

**NORTHEAST ALABAMA MR/DD AUTHORITY**

**FIVE YEAR PLAN**

**FY 2015 THROUGH FY 2020**

# **NORTHEAST ALABAMA MR/DD AUTHORITY**

## **STRATEGIC PLAN**

### **PRELUDE**

In October 2009 the Board of Directors of Northeast Alabama MR/DD Authority commissioned its first five year strategic plan. This plan was approved and implemented in 2010 for a period of five years ending in 2015. The plan contained provisions that provided for updates and planning of that period and a need for revisions at the end of this period.

In January of 2015 a staff committee was formed to begin these revisions and to “chart a new course” for the organization, its providers, and especially its consumers for another five years. This new plan will be incorporated for fiscal years 2015 through 2020 for the counties we serve (Etowah, Cherokee, and DeKalb). This committee will also be tasked with implementing the plan and measuring its accomplishments on a regular basis.

### **SCOPE**

The Committee conducted studies of operations in the following areas:

#### **I. Current Situation**

- A. Statements
- B. Management and Employees
- C. Consumers
- D. Providers
- E. Physical Plant and Equipment
- F. External Analysis
- G. Technology
- H. Finances

#### **II. Projected Situations**

- A. Management
- B. Employees
- C. Consumers

- D. Providers
- E. Finances
- F. Technology
- G. Equipment
- H. Anticipated Situational Analysis

## **RESULTS**

The results of the committee's findings are summarized as follows:

### **OVERALL CORPORATE ANALYSIS**

The team reviewed our current mission statement and our vision statement. Our mission statement was revised to read as follows.

"The mission of Northeast Alabama MR/DD Authority is to ensure the provision of effective services to citizens with intellectual disabilities within the least restrictive environment and utilizing appropriate support systems."

Our vision statement is short and succinct but still believed to be relevant to our mission and growth.

"It is the vision of Northeast Alabama MR/DD Authority to enhance the quality of life of all citizens with intellectual disabilities."

The committee reviewed our corporate strengths, weaknesses, opportunities, and threats eventually reaching a consensus on the top three areas of each. Most notable of our strengths are staff and management, our size, and our financial strength. Our greatest weaknesses are (a) Board participation and (b) Political and Governmental relations.

It was observed that this board has tremendous opportunities to deal in public relations, especially as it pertains with our local schools and social organizations. Finally, and most obviously, it was confirmed by the committee that our threats come from three main sources. First are state and federal governments. With ever changing administrations and policies we never know from one political year to the next what our funding will be. Second, we have strong competition from one other board in the area. While on the surface we have not suffered much

damage from this perceived threat, it is one that must be observed carefully. Finally, it is noted that we have an inherent threat and thus a material weakness from the overall lack of power or authority to enforce regulations and standards when governing our own providers. With the consistent threat of “we will just go to another board or contract directly with the state”, this authority has virtually no power to control or enforce any measure of quality standards or to even ensure that our providers are conducting operations in an appropriate, ethical, and legal manner. This fact has been proven over the past five years with our loss of two major contracts.

### **INTERNAL ANALYSIS**

As stated previously, our internal analysis included five major categories. They are financial, employees, consumers, providers, and physical plant. Included here is a review of each.

#### **FINANCES**

An analysis of our financial condition proved little that was new to the committee or board of directors. Funding for the authority comes almost exclusively through the Department of Mental Health and is derived through a variety of services including: provider contracts, case management, and the living at home waiver. We also receive a small amount of funding through the Etowah County Commission, the Cherokee County Commission, and the Cherokee County Health Care Council. These funds account for approximately 5% of our total income. It is not anticipated that our auxiliary funds will be diminished since they are based on tax revenue. However, funding from the Department of Mental Health is always “suspect” especially in times of decreased tax revenue from the state. It is virtually impossible to project or predict funding issues in economically depressed times.

As of this report we have adequate cash in our saving account. We have enough cash to cover all current payables to our providers. This cash position has led to our dropping our line of credit with the local bank.

The committee continues to feel strongly that all funds should be invested locally for one year or less and with no risk. This limits all investments of surplus cash to certificate of deposits and/or money market accounts.

### **EMPLOYEES**

The committee began its review of employees by examining the board's personnel policies and procedures. A few minor additions were noted and presented to the board for correction. A review was conducted of all personnel positions, qualifications, duties, and subsequent salaries. This analysis found that our employees were producing in the same or like capacity as other boards throughout the state. Salaries for employees in similar positions were comparable as well. With regard to growth patterns it is noted that if the current rate of growth continues as anticipated, we may be looking at the addition of one full-time case manager in Etowah County within the next one to three years. Our current seven case managers have an average of 33 consumers as of October 1, 2015. The case load limit for case managers is still 50.

With regard to anticipated salary and benefit growth over the next five years, it is anticipated that benefits including FICA, Retirement, Supplement, Health Insurance, and Bonuses will grow at an average rate of 3% per year while salaries are at a pace to grow at an average rate of 2% per year. According to our current patterns, our greatest cost years will be in fiscal years 2015-2016 and 2017-2018. Given our current situation of providing step raises for employees every other year, it falls upon this year to absorb the greatest cost in salaries and benefits.

It should be noted that the cost of Health Insurance benefits is the hardest to predict. The board's employees are currently participating in the Local Government Health Insurance program. Due to its size and negotiating strength, we have seen little increase in cost over the past 4 years. However, as with all insurance, this is subject to change from year to year.

### **CONSUMERS**

The board currently serves a wide range of consumers from adolescents to the elderly in numerous provider homes as well as three training centers, a program for supported employment, living at home services, and case management. The consumers served by our board were sent satisfaction surveys to determine if the

authority was meeting the needs of not only the consumers, but also their respective family member. The results of the survey indicate: 97.5% of participants feel that they were treated well, 90% feel that complaints are taken seriously, 7.5% were undecided, and 2.5% disagreed. 87.5% felt that their complaints were acted upon quickly, with 10% undecided, and 2.5% disagreeing with the question. 95% felt that the medical needs were being met with 2.5% disagreeing and 2.5% undecided. 100% felt that they were free to visit as often as they like and 92.5% felt that they were informed of treatment, medical conditions and medication, and have input in treatment. In each of these cases, 2.5% disagreed.

Consumers and family members were asked for recommendations for services and issues that are needed or that would be crucial in coming years. Only 10 responses were received to this question. However, it was a consensus that more children's services are important and family education is vital. Additionally, the board held a community forum in two counties, DeKalb and Cherokee, where we are the designated 310 agency. Though few people attended the event, the one issue that was expounded on by family members is the need for more respite care. It was concluded by the committee that better tracking data was needed for all of the counties, but especially DeKalb County where a majority of the surveys were returned undeliverable.

The committee reviewed all the issues and determined that it would be important to make more information available regarding our agency, the services offered, and how to access those services. The need for enhanced children's services and respite care was discussed at length. It was concluded that if/when we could implement services we would first have to make an accurate assessment of the need versus the benefit to cost ratio of these two services. It was hard to determine our greatest need, but was felt that the planning team could make that determination.

It is anticipated that Cherokee County could add 2 new beds in the next 5 years for a total of 20. Etowah County however is not anticipated to open new beds over the next five years. Etowah County has an abundance of empty beds and because of the lack of oversight from the designated 310 agency in Etowah County, we have a number of providers who are competing for every consumer.

## **PROVIDERS**

The committee reviewed our current list of providers along with the number of facilities they operate and the number of consumers they serve. It was noted that currently we have 9 different providers in Etowah County with 16 homes and one training center serving 55 consumers. This is an increase of 2 providers over our last plan. In Cherokee County we have 2 providers with 5 homes (an increase of one home) and one training center serving 21 consumers (an increase of 4 consumers). DeKalb County has 4 providers with 11 homes and one training center serving 72 consumers (a decrease of 8 consumers). Altogether, we have 15 different providers with 32 homes and 3 training centers.

Based on tracking data and estimates from the Department of Mental Health and providers, it is anticipated that we will add no new homes in Etowah County over the next several years and likely only 1 home over the next 5 years. However, data for Etowah County is uncertain due to a lack of information from the designated 310 Agency. Cherokee County may be slated for one new home over the next 5 years and DeKalb County should not add any homes in the next five years, as they have numerous empty beds.

Each provider was reviewed for obvious strengths and weaknesses. Through our analysis and discussion, it was determined that the board and its employees must work closely with providers to ensure a more open line of communication, especially relating to consumer care and incident reporting. We must adequately train provider staff in an effort to facilitate better communication in these areas.

## **PHYSICAL PLANT**

A review of our physical plants produced the following consensus by the committee. In DeKalb County we have more than enough space to meet our current needs. Our lease renews annually at \$250 per month, which is a \$100 per month decrease. In Cherokee County we have a month to month lease at \$300 per month, which is an increase of \$50 per month. There was discussion with regard to buying a facility in Cherokee County; however, given numerous factors, it was felt that this should not be our priority at this time. In this case the committee felt that:

1. Our lease payments are very amiable to our budget
2. We only have one employee in Cherokee County and the space is more than adequate to meet our needs.
3. While we have adequate amount of community funds in Cherokee County, these funds could and should be better directed to meet the needs of the consumers in the county.
4. We should work with the provider closely for a new day hab facility which is the pressing need at this time.
  - a. By doing this we could possibly incorporate office space within such a facility.

In Etowah County we are currently leasing adequate office space that meets our needs. The schedule of upgrades to our equipment was reviewed. At the current time all equipment upgrades are complete. Computers have been upgraded every 2.5-3 years. Copiers are on lease agreements and upgraded every 3-5 years. We have begun the process of implementing Electronic Health Records and will purchase tablets for all our clinical staff. The "EHR" System should be fully implemented in fiscal year 2016. We will have a moderate annual cost for this system which will cover upgrades. The committee feels that this system will meet our needs for the next five years.

## **EXTERNAL ANALYSIS**

### **COMPETITION**

The committee began our external focus by reviewing our perceived competitors and reviewing their strengths and weaknesses, along with immediate threats and opportunities. It was the consensus of the committee that our competitors, "Greater Etowah 310 Authority" and "DeKalb MR 310 Authority," pose no immediate threats as long as we continue our focus and maintain our mission. However, there also seem to be little, if any, opportunities with these boards for intra-agency cooperation. Given past relations and perceived intentions of the principals in each of these organizations, it would appear that there is little that can be done at this time to change this relationship.

### **DEPARTMENT OF MENTAL HEALTH**



The committee feels that with the proper administration the Department of Mental Health could be our greatest asset. With the consistent changes in administration and the political climate in Montgomery, the Department of Mental Health has the ability to help us establish our mission to be the premier authority for disability services in our area. With ever looming changes in new healthcare guidelines and restrictions that could cripple our ability to help our community it is even more important that we build up synergy with the Department. Further, as we continue to compete in existing markets our driving force has to be a close relationship with the regional offices and the department itself.

### **MEDICAID DEPARTMENT**

We feel that our relationship here is solid and has been built on our performance over the past 20 years.

### **LOCAL LEGISLATIVE DELEGATION**

We have worked very hard to improve our relationship with the local legislative delegation and have had success in getting our mission and message to them. With each political cycle this relationship will change. It is felt that we must consistently communicate with the delegation and update them on important issues that will affect our organization and, more importantly, our consumers.

### **LOCAL MUNICIPALITIES**

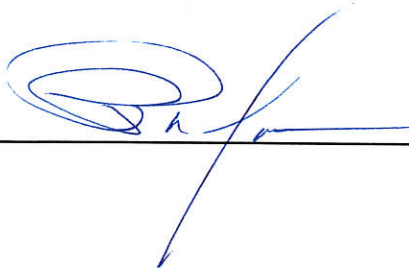
The committee looked at each of our appointing authorities with respect to their relationship to our Board. The following areas of concern were noted. The City of Southside has made great strides in new appointments that complement our needs. It is up to us to show other councils our basic needs in board members. The cities of Rainsville and Powell should encourage their members to participate more often in meetings and the Etowah County Commissioners must be more aware of our mission and standing in the community. It is recommended that the board put together a committee to work closely with all of the aforementioned municipalities and especially those in question.

**FINAL**

Accompanying this report is a plan of action, timelines and responsibilities for specific areas mentioned in this report.

It is anticipated that this report will be used as a blue print for future planning and decisions of the Executive Director, employees, and Board of Directors of Northeast Alabama MR/DD Authority.

This report is hereby submitted as a strategic plan to the Board of Directors for Northeast Alabama MR/DD Authority and comes in the form of a motion to approve.

Revised by:  \_\_\_\_\_ Date: 1-12-15 \_\_\_\_\_

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## **MISSION STATEMENT**

The mission of Northeast Alabama MR/DD Authority is to ensure the provision of effective services to citizens with intellectual disabilities within the least restrictive environment and utilizing appropriate support systems.

## **VISION STATEMENT**

It is the vision of Northeast Alabama MR/DD Authority to enhance the quality of life of all citizens with intellectual disabilities.

## PLAN DEVELOPMENT

### A. PLANNING CYCLE

The planning cycle of NEA MR/DD Authority is conducted annually. The “five-year plan” is revised to reflect the changing needs and views of the population’s service needs.

### B. ROLES OF KEY STAKEHOLDERS

The key stakeholders of Northeast Alabama MR/DD Authority are as listed:

Brookhaven	North Alabama Family Services, Inc.
T&N, Inc.	Episcopal Kyle Homes, Inc.
Judy B. Haymon Homes, Inc.	AFB Diversified (New Beginnings)
JLH, Inc.	Whitehall Community Dev. Group
Summit ETC, Inc.	Renaissance Homes
Pinnacle Residential, Inc.	Altus Residential, Inc.
Montis Residential, Inc.	Consumers & Families

Each provider is presented with an annual questionnaire that presents evidence of the correct planning process and asks for input to the process. As information is received, it is incorporated into the plan. Once the plan is approved, it is dispersed to each of the providers. Consumers and families are also asked to complete a satisfaction survey annually. NEA MR/DD Authority strives to take action as a result of the consumer satisfaction survey. The surveys are conducted in or around June of each fiscal year and the results are sent to every family/consumer requesting them. Additionally, the results are published in the NEA annual report which is issued around the end of October for each fiscal year.

### C. MONITORING AND EVALUATION

Monitoring of the plan is conducted through the CQI Office. Each plan goal is monitored monthly and adjustment of goals and objectives is made to the board of Directors in October through the Executive Director’s “Annual Report”.

#### **D. CURRENT AND FUTURE FUNDING RESOURCES**

Currently, NEA receives funding through the Federal Medicaid Waiver Program and Alabama Department of Mental Health. Future funding is expected to come from the same resources.

## SERVICE PHILOSOPHY

The philosophy we believe should guide the planning, development, implementation, and evaluation of services for persons with the intellectual and developmental disabilities include the following elements:

1. Individuals with intellectual and developmental disabilities are, first and foremost, people with basic human needs, aspirations, desires, and feelings; second, citizens of a community who are afforded all the rights, privileges, opportunities, and responsibilities afforded other citizens; and finally, individuals who happen to have a disabling condition.
2. People with intellectual and developmental disabilities are recognized as having diverse needs, concerns, strengths, motivations, goals, and abilities, which can be best addressed through the coordinated and cooperative efforts of an inter-agency network of human service providers.
3. Family units, both traditional and non-traditional, are frequently the most important resource and support for people with intellectual and/or developmental disabilities.
4. The rights, wishes, values, and needs of consumers and family members are paramount in planning and operating the intellectual disabilities services system.
5. The system is sensitive to other members of the developmentally disabled population who are members of minority or ethnic groups, elderly individuals, or people with multiple disabilities, autism, cerebral palsy, and/or epilepsy.
6. For the majority of individuals, the natural setting in the community is the best place for providing services.
7. Local communities are the most knowledgeable regarding their local environment, issues, strengths, or gaps in the service system and opportunities.



8. Staff who work effectively with persons with intellectual and/or developmental disabilities are highly regarded and valued resources of the system.

## SERVICE COORDINATION

### A. DESCRIPTION: SERVICE COORDINATION

These services assist the individual who has intellectual and/or developmental disabilities and his or her family to identify, access, and coordinate necessary support and services based upon his/her individual needs and desires. This service assists those individuals who are in need, but are not yet receiving services. This program includes individuals with sensory impairments/multiple handicaps and individuals with autism. This service establishes and maintains support for the consumers. Service coordination also provides a local tracking system for those in need of services. The purpose of this system is to provide a local database to plan for future services based on need and budgetary considerations. The local tracking system submits data to a state tracking system so that DMH can prepare a base budget and estimate the prevalence of intellectual disabilities and other developmental disabilities in the state of Alabama.

### B. CURRENT SITUATIONS

#### 1. Etowah County

Service Contract	Active	Unfunded	Needed
Behavior Therapy	0	0	0
Skilled Nursing (RN or LPN)	1	0	0
Personal Care Services (all settings)	2	0	0
Companion Care	0	0	0
Prevocational Services	23	0	0
Residential Habilitation	55	0	19
Community Specialist Services	0	0	0
Occupational Therapy	0	0	0
Physical Therapy	0	0	0
Speech/Language therapy	0	0	0
Crisis Intervention Individual Job Coach	0	0	0
Individual Job Developer	0	0	0
Specialized Medical Supplies/Equipment	16	0	0
Assistive Technology	0	0	0
Supported Employment Services	0	0	0
Day Habilitation	50	0	6
Res. Svcs.-Other Loving Arrangements	0	0	0
Respite Care (all settings)	2	0	0
Case Management	141	0	0

Environmental Accessibility Adaptations	0	0	0
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## 2. Cherokee County

Service Contract	Active	Unfunded	Needed
Behavior Therapy	0	0	0
Skilled Nursing (RN or LPN)	0	0	0
Personal Care Services (all settings)	1	0	0
Companion Care	0	0	0
Prevocational Services	1	0	0
Residential Habilitation	18	0	4
Community Specialist Services	0	0	0
Occupational Therapy	0	0	0
Physical Therapy	0	0	0
Speech/Language therapy	0	0	0
Crisis Intervention Individual Job Coach	0	0	0
Individual Job Developer	0	0	0
Specialized Medical Supplies/Equipment	4	0	0
Assistive Technology	0	0	0
Supported Employment Services	0	0	0
Day Habilitation	21	0	7
Res. Svcs.-Other Loving Arrangements	0	0	0
Respite Care (all settings)	0	0	0
Case Management	25	0	0
Environmental Accessibility Adaptations	0	0	0

## 3. DeKalb County

Service Contract	Active	Unfunded	Needed
Behavior Therapy	0	0	0
Skilled Nursing (RN or LPN)	1	0	0
Personal Care Services (all settings)	0	0	0
Companion Care	0	0	0
Prevocational Services	0	0	0
Residential Habilitation	72	0	33
Community Specialist Services	0	0	0
Occupational Therapy	0	0	0
Physical Therapy	0	0	0
Speech/Language therapy	0	0	0
Crisis Intervention Individual Job Coach	0	0	0
Individual Job Developer	0	0	0
Specialized Medical Supplies/Equipment	2	0	0
Assistive Technology	0	0	0
Supported Employment Services	0	0	0

Day Habilitation	56	0	11
Res. Svcs.-Other Loving Arrangements	0	0	0
Respite Care (all settings)	0	0	0
Case Management	64	0	0
Environmental Accessibility Adaptations	0	0	0

### C. PROJECTIONS

1. Etowah County: NEA MR/DD Authority projects to receive 1-2 referrals per year over the next five years for individuals in need of services. This projection is based upon the number of new referrals over the past 5 years.
2. Cherokee County: NEA MR/DD Authority projects to receive 1 referral per year over the next five years for individuals in need of services. This projection is based upon the number of referrals within the past 5 years.
3. DeKalb County: NEA MR/DD Authority projects to receive 2 referrals per year over the next five years. This projection is based upon the number of referrals within the past 5 years.

### D. Goals

1. Etowah County: NEA MR/DD Authority will continue to work cooperatively with the identified DMH single point of entry agency to be a resource to those needing services in this county. We will also continue to plan and budget for the future needs of those individuals identified through our tracking system. However, a lack of cooperation and sharing of information from the identified single point agency severely limits our performance of this goal.
2. Cherokee County: NEA MR/DD Authority will continue to be the single point of entry and referral source to those needing services and continue to plan and budget for the future needs of those individuals identified through tracking and new referral sources.
3. DeKalb County: NEA MR/DD Authority will continue to be a single point of entry referral source to those needing services and continue to plan and

budget for the future needs of those individuals identified through tracking and new referral sources.

## **E. Summary**

1. Etowah County: NEA MR/DD Authority will plan and budget for the addition of necessary services to ensure that each individual identified through tracking and new referral sources is served.
2. Cherokee County: In order to ensure that each individual identified through the tracking and new referral sources is served, NEA MR/DD Authority will plan and budget for the addition of necessary services.
3. DeKalb County: NEA MR/DD Authority will plan and budget for the addition of necessary services to ensure that each individual identified through tracking and new referral sources is served.

## CASE MANAGEMENT

### A. DESCRIPTION: CASE MANAGEMENT SERVICES

These services assist the individual who is intellectually disabled and/or developmentally disabled and his or her family to identify, access, and coordinate necessary support services based upon his/her individual needs and desires. This service category includes people who receive residential services and day habilitation services.

### B. CURRENT SITUATION

1. Etowah County: Currently, NEA serves 141 adults for case management. This is an increase of 12 persons over our last planning cycle. Additionally, we provide 7 adolescents with case management in Etowah County. The cost of this service is \$47.52 per hour or \$3.96 per unit.

<b>ETOWAH COUNTY</b>	<b>FY 14-15</b>
Persons Served	141
Hours of Service	36
(Per person per year)	

2. Cherokee County: Currently there are 25 adults receiving case management. This is a decrease of 3 over our last planning cycle. There are no adolescents or children receiving case management services in Cherokee County. The cost of service is \$47.52 per hour, or \$3.96 per unit.
- 3.

<b>CHEROKEE COUNTY</b>	<b>FY 14-15</b>
Persons Served	25
Hours of Service	36
(Per person per year)	

4. DeKalb County: Currently there are 64 adults receiving case management. This is a decrease of one over our last planning cycle. There is one adolescent receiving case management services in DeKalb County. The cost of this service is \$47.52 per hour, or \$3.96 per unit.

<b>DeKALB COUNTY</b>	<b>FY 14-15</b>
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Persons Served	64
Hours of Service	36
(Per person per year)	

### C. PROJECTIONS

1. Etowah County: Currently in Etowah County no tracking information is available to project the number of individuals who are in need of residential and/or habilitative services.
2. Cherokee County: According to tracking data supplied by the Department and derived from the single point of entry, Cherokee County has six individuals waiting to receive services. Three males and three females. Two of the males are very high on the waiting list and could receive services in the next year. (We expect the parents of one to refuse.) The remaining four are very low on the list.
3. DeKalb County: There are 12 consumers being tracked for services, ten males and two females. Of these, nine are in need of residential services and five of day services. Only two of these are currently high on the waiting list and expected to be admitted within the next year.

### D. GOALS

#### End of Fiscal Year 2020

- A. Etowah County: To offer case management to 18 additional people seeking day habilitation services and/or residential services. This is based on the number of beds available at Episcopal Kyle Homes, New Beginnings, Whitehall, Altus, JLH, Montis, NAFS, Renaissance, and Summit. However, the likelihood of filling any of these is virtually non-existent at this time.

ETOWAH COUNTY	FY2020
Persons Needed	18
Hours of Service	41
(Per person per year)	

- B. Cherokee County: To offer case management to two additional adults receiving day habilitation and/or residential services. This will occur as vacancies in existing services are filled.

<b>CHEROKEE COUNTY</b>	<b>FY2020</b>
Persons Needed	2
Hours of Service	41
(Per person per year)	

- C. DeKalb County: Thirteen new individuals could be served through case management services as vacancies in existing services are filled. However we anticipate as few as five.

<b>DeKALB COUNTY</b>	<b>FY2020</b>
Persons Needed	13
Hours of Service	41
(Per person per year)	

### **Summary**

- A. Etowah County: NEA MR/DD Authority will continue to serve the 141 individuals currently enrolled in our waiver services and incorporate new referrals into the existing case load to provide two hours of service per person per month.
- B. Cherokee County: NEA MR/DD Authority will continue to serve the 28 individuals currently enrolled in our waiver services and incorporate new referrals into the existing case load to provide two hours of service per person per month.
- C. DeKalb County: NEA MR/DD Authority will continue to serve the 66 individuals currently enrolled in waiver services in addition to new referrals and individuals who opt to transfer case management services from another agency.



## RESIDENTIAL SERVICES

### A. DESCRIPTION: RESIDENTIAL SERVICES

The purpose of this service is to provide a home environment in an individual's "home" community to acquire the skills necessary for independent living. Residential services provide supervision and support to individuals while offering intensive habilitative training to include personal skills, social skills, community living, and basic life skills. Residential services also assist the individual in maintaining previously acquired skills. The types of residential services are as follows:

1. Group Training Homes that provide the most intense habilitation training.
2. Supervised Community Living Alternatives place more emphasis on the maintenance of acquired skills while providing habilitation training in the individual's need areas.
3. This service also includes residential alternatives for children.

### B. Current Situations

1. Etowah County: As of January 1, 2015, there are 129 beds certified for residential services by NEA in Etowah County. These services are broken down as follows:

#### ALTUS RESIDENTIAL

	Certified for	Persons Served
Raley 619	3	1
Raley 704	3	3
Windsor	3	3

#### EPISCOPAL KYLE HOMES

	Certified for	Persons Served
Episcopal Kyle	9	8
Isbell Home	3	3
Sally Armstrong	6	6

## **MONTIS RESIDENTIAL/NAFS**

	<b>Certified for</b>	<b>Persons Served</b>
Allen Street	5	3
Grand Haven	7	5
Raley 803	5	4

## **NEW BEGINNINGS**

	<b>Certified for</b>	<b>Persons Served</b>
Brandon's House	2	2
Cager's House	3	3
Dion's House	3	3
Irene's House	2	1
Jalen's House	3	3
Jared's House	3	3
Shane's House	3	2
Warren's House	3	3

## **RENAISSANCE**

	<b>Certified for</b>	<b>Persons Served</b>
1003 B 6th Avenue	2	2
717 S 10th Street	3	1
1015 S 12th Street	2	2
407 S 15th St	2	2

## **WHITEHALL COMMUNITY DEVELOPMENT GROUP**

	<b>Certified for</b>	<b>Persons Served</b>
Jason's	3	2
Nebrija's	3	2

2. Cherokee County: As of January 1, 2015, there are 22 beds certified for residential services in Cherokee County.

## **PINNACLE RESIDENTIAL/NAFS**

	<b>Certified for</b>	<b>Persons Served</b>
Iris 211	3	3

Iris 212	3	3
King Street	3	3
Southern Bellas	6	5
Weiss Lake	7	4

3. DeKalb County: As of January 1, 2015, there are 93 beds certified for residential services.

**BROOKHAVEN, INC.**

	<b>Certified for</b>	<b>Persons Served</b>
1580 County Rd 43	12	10

**JUDY B. HAYMON HOMES**

	<b>Certified for</b>	<b>Persons Served</b>
Annalin	4	1
April House	10	9
Carolina House	10	7
Cedar Grove	6	5
Grace House	3	2
Haymon 2	10	5
Homestead House	10	4
Ivey House	3	3
Jill House	6	4
Joshua House	12	10
Maxwell House	3	1
Pearlie Mae House	2	1
Race House	3	1
Wayne	3	3

**T&N, INC.**

	<b>Certified for</b>	<b>Persons Served</b>
298 Dawson Road	6	4

**C. PROJECTIONS**

- a. Etowah County: As noted, we have no way of identifying or making projections at this time.

- b. Cherokee County: In Cherokee County, there are two individuals identified through the state tracking system as needing residential services.
- c. DeKalb County: The DeKalb County tracking information shows 9 individuals currently in need of residential services. There are 13 beds listed as available for additional consumers

**D. GOALS**

1. Fiscal Year 2015

- A. Etowah County: To fill two of the existing vacancies for residential services for Renaissance, Altus, Montis Residential and NAFS.

Current Services	67
Vacancies	14
Certified for	81

- B. Cherokee County: To fill two of the existing vacancies for residential services for Pinnacle & Weiss Lake

Current Services	18
Vacancies	4
Certified for	22

- C. DeKalb County: To fill 5 of the existing vacancies for residential services for Haymon Homes, Inc. and T&N

Current Services	70
Vacancies	33
Certified for	103

2. Fiscal Year 2016 through Fiscal Year 2020

- A. Etowah County: An additional two individuals per year can be served over the course of this plan. These are projected to come through either acquisition or the development of new services.

**ALTUS RESIDENTIAL**

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Raley 619		3/2	3/2	3/2	3/2	3/1

Raley 704		3/2	3/3	3/3	3/3	3/3
Windsor	3/3	3/3	3/3	3/3	3/3	3/3

### EPISCOPAL KYLE HOMES

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Episcopal Kyle	9/9	9/9	9/9	9/9	9/8	9/8
Isbell Home	3/2	3/3	3/3	3/3	3/3	3/3
Sally Armstrong	6/5	6/6	6/6	6/6	6/6	6/6

### MONTIS RESIDENTIAL

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Allen Street	5/3	5/3	5/5	5/5	5/3	5/3
Grand Haven	7/5	7/5	7/5	7/5	7/5	7/5
Raley 803	3/2	3/2	3/3	3/3	5/3	5/4

### NEW BEGINNINGS

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Brandon's House	2/1	2/2	2/2	2/2	2/2	2/2
Cager's House	3/1	3/3	3/3	3/3	3/3	3/3
Dion's House	3/3	3/3	3/3	3/3	3/1	3/3
Irene's House	2/1	2/2	2/2	2/2	2/2	2/1
Jalen's House	3/1	3/3	3/3	3/3	3/3	3/3
Jared's House	3/1	3/3	3/3	3/3	3/3	3/3
Shane's House	3/1	3/3	3/3	3/3	3/2	3/2
Warren's House	3/3	3/3	3/3	3/3	3/1	3/3

### RENAISSANCE

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
1003 B 6th Avenue			2/1	2/2	2/2	2/2
717 S. 10th Street					3/1	3/1
1015 S 12th Street			2/2	2/2	2/2	2/2
407 S 15th St					2/2	2/2

### WHITEHALL COMMUNITY DEVELOPMENT GROUP

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Jason's	3/1	3/3	3/3	3/3	3/2	3/2
Nebrija's	3/1	3/3	3/3	3/3	3/2	3/2

- B. Cherokee County- An additional two individuals per year can be served over the course of this plan. These are projected to come through either acquisition or the development of new services.

**PINNACLE RESIDENTIAL/NAFS**

	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Iris 211	3/3	3/3	3/3	3/3	3/3	3/3
Iris 212					3/3	3/3
King Street	3/3	3/3	3/3	3/3	3/3	3/3
Southern Bellas	6/4	6/6	6/6	6/6	6/5	6/5
Weiss Lake	7/7	7/7	7/7	7/7	7/6	7/4

- C. DeKalb County: An additional two individuals per year can be served over the course of this plan. These are projected to come from either acquisition or filling existing vacancies.

**BROOKHAVEN**

	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
1580 County Road 43	12/12	12/12	12/12	12/12	12/8	12/10

**JUDY B. HAYMON HOMES**

	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Annalin	6/6	6/4	6/6	6/6	4/1	4/1
April House	10/9	10/8	10/10	10/10	10/10	10/9
Carolina House	10/8	10/9	10/10	10/10	10/7	10/7
Cedar Grove	6/6	6/6	6/6	6/6	6/5	6/5
Grace House	3/1	3/3	3/2	3/2	3/2	3/2
Haymon II	10/7	10/7	10/10	10/10	10/6	10/5
Homestead House	10/10	10/9	10/10	10/10	10/7	10/4
Ivey House			3/3	3/3	3/1	3/3
Jill House	6/4	6/5	6/6	6/6	6/4	6/4
Joshua House	1/12	12/9	12/12	12/12	12/7	12/10
Maxwell House		3/3	3/2	3/2	3/1	3/1
Pearlie Mae House	2/2	2/2	2/2	2/2	2/1	2/1
Race House	3/2	3/2	3/3	3/3	3/3	3/1
Wayne			3/3	3/3	3/3	3/3

**T&N INC.**

	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
298 Dawson Road	6/6	6/6	6/6	6/6	6/5	6/4

## **E. Summary**

1. Etowah County: NEA MR/DD Authority will continue to serve 63 individuals who are currently receiving residential waiver services and make plans for the addition of 8 individuals through acquisition or the addition of new services.
2. Cherokee County: NEA MR/DD Authority will continue to serve 18 individuals who are currently receiving residential waiver services and make plans for the addition of two individuals through acquisition or the addition of new services.
3. DeKalb County: NEA MR/DD Authority will continue to serve 61 individuals who are currently receiving residential waiver services and make plans for the addition of at least 10-15 individuals through acquisition or the addition of new services.

## DAY PROGRAM SERVICES

### A. DESCRIPTION: DAY PROGRAM SERVICES

The purpose of these services is to involve the individual in community based programming to develop the skills necessary to fully integrate and become active members in their community. These services include the following:

1. Day Habilitation services-Emphasize skill acquisition of adaptive behaviors in self-care, personal grooming, activities of daily living, community life, self-direction, practical knowledge (e.g. money management, recognition of signs, language training), vocational performance, socialization, etc. This service is intended to be transitional in nature, ensuring the individual moves into a less restrictive setting.
2. Work Center- These services include any program that provides remunerative work in an accommodating or sheltered environment to individuals whose earning or productive capacities are impaired. Work Centers traditionally engage in a variety of work activities, which result in certification under the Fair Labor Standards Act. Work is generally performed within the following categories: A. subcontract work- such as assembling, packaging, or sorting goods that move in Interstate commerce; B. prime manufacturing- goods produced by the work center; C. salvage operations- used items collected, reprocessed, and salvaged; D. enclave- work performed at the actual work site by a group of individuals such as janitorial, lawn maintenance, and production. The Alabama Department of Vocational Rehabilitation Services who subcontract with Darden Rehabilitation currently provides this service.
3. Supported Employment- These services include competitive work in an integrated setting for individuals with limitations that are not yet ready for competitive work or who may need ongoing support in order to continue working. Supported employment may include individual placement on the job with a job coach or work enclaves (a group of workers who are transported to the job site to complete contracted work). Supported employment is currently provided by the Alabama Department of Rehabilitation Services, who subcontracts with Darden Rehabilitation.



4. Day Services offered to children and adolescents- Currently children and adolescents are served through the public school system. Children below school age are served through United Cerebral Palsy in Birmingham. It is the intent of NEA MR/DD Authority to assume responsibility for these individuals in order to provide local care. This task will be completed by developing a plan for an interagency approach to reach all sixteen areas defined in early intervention and becoming involved in the District Coordinating Council along with current providers in the area. Also included in this service is an integrated day care program that serves children with disabilities as well as children without a disability.

5. Transition services are provided to students of the Alabama Department of Education to facilitate their entry into the DMH service system and to promote their early involvement in vocationally related services to prepare them for supported or competitive employment upon leaving the education system. Services are coordinated among the local school system, Division of Intellectual Disabilities, and the day service provider in accordance with the transition plan that has been developed jointly. These clients will be between the ages of fifteen and twenty-two and will primarily remain recipients of services from the local school system.

## **B. CURRENT SITUATIONS**

1. Etowah County: Currently there are 78 individuals being served by NEA through adult training.

### **ETOWAH EDUCATION AND TRAINING CENTER**

Certified Slots	Persons Served
35	25

### **CENTER FOR ADVANCED TRAINING**

Certified Slots	Persons Served
55	53

2. Cherokee County: Currently there are 19 individuals being served in Cherokee County day habilitation.

### **CHEROKEE COUNTY EDUCATION AND TRAINING CENTER**

Certified Slots	Persons Served
30	19

3. DeKalb County: Currently there are 96 people receiving day habilitation services by NEA in DeKalb County.

### **DEKALB COUNTY EDUCATION AND TRAINING CENTER**

Certified Slots	Persons Served
95	40

### **RAMA JAMA CENTER**

Certified Slots	Persons Served
20	16

## **C. PROJECTIONS**

1. Etowah County: Etowah County projects to serve 4 additional individuals through the fiscal year as individuals move from one service category to the next least restrictive service. This will allow individuals to move into the system from waiting lists.

2. Cherokee County: Cherokee County projects to serve at least 2 additional individuals. This number is based on current capacity and the number of individuals projected to age out of the school system.

3. DeKalb County: DeKalb County has the largest capacity with the greatest opportunity to place both residential and day hab consumers together. We project 10 day hab admissions over the next 5 years.

## **D. GOALS**

1. FY 2015-2020

A. Etowah County: To serve 4 additional individuals

Persons Served	4
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B. Cherokee County: To serve 4 additional individuals

Persons Served	4
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C. DeKalb County: To serve 10 additional individuals.

Persons Served	10
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## **E. SUMMARY**

1. Etowah County: Etowah County will continue to serve the individuals already receiving services and expand services based on the need for new referrals. As individuals acquire the necessary skills for job placement, they will move into the CAT program for training and then supported employment. Individuals will then be moved from the waiting list into services.
2. Cherokee County: Cherokee County will continue to serve individuals currently in day services in Cherokee County. As individuals acquire the skills necessary for job placement, they will move into the work environment. Individuals will then be moved from the waiting list into services.
3. DeKalb County: DeKalb County will continue serving the individuals currently in day services. As individuals acquire the skills necessary for job placement, they will move into the work environment. Individuals will then move from the waiting list into services.

## INDIVIDUAL AND FAMILY SUPPORT SERVICES

### A. DESCRIPTION: INDIVIDUAL AND FAMILY SUPPORT SERVICES

Individual and Family Support Services is a broad array of services designed to assist individuals with intellectual or other developmental disabilities and their family members or other primary caregivers to be maintained in a non-institutional residential setting. This includes individuals served in group homes, supervised community living alternatives, and those remaining in the home with their families. These services include:

1. Service Coordination for Individual and Family Support assists the individual who is developmentally delayed and his/her primary caregiver to identify, access, and coordinate necessary supports and services appropriate to his/her individual needs.
  
2. Financial Assistance allows the individuals served to receive funding for various expenses incurred as a result of the disability, as well as, daily living expenses. Assistance can be in the form of a voucher for services, cash assistance, and/or reimbursement.

For a complete listing of the covered services and the formulas used to determine amount of assistance see Appendix 1.

### B. CURRENT SITUATION

The total contact amount for FY 2015 is listed. All funds are distributed between Etowah, Cherokee, and DeKalb counties. For this fiscal year, approximately 105 applications were received, with requests totaling over \$60,000. Of these, 100 requests received were ineligible for funding consideration.

	<b>FY 15</b>
Initial Contract	\$ 18,055.71
Add'l IFS Support	\$ 1,671.90
<hr/>	
Total Funds	<hr/> \$ 19,727.61
Etowah County*	\$ 6,852.56
Cherokee County*	\$ 5,169.47
DeKalb County*	\$ 6,033.68

\*Represents funds allocation based on initial contract amount only

## **C. PROJECTIONS**

It is projected that within this fiscal year we will receive 125 applications from individuals or their family members. It is also projected that applications could meet (or exceed) \$50,000 worth of requests. This is an unduplicated county and does not include multiple requests for assistance from the same individual or within the same family unit. It is expected that two or fewer of these applicants will be deemed ineligible for funding due to resources otherwise available or that do not meet program eligibility criteria. Based on these factors, it is projected that 100 individuals and/or families will be served through the IFS Council.

The funding for Individual and Family Support Services relies solely on grants and these may not be available for future funding. However, Northeast Alabama MR/DD Authority will continue to serve the individuals based on the current level of funding. Additionally, assistance will continue to be requested from the Alabama Civil Justice Foundation and other organizations as appropriate.

## **D. GOALS**

It is the goal of Northeast Alabama MR/DD Authority to assist all applicants of Individual and Family Support Services to gain access to the necessary services or funding needed for daily living in a non-institutional setting. Northeast Alabama MR/DD Authority will also seek additional funding from various community resources (including the Alabama Civil Justice Foundation, Bruno's Foundation, and private donations) in order to better serve those seeking assistance. The Council also needs to expand its membership and add new Council Members to serve and represent their respective counties.

## **E. SUMMARY**

Northeast Alabama MR/DD Authority will continue to function as the service coordinator for the Individual and Family Support contract while continuing to ensure the needs of the individuals and families of Etowah, Cherokee, and DeKalb counties are being addressed.

## **ORGANIZATION AND ADMINISTRATION**

### **A. DESCRIPTION: ORGANIZATION AND ADMINISTRATION**

This refers to the infrastructure of Northeast Alabama MR/DD Authority. It is designated to serve the MR/DD population by holding the contracts of local service providers and provides the following services:

1. Fiscal Management refers to the subcontracting of local agencies that offer services to the MR/DD population. This service includes yearly contract negotiation with the Regional Office to ensure the availability of current funds as well as additional funding for the survival of programs.
2. Continuous Quality Improvement refers to a system developed to ensure that the needs of all individuals being served are being addressed in an appropriate manner. It also provides a local level of accountability by reviewing programs for adherence to the State of Alabama Minimum Standards. This service also provides technical assistance and in-service training to programs and program staff as requested.
3. Single Point of Entry Coordination (see section 1)
4. Case Management (see Section 2)

### **B. PROJECTIONS**

Northeast Alabama MR/DD Authority is projected to continue holding the existing contracts for area service providers as well as new service providers (as they arise) to meet the needs of the existing population. The Board will continue to provide single point of entry and case management to the existing population and new referrals. Technical assistance and quality assurance will continue to be offered to all service providers.

### **C. GOALS**

As new services are added to meet the needs of the population, adjustments will be made to the contract depending on the scope of services provided.

## **D. SUMMARY**

Northeast Alabama MR/DD Authority will continue to serve the population in Waiver Services and expand services as necessary to serve new referrals. Currently, this is based on level funding. However, as services expand to meet the needs of the community, funding will also require expansion.

## **GOALS AND OBJECTIVES**

1. To enhance the needs of the community as they arise by working cooperatively with the identified DMH single point of entry.
2. Plan and Budget for the future needs of those individuals identified through the tracking system and new referral sources.
3. To offer case management services to the additional individuals who fill certified residential and day habilitation vacancies.
4. To increase service levels for the consumers who currently receive case management services.
5. Fill all existing certified vacancies for residential services in Etowah, Cherokee, and DeKalb Counties.
6. Fill existing certified vacancies for day habilitation services in Etowah, Cherokee, and DeKalb Counties.
7. Assist all applicants of the Individual and Family Support Services to gain access to the necessary services or funding needed for daily living, seek additional funding, and gain new council members.
8. Make adjustments to the contract, depending on the scope of services provided, as new services are added to meet the needs of the population.