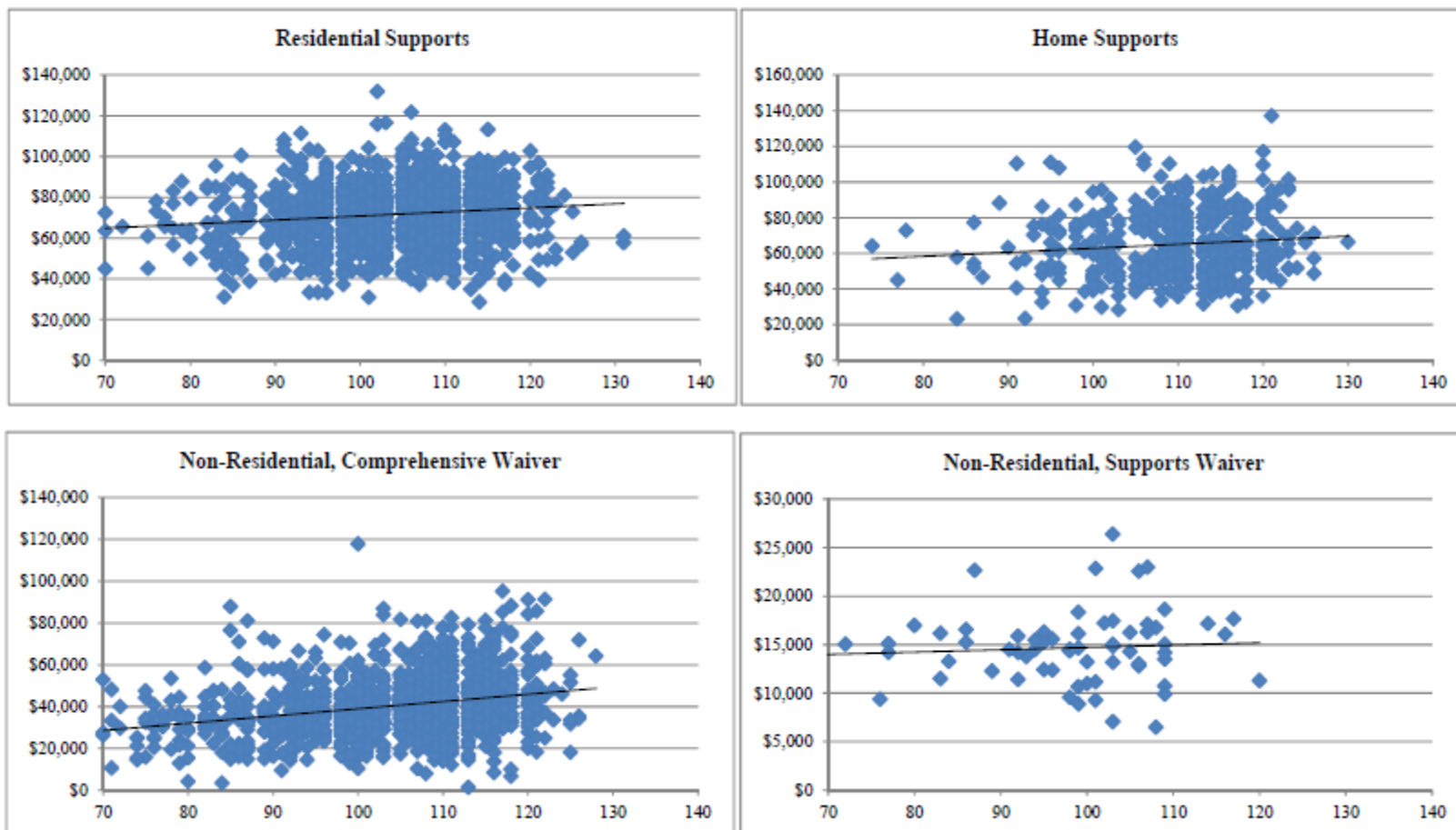
Placement type varies by LME-MCO. This affects average costs per person

Average Per Member Per Year Costs
Fiscal Year 2012 Cost by Service Category by Residential Type
Full-Year Adult Consumers



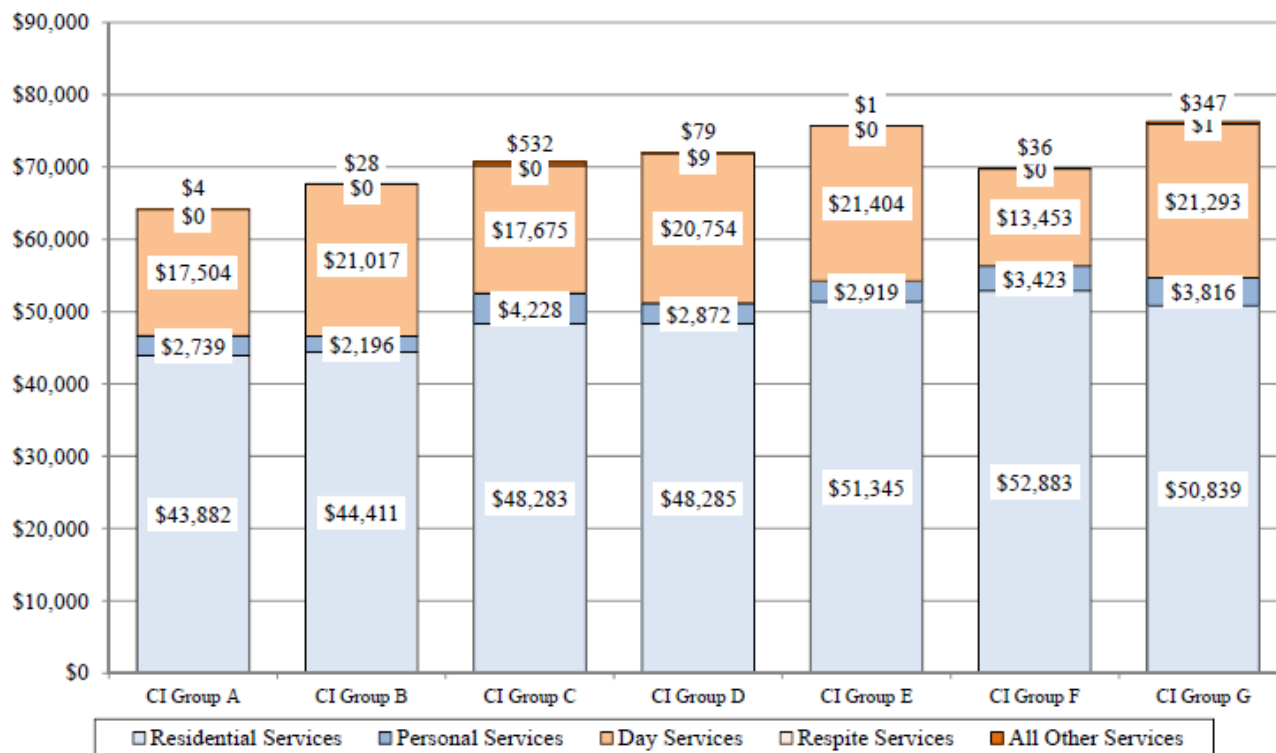
Residential placement is the greatest predictor of cost, as a result, these groups must be considered separately.

Scatterplots of Fiscal Year 2012 Expenditures to Supports Need Index (SNI) by Residential Status



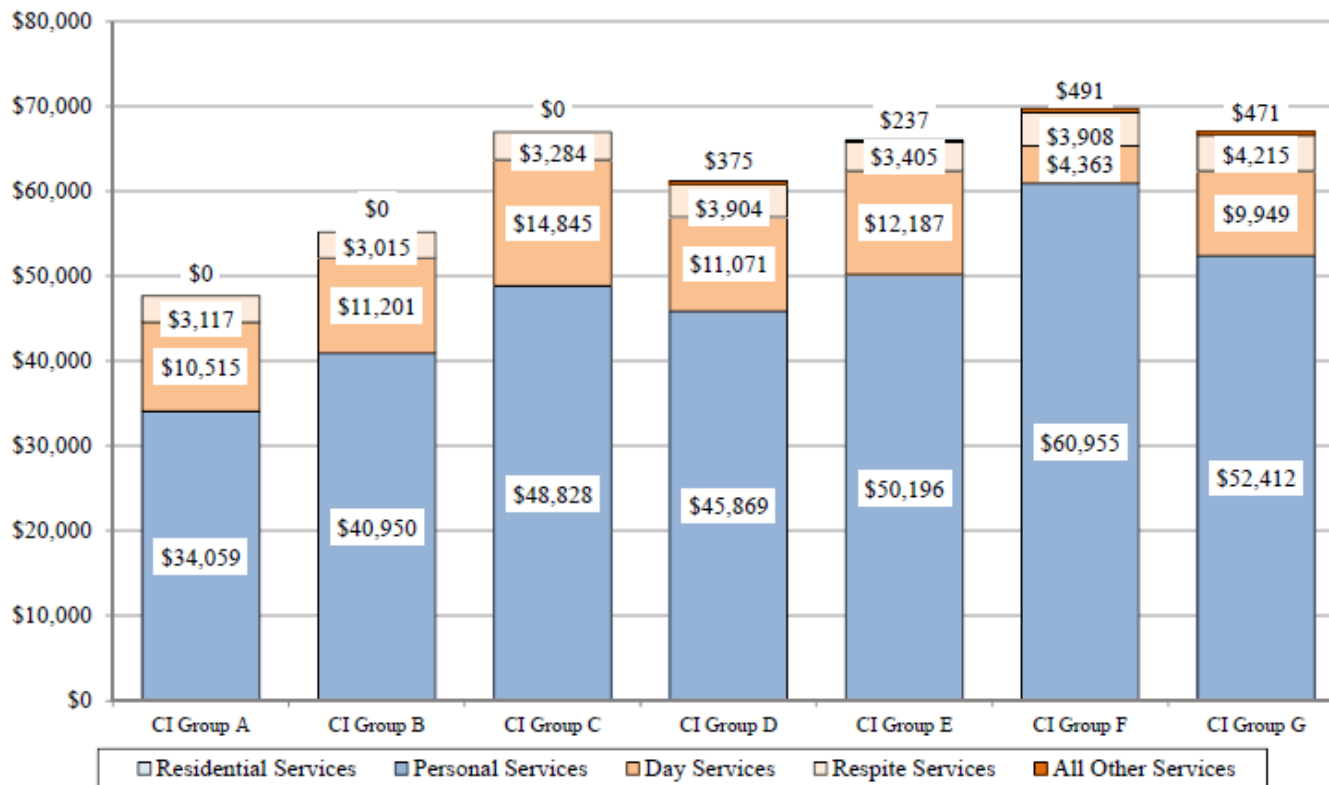
Graphic compiled by Burns & Associates 2014

**Annualized Per Member Per Year Costs in Fiscal Year 2013
by Service Category and Cardinal Innovations Group
Full-Year Residential Supports Adult Consumers**



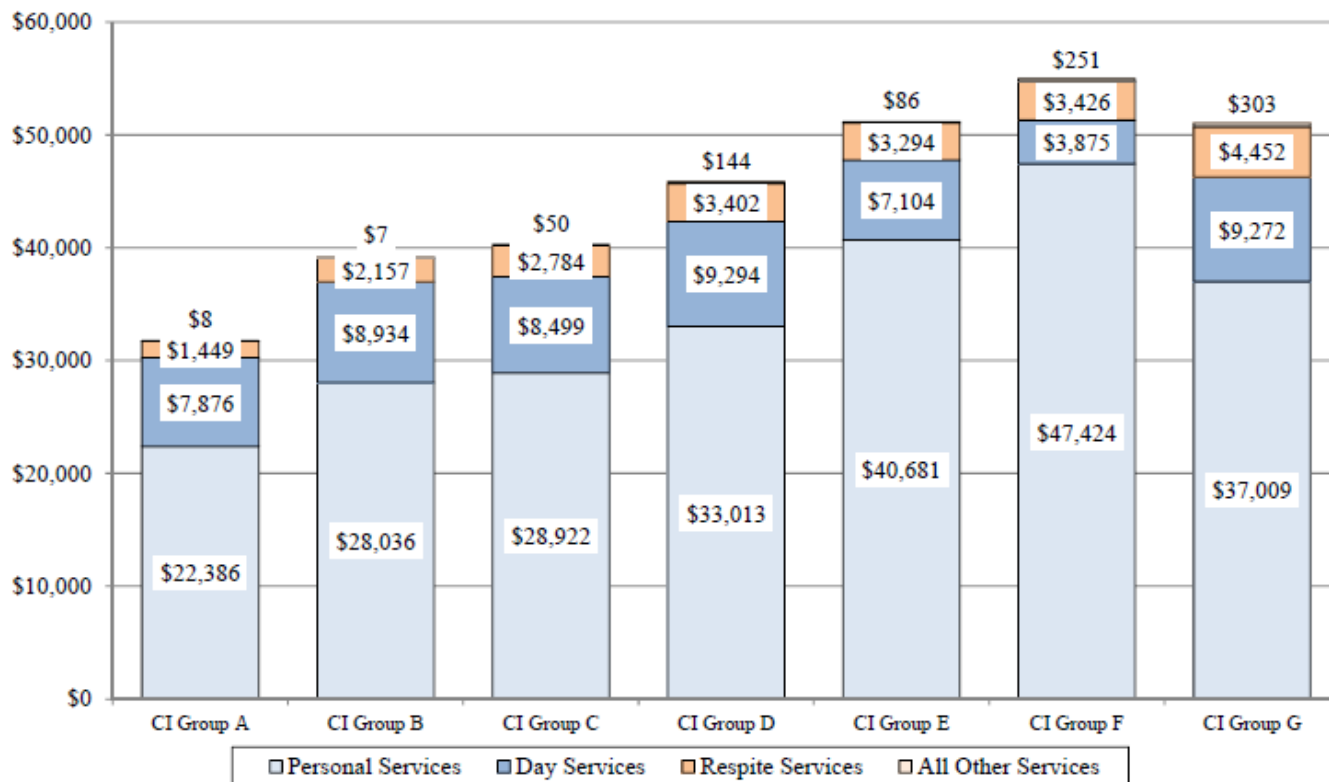
The graphic shows some relationship between support need group BUT there is variability within each group.

Annualized Per Member Per Year Costs in Fiscal Year 2013
by Service Category and Cardinal Innovations Group
Full-Year (Former) Home Supports Adult Consumers



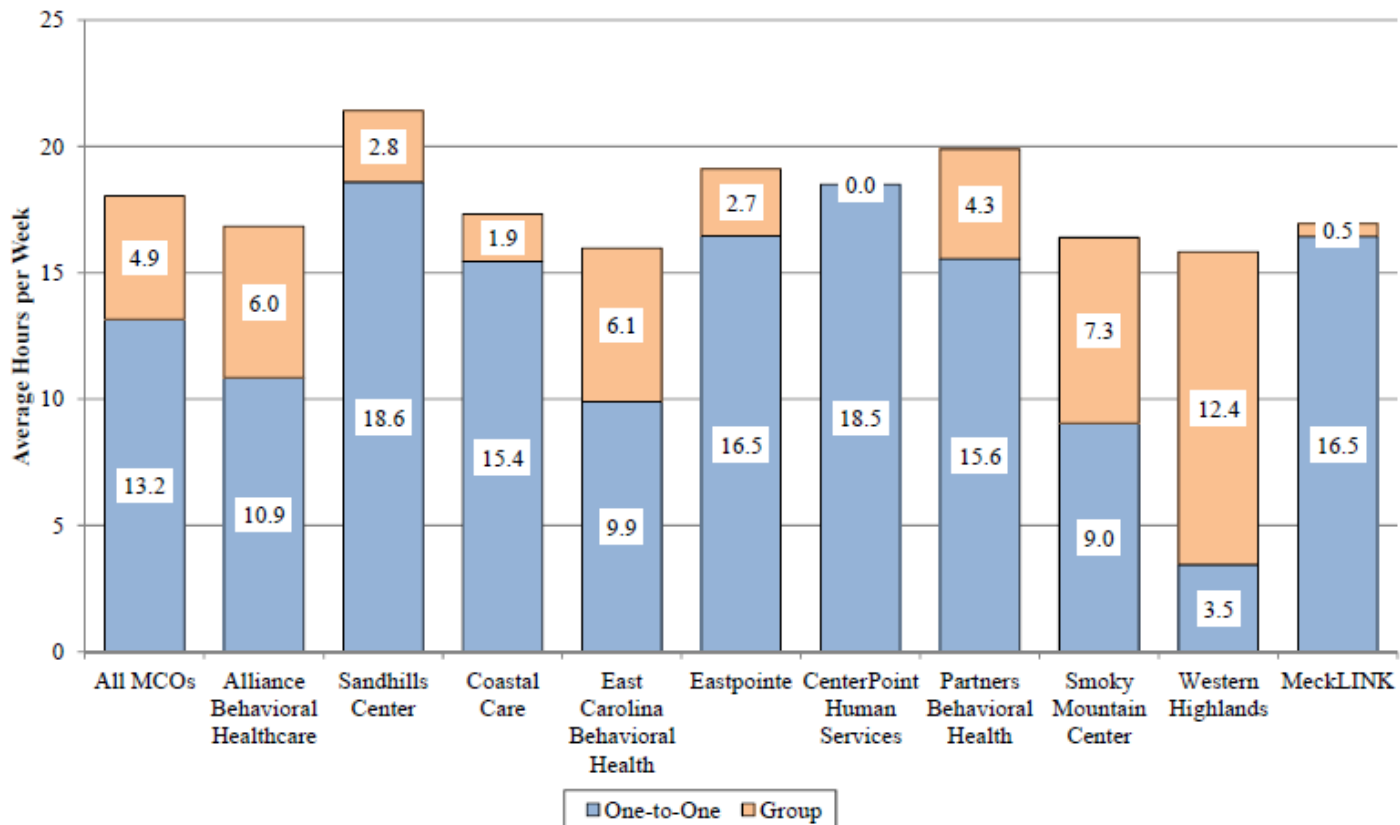
The graphic shows some relationship between support need group BUT there is variability within each group.

**Annualized Per Member Per Year Costs in Fiscal Year 2013
by Service Category and Cardinal Innovations Group
Full-Year Non-Residential Adult Consumers**



The graphic shows some relationship between support need group BUT there is variability within each group.

Fiscal Year 2013 Utilization of One-to-One and Group Day Services and Across MCOs, Members Receiving Residential Supports



The amount of day services used by individuals and the proportion reimburses at the 1:1 rate varies across LME-MCOs.

Lessons Learned

- HSRI and Burns & Associates have been involved with multiple states to develop individualized support budgets
- There are many lessons that have been learned

Lessons Learned

- **Stakeholders Count!** Engage with stakeholders – including self-advocates whenever possible.
- **Details matter** Operational details need to be carefully worked out (e.g., notifications, supports planning, appeals, extraordinary support protocols)
- **State and local staff need to be informed** Training and technical assistance must be offered to state staff and local staff (e.g., care coordinators, utilization managers)

Lessons Learned

Person centered planning is essential

- **SIS** results may be used to **guide** service planning but not necessarily to drive planning.
- **The** SIS interview may push participants to **discuss** topics they might not ordinarily talk about.
- **Valuable** personal or habilitation goals may lay **outside** the bounds of the SIS interview.
- **Use** conversational & other means to develop **person-centered** plans.

Lessons Learned

Evaluating what happens is essential

Three types of evaluation should occur:

- System Level
- Provider Level
- Service Recipient Level

Establish measures that can help indicate if the goals of the system change are being achieved.

Evaluating Systems to Discover “Best Practices”

What We Believe

People with disabilities and their families have the right to live, love, work and pursue their life aspirations just as others do in their community.

- Across the life course
- Many facets of life
- Diversity
- Community participation
- Belonging & valued roles
- Person centered
- Self-directed
- Personal & mutual responsibility
- Family well-being
- Mutual supports
- Community assets
- Wise spending
- “All in”
- Now and in the future.



What We Do

Eligibility and access
 Individualized budget
 Service array and definitions
 Rate schedules
 Supports planning and flexibility
 Services network and delivery
 Supports, not just services



What Happens

Personal and family outcomes related to access, control over life, and impacts on life.

System level outcomes related to the number served per population, system fairness and efficiency, cost per person, and collaborative alliances.

Concluding Remarks

- Dancing with Dragons
- Questions

Dancing with Dragons

“The final act in performing a creative act is letting go. ... As we create new support practice, the proverbial beast is provoked. We are knocked off our centers as we move into unknown territory without the anchor of our legacy services. This requires..., as Rebecca Chan says, [that we] Dance with our Dragons.”

Hanns Meissner, *Blue Space*, p. 146

