

COMMUNITY
Living SERVICES
Your Life, Your Way

Community Living Services, Inc.
Jim Dehem President/CEO

International Conference on Diverse Abilities
and Innovative Supports 2008
Honolulu, Hawaii August 11-13, 2008

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**IMPLEMENTATION OF SELF-DETERMINATION IN
THE REAL WORLD: A PROVIDER EXPERIENCE**

- Changing a typical **Provider Service System** to a **“Model of Supports”**
- Self-Determination Principles at the **Core of Change**
- OLD way: Fund **PROVIDERS** to serve **PEOPLE**
- NEW way: Fund **PEOPLE** who secure **PROVIDERS**
- **Investment is made in a person’s life rather than investments being made into Provider Agencies**
- **Person evaluates and controls the quality of their supports rather than those who provide them**

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[Detroit and Wayne County, Mich. USA]

Detroit-Wayne Community Mental Health Agency
Contracts with Community Living Services (CLS):

- One of 3 Capitated Managed Care Networks
- People Choose their Managed Care Network
- CLS supports 2800 People--1900 with Housing
- \$125 million in annual per person payments
- 80% Have Significant Disabilities
- Everyone has an individual plan with a budget
- 600+ people choose to Self-Direct their budget

[CLS' History in a "Service Model"]

- Had over 250 Group Homes and of those Developed 76 Six person ICF-MR Homes
- Had large segregated Day Programs some serving 150 People with contracted providers
- 60 Providers operated Group Home Facilities
- 120 Clinician Staff wrote and implemented "programs" based upon own recommendations
- No Person Centered Planning nor much choice

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HOW SERVICE SYSTEMS CONTROL THE LIVES OF PEOPLE WITH DISABILITIES

- Funding drives the system
- Medicaid and State funding historically determines what agencies provide and how
- Funding, licensing and liability issues limit individual freedoms
- Funding programs and slots and economies of scale restrict choice and individual rights
- When providers are funded they are accountable to the funding source but not necessarily to the people they serve

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How CLS Once Operated

- We found that we were “Cookie Cutter Agency”
- We provided services that clinicians prescribed -- not necessarily the support that people wanted.
- Did not have daily operating principles for staff
- Support Coordinators did paperwork -- not brokering for people and did not use the community.
- Agency leadership had to re-learn how and what to lead
- Income was possible only for some people

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What Agencies Need to do Differently

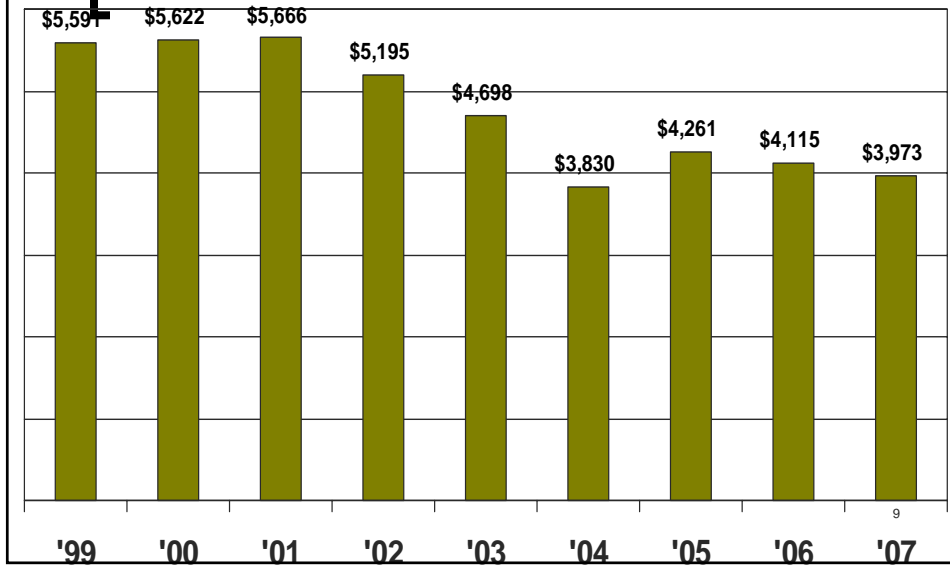
- Funding must be flexible to purchase supports in non-traditional ways and from the community
- Put purchasing in the hands of people to give them control of the quality of their supports
- Use Individual budgets to enable people to buy what they want and with greater efficiency
- Realize that public money needs to be spent more wisely as more people will need it
- Expect and negotiate responsibility as citizens
- Fix policies that force people to give up their civil rights in order to receive public support

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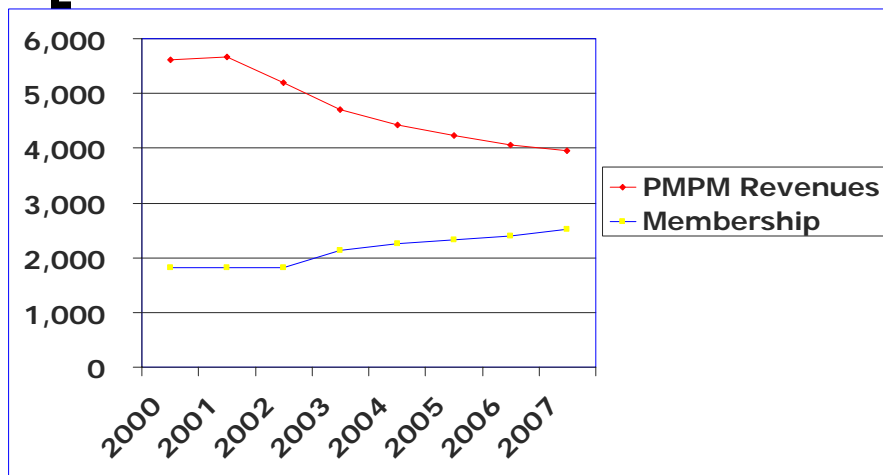
CLS: Financial 6 Year History

<i>(in 000's) Dollars)Ex: PMPM</i>	2002	2003	2004	2005	2006	2007
Net Revenues	\$113,470	\$120,573	\$117,255	\$118,989	\$123,952	\$120,372
Member Months	21,840	25,666	30,614	27,928	30,120	30,299
PMPM Revenues	\$5,195	\$4,698	\$3,830	\$4,261	\$4,115	\$3,973
Consumer Cost	\$109,013	\$108,570	\$109,284	\$111,726	\$114,610	\$116,909
Consumer Cost % to Revenue	96%	90%	93%	94%	92%	97%
Total Administrative	\$5,963	\$6,561	\$6,709	\$6,591	\$5,486	\$4,716
Percent to Revenue	5.3%	5.4%	5.7%	5.57%	4.4%	3.9%

CLS: Per Member per Month Revenue

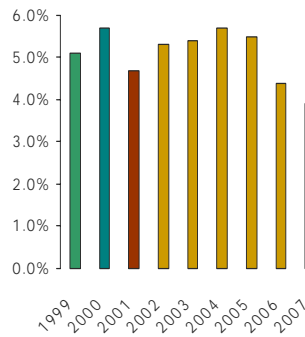


Declining Per Member Per Month Revenues With Increased Membership



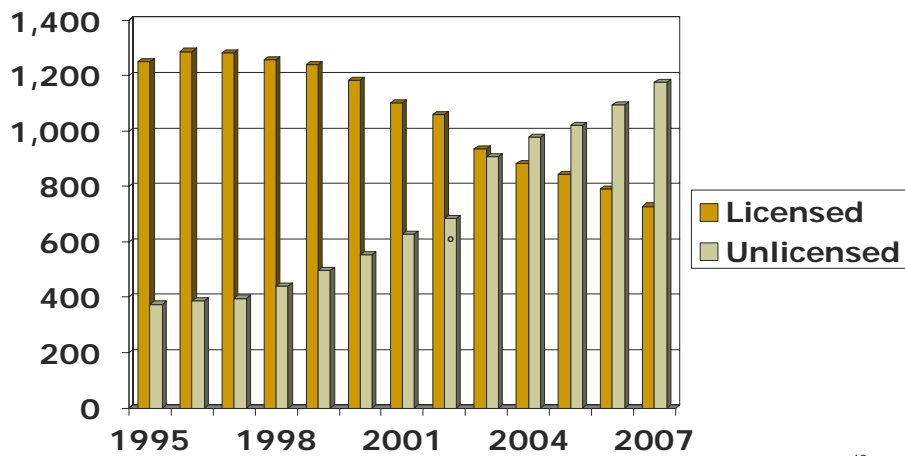
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CLS: % of Administrative Expenses



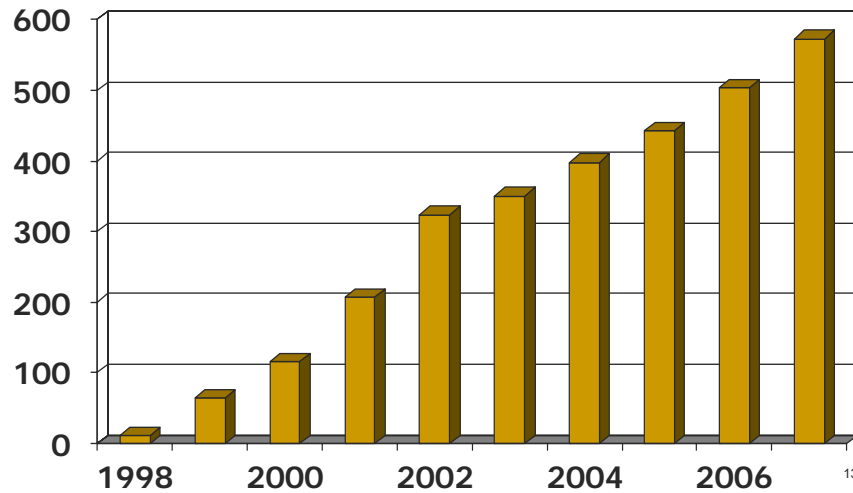
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Individuals in Own (Unlicensed) Homes vs. Licensed Group Homes

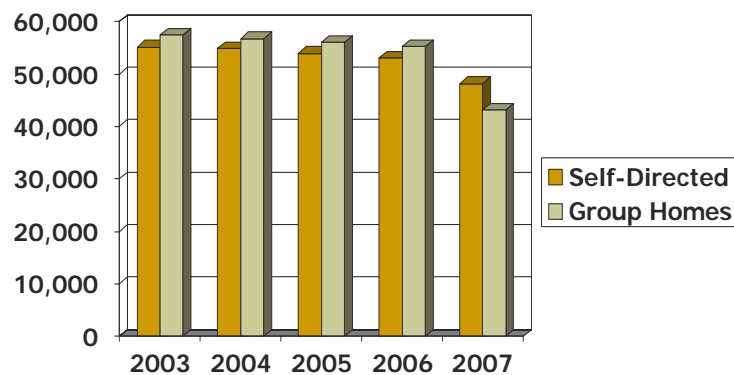


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Numbers of Self-Directed Budgets

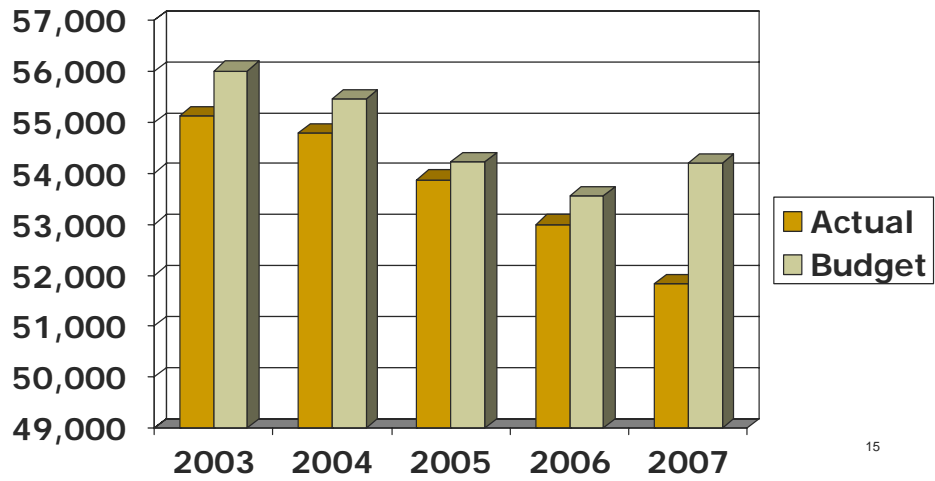


Average Costs: Self-Directed Budgets vs. Group Homes



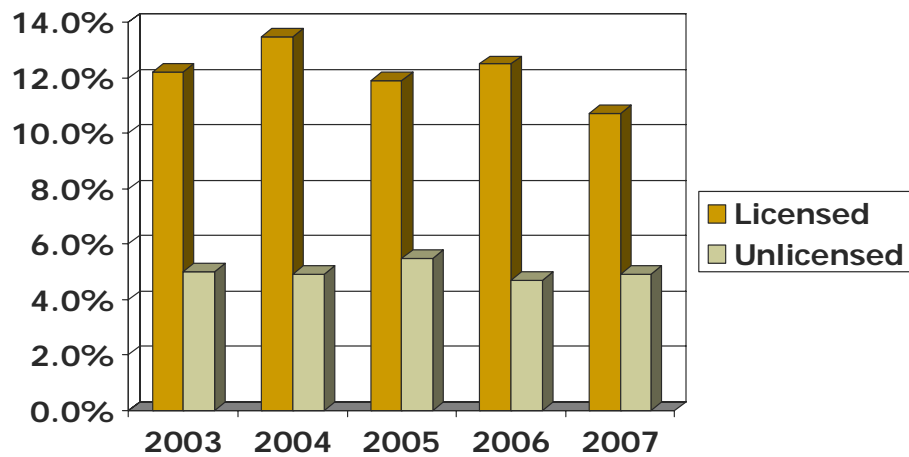
FY 2007 was the first full year of a policy change of not paying for vacancies in Group Homes which may account for the reversal in cost comparisons. Group home providers now absorb some of these former costs. However, CLS pays for all vacancies in Self-Directed situations. A premium staff rate is applied to SD Budgets as an incentive and to offset this cost difference. It should be noted that both SD and GH costs were significantly lowered in 2007. All PCP's include choice of support and associated costs which are believed to produce efficiencies.

Self-Directed Costs: Actual vs. Budget



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Substantiated Rights Complaints in Own (Unlicensed) Homes vs. Licensed Group Homes



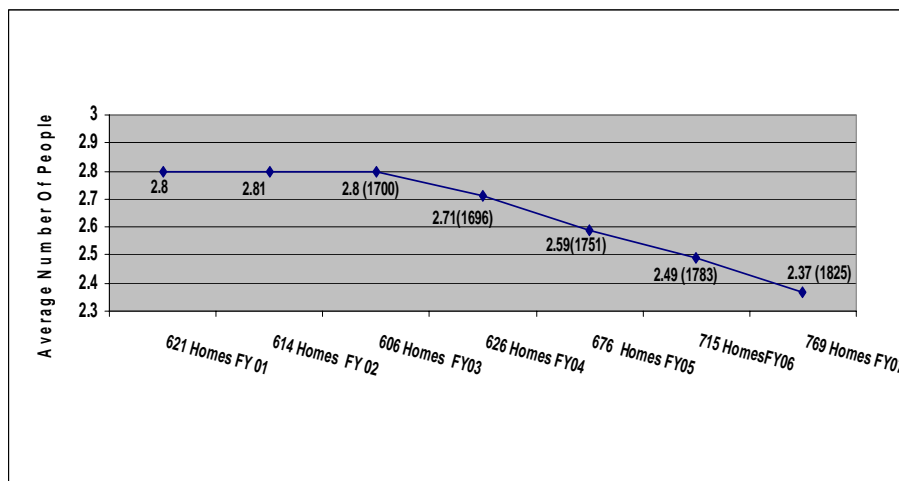
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Income Generation Comparisons

Comparison of FY08 Earned Income Opportunities						
	Total # of People	Had Micro-Enterprise in FY08 (1)	Had Supported Employment in FY08 (2)	Had Wage Income in FY08 (3)	Total (1 - 3)	Percentage of Total
Not SD	1,831	63	244	143	450	25%
SD	594	18	120	99	237	40%
Total	2,425	81	364	242	687	28%

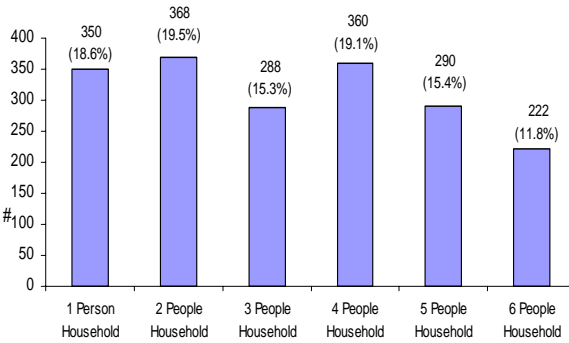
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FY Quarterly Average of People per Household



Percentage of Individuals in Households varying from 1 person up to 6 people

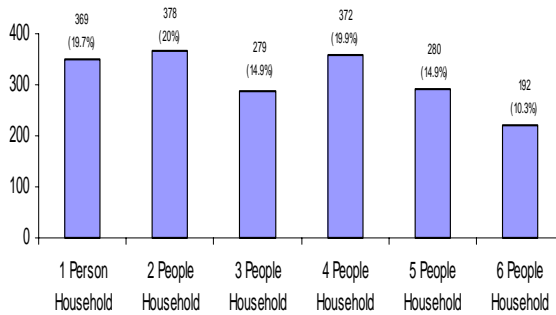
Q1 FY08 - Total # of people supported is 1878.



There may be data integrity issues as follows: Multiple entries of the same address; Inclusion of adults with SD budgets living in family homes.

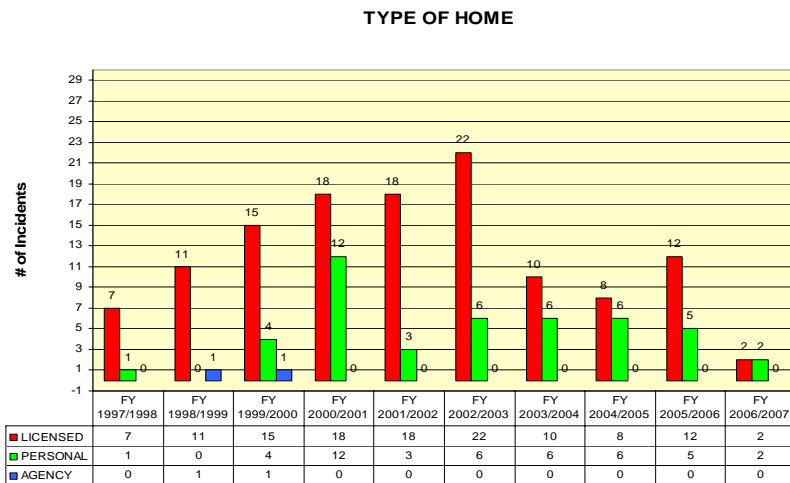
Percentage of Individuals in Households varying from 1 person up to 6 people

Q2 FY08 - Total # of people supported is 1870.



There may be data integrity issues as follows: Multiple entries of the same address; Inclusion of adults with SD budgets living in family homes.

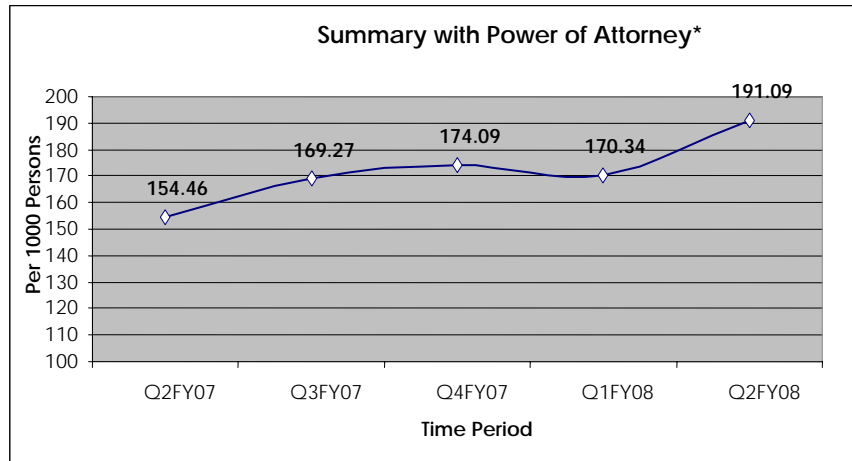
Fire Safety Incidents: Own Homes vs. Licensed Group Homes



Direct Support Staff Turnover Study Provider: Enhance, Inc. 2007

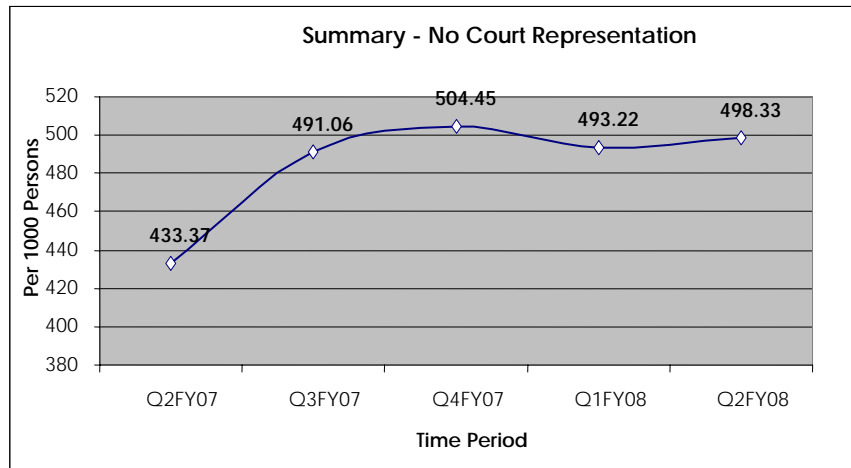
- Licensed Group Homes: 87%
- Not Licensed SIP/Extended: 42%
- Newly Self-Directed: 38%
- Established Self-Directed: 18%!
- Latest Self-Directed Wayne County: 0%!
- Similar Data reported by AHS Inc.

Alternatives to Guardianship: Power of Attorney



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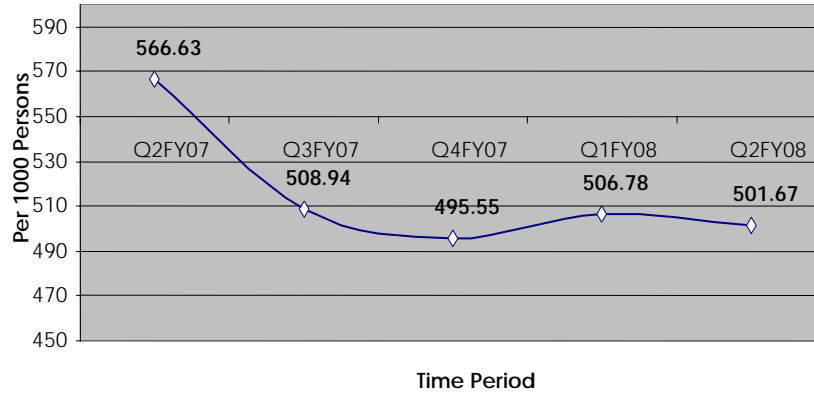
No Court Representation



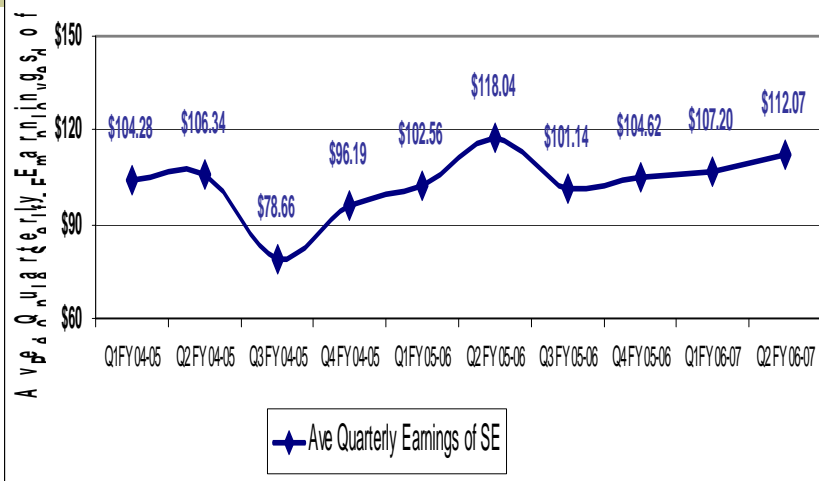
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Appointed Guardianships

Summary with Guardian Appointed



Average Quarterly Earnings of People Self-Employed



Examples of Lessons Learned

- The home environment becomes a more loving & caring place to live. Best way to insure quality
- People have control over their lives when fewer people are sharing home, resources and lives
- The person is seen as a valued member of the community with greater involvement
- Greater staff retention when working for the person
- People & staff develop bonds and lasting relationship
- People are happier and say they have more pride in themselves and what they accomplish

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Areas of Improvement

- Community relationships grounded in both participation & actual membership
- Important long-term relationships that are reciprocal & bring feeling of safety
- Significantly higher % earning income
- Control over transportation
- Pride in ownership and view of oneself

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[CLS AS A SUPPORT MODEL]

- We have learned that when people are supported in their own homes, when fewer people live together, when people have relationships and opportunity to generate income, their quality of life improves and the cost of supporting people is re-directed and contained.

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[CLS in Oakland County, MI]

- Community Living Services of Oakland County
- Contracts with Oakland County Community Mental Health Authority
- CLS is one choice of two **Core Service Agencies**
- **400** people served **ALL Self-Directing** their Budgets
- All have **Independent** Support Coordinators
- Largely School Transition and Family Support
- Living Supports, Respite, Income Development

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[Community Living Services of Kentucky]

- Contracts with the Commonwealth of Kentucky
- Began in 2007, currently 15 Persons Served
- Purpose to Reduce State and ICF/MR facilities
- Supports People who no other Providers will
- All are Supported with Individual Budgets
- Support Coordination, Housing, Employment
- Presently all have Mental Health/DD issues
- Strong Spirit of Support and Gentle Teaching

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[Center for Self-Determination]

- A non-profit collaborative organization offering technical assistance and training dedicated to the advancement of the Principles of Self-Determination
- Established in 2000
- Working to Change National Policy
- CLS is the host agency of the Center for Self-Determination
- Visit www.self-determination.com

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