The Way Forward: Charting a Course for the Future
Thoughts on Sustainability in Ohio

John L. Martin, Director
April 4, 2014
“It ain’t what you don’t know that gets you into trouble, it’s what you know that ...just ain’t so.”

-Mark Twain-
How do we manage Large Complex Systems?
Listening is Important

Examples

1. Bi-monthly Family Advisory Meetings
2. One day a week, out in the field
3. Listening Tours
4. Management staff are out a lot
5. Strategic Planning Process
Blue = Strategic Leadership Group (SLG) Meetings.
Red = Open Forums hosted by the Strategic Leadership Group (SLG), open to all (as long as space is available). Flyers will be prepared for each Open Forum.
Listening is Important but.....

• Anecdotal stories can be misleading
• Data driven decision making is one of our department’s goals – using national/state and local information
• You really can’t operate big complex systems, or provide leadership without a lot of information
A Random Selection of Ohio Data and How we use it to Manage our System
Day
Service
Examples
Example: “We will provide a job opportunity for anyone who wants a job.”
NCI Data

GRAPH 35. WANTS A JOB IN THE COMMUNITY

Wants a Job in the Community

54% 47%

Ohio NCI Average
Ohio in the Context of National Data

Individuals Served in Integrated Employment Per Capita

Ohio in the Context of National Data
Individuals Served in Sheltered Workshops Per Capita

Integrated Employment Data Broken down to the Local Level
Ohio’s 88 Counties
Waiver

Examples
Ohio in the Context of National Data
Number of HCBS Waiver Recipients Per Capita

How this looks on a County by County Basis
Waiver Penetration per 10K in Population

Weighted Average
26.88
National Cost Per Waiver Comparison
HCBS Waiver Expenditure Comparisons

Average Annual Expenditure per Comprehensive Waiver Enrollee

<table>
<thead>
<tr>
<th>State</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>FL</td>
<td>$26,303</td>
</tr>
<tr>
<td>MT</td>
<td>$29,893</td>
</tr>
<tr>
<td>SD</td>
<td>$33,581</td>
</tr>
<tr>
<td>MO</td>
<td>$37,208</td>
</tr>
<tr>
<td>TX</td>
<td>$37,480</td>
</tr>
<tr>
<td>AL</td>
<td>$41,433</td>
</tr>
<tr>
<td>LA</td>
<td>$49,756</td>
</tr>
<tr>
<td>NE</td>
<td>$50,526</td>
</tr>
<tr>
<td><strong>OH</strong></td>
<td><strong>$53,000</strong> *</td>
</tr>
<tr>
<td>CO</td>
<td>$54,999</td>
</tr>
<tr>
<td>OR</td>
<td>$55,000</td>
</tr>
<tr>
<td>WA</td>
<td>$56,771</td>
</tr>
<tr>
<td>TN</td>
<td>$60,385</td>
</tr>
<tr>
<td>OK</td>
<td>$63,577</td>
</tr>
<tr>
<td>IN</td>
<td>$65,569</td>
</tr>
<tr>
<td>PA</td>
<td>$67,574</td>
</tr>
<tr>
<td>CT</td>
<td>$72,205</td>
</tr>
</tbody>
</table>

Waiver Budget Utilized by 5% of Enrollees with Highest Needs

<table>
<thead>
<tr>
<th>State</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>HI</td>
<td>20%</td>
</tr>
<tr>
<td>WI</td>
<td>18%</td>
</tr>
<tr>
<td>VT</td>
<td>14%</td>
</tr>
<tr>
<td><strong>OH</strong></td>
<td><strong>13.8%</strong></td>
</tr>
<tr>
<td>NM</td>
<td>13%</td>
</tr>
<tr>
<td>DC</td>
<td>13%</td>
</tr>
<tr>
<td>GA</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: Jon Fortune, NASDDDS presentation, November 2009.

* DODD adjusted Ohio’s average from $48,435 which reflected only partial year data for day services due to Ohio’s transition from the Community Alternative Funding System.
What does this look like in Ohio’s Counties
Average IO Waiver Cost

Thousands

Non-Tax Equity County
Tax Equity County
Waiver Management System

1. Approximately 18,000 individuals are served in our comprehensive waiver – a $1.1 billion dollar program

2. Each waiver recipient is assessed using the Ohio Developmental Disabilities Profile (ODDP)

3. The ODDP puts each person in one of nine reimbursement ranges: Example ($5,000 to $19,000), ($19,000 to $33,000), ($33,000 to $47,000), ($47,000 to $61,000), ($61,000 to $75,000), ($75,000 to $89,000), ($89,000 to $114,000), ($114,890 to $140,330) ($140,000 and up)
4. The individual and their team then develop a plan within the assigned range, using statewide hourly rates adjusted by region, acuity and staffing ratio.

5. If a plan cannot be developed with the budget that assures health and safety, the team can apply for authorization to exceed the range. About 92% of our individuals are within their range.

6. All of this (and most of our data) is in a data warehouse.

7. At any given time and within seconds, we can get the authorized amount for any individual in the State, amount billed to date (utilization rate), and we can roll up by county, or by the entire state.
8. For sustainability reasons and it’s good for people reasons – we are promoting less expensive service delivery models

- Shared Living/Host Family Living (32% to 55% less costly than traditional shift staffing)
- Remote Monitoring (approximately 20% less costly than traditional shift staffing)
- A self directed capped waiver with less money but more choice and flexibility