

Our Mission:

Horizons works in partnership with families and communities to expand opportunities for individuals with, or at risk of, developmental disabilities.

Our Purpose:

To enhance the lives of those we serve by empowering them to achieve rewarding lives full of new possibilities in our communities.

2017 Implementation Plan for Agency Goals DRAFT
May 3, 2017

Pink 25%, Yellow 50%, Aqua 75%, Green 100%

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter/1 st Quarter	Goal
Implement one new component of Therap every 6 months. TH	Implement one new component of Therap every 6 months. TH Implement SLS billing Behavior Event Reports Tracking training Documentation module Individual Data Files	Implement one new component of Therap every 6 months. TH	Implement one new component of Therap every 6 months. TH	To improve internal systems through technology
	Continue our commitment to Person Centered Thinking by sending nine DSPs to the two day training on 5/11 & 12 Prepare to implement Family Care Giver model: TH Explore partnership with the CSU Extension office for cooking, etc	Hold meeting of Innovation Group: SM Explore Remote Monitoring technology Continuation of vocal workshops New strategy for life skills class (formerly CMC)	Implement one new idea from the Innovation Group	To educate ourselves about innovative approaches to service delivery (including use of Assistive Technology) and to use approaches that are a good fit for us.

	<p>Advocate for language in the CFCM bill that truly promotes choice. AI & SM</p> <p>Submit letter to HCPF requesting a rural exemption. SM</p>			Develop options for a Business Continuity Plan that addresses Conflict Free Case Management.
1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Goal
Offer one new learning opportunity every six months	<p>Offer one new learning opportunity every six months: GO4IT training 5/31 & 6/1 Physical Therapist movement workshop on 5/12/17 Two people attended training re: aging on 5/17</p>	<p>Conduct employee survey: LCS</p> <p>Second training by Western Colorado Consultants: TH</p>	<p>Offer one new learning opportunity every six months</p> <p>Training in ABA approaches: TH</p>	To recruit and retain a highly trained and satisfied workforce resulting in excellent services.
Implement RD plan	<p>Identify two new individual donors each quarter: SM</p> <p>One new donor/volunteer in Moffat Presented to Women Who Wine on 5/3/17 and received \$300 Received anonymous donation of \$15,000</p>	<p>Identify two new individual donors each quarter: SM</p> <p>Appeal to individual donors in Grand County</p>	Identify two new individual donors each quarter	Use a variety of strategies to improve the effectiveness of Horizons' resource development and PR efforts. SM
Seek one new way to generate additional revenue every six months	<p>Seek one new way to generate additional revenue every six months</p> <p>Meet with DVR about billing on 6/6</p>	Seek one new way to generate additional revenue every six months	Seek one new way to generate additional revenue every six months	Maintain financial sustainability by limiting growth in agency expenses and increasing revenue
Update agency policies and procedures	<p>Update agency policies and procedures</p> <p>Review resources from EI Statewide meeting</p>	<p>Update agency policies and procedures</p> <p>Update job descriptions</p>	<p>Update agency policies and procedures</p> <p>Standardize electronic filing</p>	Develop succession/continuity plans. SM

<p>Strengthen internal systems that monitor quality. SM</p> <p>Submit contract deliverables timely. SM</p>	<p>Strengthen internal systems that monitor quality. SM</p> <p>Submit contract deliverables timely. SM</p> <p>Conduct monitoring at LT meetings. SM</p>	<p>Conduct individual/family satisfaction surveys: SM</p> <p>Explore possibility of monthly meeting with health providers. AI</p>	<p>Analyze results of surveys: SM</p> <p>Strengthen internal systems that monitor quality. SM</p>	<p>Ensure strength and quality of core services to current clients.</p>
<p>Opportunities identified at May 3, 2017 Board Retreat</p>		<p>Challenges identified at May 3, 2017 Board Retreat</p>		

<p>Explore other sources of funding (contract with DVR, business venture, rental income, private pay)</p> <p>Donated goods and services</p> <p>New Program Approved Service Agencies (behavioral)</p> <p>Consolidation of waivers</p> <p>Family Caregiver model</p> <p>Exploring new ways of providing day program services</p> <p>Growth in SLS</p> <p>Telehealth for Early Intervention services</p> <p>Seek approval from BOCC to fundraise in Routt County</p> <p>Family Caregiver and Consumer Directed Supports in SLS</p> <p>Focus on individual donors</p> <p>Partner with other agencies to meet the needs of people in our SLS program (NWC Health, NWC Partnerships/RCCOs, Home Health agencies, City of Craig)</p> <p>Advocate for and monitor state level policy changes that will improve services, be person centered, do no harm, etc. by participating in stakeholder meetings and state level committees</p> <p>Partner with funders and donors to create a benefited adult program position in Grand County</p>	<p>Attrition</p> <p>Not successfully reducing our costs</p> <p>Additional regulatory requirements</p> <p>Rising or unforeseen costs (health insurance, capital needs)</p> <p>Program Approved Service Agencies (PASAs)</p> <p>Maintaining sustainability during growth in SLS</p> <p>Lack of specialized providers (behavioral, medical)</p> <p>Conflict Free CM</p> <p>Loss of CCB status</p> <p>Capacity for growth: management, vehicles, space, Direct Support Professionals (DSP)</p> <p>Implementation of the new consolidated waiver</p> <p>Managing costs of operating group homes: have we reached critical mass?</p> <p>Recruiting host home providers</p> <p>Family care giver model</p> <p>Exploring new models of providing day program services that support working families</p> <p>Recruiting & retaining staff including therapists: staying competitive with compensation for hourly and benefited employees</p> <p>Finding housing for clients and staff</p>
--	---

Federal HCBS Settings Final Rule

- This final rule amends the Medicaid regulations to define and describe state plan section 1915(i) home and community-based services (HCBS) under the Social Security Act (the Act). This rule offers states new flexibilities in providing necessary and appropriate services to elderly and disabled populations.
- This applies to a variety of settings beyond Horizons such as nursing homes and institutions.
- The intent of much of the settings rule is in line with Person Centered Thinking practices, but the practical application of some aspects can be prescriptive such that it hampers choice in certain situations.



COLORADO

Department of Health Care
Policy & Financing

What this means for Horizons

- It applies additional criteria to ensure that settings where people receive HCBS are integrated in the community and non-institutional
- Additional criteria to ensure that provider-owned or -controlled residential settings are homelike
- CFCM



COLORADO

Department of Health Care
Policy & Financing

Four Elements of Settings Rule

- Rights & Autonomy
- Informed Choice
- Community Integration
- Institutional Characteristics

For many of these elements, there is a process to allow exceptions. For example, if there is a health and safety issue regarding appropriate food intake, then we follow the procedure for a Suspension of Rights.



COLORADO

Department of Health Care
Policy & Financing

Rights & Autonomy

- The setting ensures an individual's rights of privacy, dignity and respect, and freedom from coercion and restraint.
- The setting optimizes, but does not regiment, individual initiative, autonomy, and independence in making life choices, including but not limited to, daily activities, physical environment, and with whom to interact.



COLORADO

Department of Health Care
Policy & Financing

Rights & Autonomy

- Lease
- Each individual has privacy in their sleeping or living unit:
 - Units have entrance doors lockable by the individual, with only appropriate staff having keys to doors.
 - Individuals sharing units have a choice of roommates in that setting.
 - Individuals have the freedom to furnish and decorate their sleeping or living units within the lease or other agreement.
- Individuals have the freedom and support to control their own schedules and activities, and have access to food at any time.
- Able to have visitors of their choosing.
- Physically accessible to the individual.

Horizons excels at all of these elements except for a lease.



COLORADO

Department of Health Care
Policy & Financing

Informed Choice

- The setting is selected by the individual from among setting options including non-disability specific settings and an option for a private unit in a residential setting. The setting options are identified and documented in the person-centered service plan.
- The setting facilitates individual choice regarding services and supports.

Horizons is already in compliance but needs to make sure that all Service Plans reflect this documentation.



Community Integration

- The setting is integrated in and supports full access of individuals receiving Medicaid HCBS to the greater community, including opportunities to seek employment and work in competitive integrated settings, engage in community life, control personal resources, and receive services in the community, to the same degree of access as individuals not receiving Medicaid HCBS.
 - Horizons excels in this area, however this could signal the end of Specialized Habilitation at day program where clients work on skills that increase independence such as reading, writing, comprehension, and task completion.
 - Reverse integration will work to a certain degree, but the cosmology of day program may look very differently as a result.



COLORADO

Department of Health Care
Policy & Financing

Institutional Characteristics

- Any setting that is located in a building that is also a publicly operated facility that provides inpatient institutional treatment
- Any setting that is located in a building on the grounds of, or immediately adjacent to, a public institution, or
- Any other setting that has the effect of isolating individuals receiving Medicaid HCBS from the broader community of individuals not receiving Medicaid HCBS



COLORADO

Department of Health Care
Policy & Financing

Timing

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Centers for Medicare & Medicaid Services
7500 Security Boulevard, Mail Stop S2-26-12
Baltimore, MD 21244-1850



CMCS Informational Bulletin

DATE: May 9, 2017

FROM: Brian Neale, Director

SUBJECT: **Extension of Transition Period for Compliance with Home and Community-Based Settings Criteria**

[some material omitted]

In recognition of the significance of the reform efforts underway, CMS intends to continue to work with states on their transition plans for settings that were operating before March 17, 2014 to enable states to achieve compliance with the settings criteria beyond 2019. Consistent with the preamble language, states should continue progress in assessing existing operations and identifying milestones for compliance that result in final Statewide Transition Plan approval by March 17, 2019. However, in light of the difficult and complex nature of this task, we will extend the transition period for states to demonstrate compliance with the home and community-based settings criteria **until March 17, 2022 for settings in which a transition period applies.** We anticipate that this additional three years will be helpful to states to ensure compliance activities are collaborative, transparent and timely.



Timing (cont.)



COLORADO

Department of Health Care
Policy & Financing

Community Living Office
1570 Grant Street
Denver, CO 80203

TO: All Stakeholders

FROM: The Colorado Department of Health Care Policy & Financing

DATE: June 1, 2017

SUBJECT: COMMUNICATION BRIEF - Notification that the Department plans to adjust timelines in the Statewide Transition Plan (STP).

[some material omitted]

Information: In light of the Informational Bulletin, the Department of Health Care Policy & Financing is planning to delay the statewide compliance deadline in the STP by one year, from March 2019 to **March 2020**. Such a delay will move statewide compliance into the next fiscal year, thereby giving the Department and interested stakeholders an additional year to compile and analyze more comprehensive information about potential costs of compliance. Meanwhile, the Department is continuing to implement the current STP and to require that providers take steps toward compliance.



COLORADO

Department of Health Care
Policy & Financing

Next Steps

- Enter information from Excel PTPs into web-form
- Conduct additional site visits (CDPHE)
- Complete Policies & Procedures that reflect Settings Rule requirements
- Work with day programs to be progressive and creative about programming such that it is integrated
- Host other providers to share our successes and learn about other approaches to compliance

