



Member Forum

June 23, 2023



Welcome

- *Donna Elbrecht, President/CEO, Easterseals Arc of Northeast Indiana*

Today's Agenda

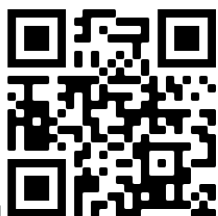
- Direct Service Workforce Plan
 - *Kelly Mitchell, Director, DDRS*
- INARF Leadership Academy Class of 2023 Graduation
- Association Update
 - *Nanette Hagedorn, INARF*
- Industry Update
 - *Brian Carnes, Courtney Scott, INARF*

Professional Interest Section Meetings / Professional Development:

- July 20 - Professional Interest Section: Community Supports / Employment Supports
- August 10 - Professional Interest Section: Financial Management / Human Resources
- August 16 - Professional Interest Section: Child & Family Services


Upcoming Member Forum and Board of Directors Meetings:

- July 28 - Member Forum and Board of Directors Meeting
- August 25 - Member Forum and Board of Directors Meeting
- September - Member Forum and Board of Directors Meeting



Registration opens 3 weeks in advance. To register for open events, scan the QR code or go to <https://web.inarf.org/events>

Save the Date!

- August 3 at the Ritz Charles INARF is proud to co-host the 2023 Innovation Summit with The Arc of Indiana. This event will feature Innovation Pilot presentations, a networking lunch, an HMA Presentation, and a Deep Dive into HMA following the event. There will be no live stream available for this event.
 - Please plan to join INARF and The Arc of Indiana for a day of learning, information exchange, and an advocacy update. We are pleased to offer the annual Critical Issues Forum on December 1 from 10 AM - 3 PM at the Embassy Suites in Noblesville. Registration will open on November 3.
- 



Direct Service Workforce Plan

Kelly Mitchell, Director, DDRS

A misty, winding road on a grassy hillside with mountains in the background.

INARF Member Forum

Direct Service Workforce Plan

Investing in Quality, Person-Driven Services

June 23, 2023

Kelly C Mitchell

DDRS Director

Agenda

- I. Introduction
- II. Direct Service Workforce Plan: Vision
- III. Direct Service Workforce Plan objectives and key results
- IV. Training and Pathways
- v. Initial Steps
- vi. Expected collaboration, coordination, and opportunities
- vii. Next steps

I. Direct Service Workforce Plan team introductions

FSSA Executive Sponsor:

- Peggy Welch, Chief Advocacy Officer

Project Management/Administrative Support:

- Erica L. Reaves, Senior Consultant
Health Management Associates

Direct Service Workforce Advisory Board:

- Seventeen appointees from across the state with various experience of types and length of service as direct service workers

Training and DSW Pathways Action Area Co-Leads:

- Kelly Mitchell, Director, FSSA Division of Disability & Rehabilitation Services
(and unofficial co-lead of the Direct Service Workforce Plan)
- Courtney Medlock, Assistant Director of Policy & Strategy,
Bowen Center for Health Workforce Research and Policy



I. Direct Service Workforce Plan team introductions

Bowen Center for Health Workforce Research and Policy Leadership Team:

- Dr. Hannah Maxey, Director
- Courtney Medlock, Assistant Director of Policy & Strategy
- Sierra Vaughn, Assistant Director of Data & Research
- Marnie Baker, Program Manager



II. Direct Service Workforce Plan: Vision

FSSA Key Result 5 and Vision:

Create and implement a data-driven, community-informed, statewide plan—the Indiana Direct Service Workforce Plan—to improve the recruitment, training, support and retention of direct service workers across home and community-based settings.

Priorities:

- Equitable access to person-driven services and supports for DSWs
- High-touch and coordinated transitions across employers and community-based settings

Indiana Direct Service Workforce Plan

Goal

- To improve workforce retention, ensure quality of LTSS services and support the well-being of the workforce and the individuals they serve.

Three Action Areas

- Wages and benefits
- Promotion and planning
- Training and pathways

Source: Direct service workforce plan 2022. Available at: <https://www.in.gov/fssa/files/dsw-overview.pdf>



III. Direct Service Workforce Plan objectives and key results

KR5.1: Recruit

- Launch statewide marketing campaign, including development of a multi-purpose hub
- Work with the finance team to ensure that DSW rates and wage and benefits efforts are competitive with other employers
- Coordinate and align recruiting efforts

III. Direct Service Workforce Plan objectives and key results

KR5.2: Retain

- Develop career lattice and ladders and training/micro-credentials/macro-credentials
- Standardize core competency training that allows for portability
- Address benefits cliff
- Develop worker-centered opportunities for job satisfaction and success with different types supports
- Simplify/standardize/refine DSW scopes of work
- Coordinate and align retainment strategy efforts with the four managed-care entities

KR5.3: Data Strategy

- Develop comprehensive data system dedicated to direct service workforce
- Coordinate and align data strategy efforts with the four managed-care entities

Indiana Direct Service Workforce Plan

Goal

- To improve workforce retention, ensure quality of LTSS services and support the well-being of the workforce and the individuals they serve.

Three Action Areas

- Wages and benefits
- Promotion and planning
- **Training and pathways**

Source: Direct service workforce plan 2022. Available at: <https://www.in.gov/fssa/files/dsw-overview.pdf>



DSW Plan: Training & Pathways

- **Short-term**
 - Standard definition
- **Mid-term**
 - Develop pathways for career advancement (micro- and macro-credentials)
 - Training registry
- **Long-term**
 - Minimum curriculum





Drivers for Training & Pathways Action Group Establishment





House Enrolled Act 1342-2023:

Key Provisions

- Direct support professional registry/registration with DDRS to provide direct support services.
- Consultation with stakeholders to establish a tiered training certification program for direct support professionals.
 - Request for proposals before January 1, 2024
 - Contract with a vendor for the training program by January 1, 2025.
 - Requires a selected vendor to begin operating the training program before July 1, 2025.

Indiana Direct Service Workforce Plan

Goal

- To improve workforce retention, ensure quality of LTSS services and support the well-being of the workforce and the individuals they serve.

Three Action Areas

- **Wages and benefits**
- **Promotion and planning**
- **Training and pathways**

Source: Direct service workforce plan 2022. Available at: <https://www.in.gov/fssa/files/dsw-overview.pdf>



V. Initial Steps

- Listening session(s) and research to learn:
 - What has worked well in other states—added to success?
 - What has not worked well for them in other states—barriers to success?
 - What do clearly established FSSA and provider roles and responsibilities look like?
 - What are current and planned approaches to eliminate confusion about who is responsible for ensuring the number and quality of direct service workforce?
 - What are planned approaches to ensure the DSW Plan team and providers have collective/common goal(s)?

VI. Opportunities

1. How might we raise the public perception of DSWs being essential and valuable and valued workers?
2. How might we ensure that DSWs will be integrated into the total care team and recognized as an integral contributing member of the team?
3. How might we engage untapped pools of potential DSWs?
4. How might we reduce equity gaps with standardization of DSW roles and responsibilities?
5. How might we reduce equity gaps with standardization of DSW trainings and lattice and ladder pathways?
6. How might we ensure portability of trainings?
7. How might we address the benefits fiscal cliff?

VI. Opportunities

8. How might HCBS providers come alongside DSWs with supports and services to ensure their professional success?
9. How might we measure the success of our FSSA and provider partnership?
10. How might we maximize provider ideas and resources?
11. How might we ensure that DSWs have 24/7 access to support and resources?
12. How might we collaborate to define the data necessary for direct service workforce development?
14. How might we collaborate to define the benchmarks for ensuring a sufficient workforce?
15. How might we educate federal and state workforce leaders about artificial barriers to local DSW trainings?
16. How might we measure DSW job satisfaction?

VII. Next steps

- Training and Pathways Workgroup Launches Friday, June 23, 2023
- Work with PLA to incorporate data collection into certification/recertification
 - Data Collection Survey/Workgroup
- Continued Stakeholder Engagement
- What would you like to be our next steps?

Thank you!

Questions?

“The Academy is INARF’s commitment to and investment in, the development of leaders with high potential to positively impact industry growth and success.”

- 5 Classes, totaling **113** Individuals, have Graduated, incl 24 Graduates Today
- **4.38** Average 5YR Academy Curriculum Satisfaction (1-5 Scale)
- **63%** of INARF Members have Celebrated One or More Academy Graduates



~ Save-the Date ~

Class of 2024 - Call for Applications: October 16, 2023





Pictured (L to R): Joan Wall, Carrie Bates, Mary Raleigh, Alissa O'Hara, Candice Vaughn, Leah Walden, Tammy Shidler, Melissa Sharp, Doug Herlensky, Carmen Coleman, Mike Cummins, Amanda Boyd, Katie Frigo, Brittney Hernandez, Brian Cook, Shelly Everett, Dara Mabie, Brennan Greer, Kacie Ensign, Kayla Schmitt, Terrill Hampton, Tammy Harris. Not pictured: Jim Coffey and Leslie Holleman

Carrie Bates	Associate Director of Residential Supports
Amanda Boyd	Manager, AIM (Achieving Inclusion and Meaning)
Jim Coffey	Support Services Coordinator
Carmen Coleman	Manager, Autism Family Support Program
Brian Cook	Director of Adult Services
Mike Cummins	Controller
Kacie Ensign	Chief Development and Communications Officer
Shelly Everett	HR Director
Katie Frigo	Senior Program Manager
Brennan Greer	Community Employment Manager
Terrill Hampton	Area Director
Tammy Harris	Work Crews Team Lead
Doug Herlensky	Operations Director
Brittney Hernandez	Director of Residential Services
Leslie Holleman	Executive Director of Program Development
Dara Mabie	Qualified Intellectual Disabilities Professional
Alissa O'Hara	Senior Director of Clinical Operations – Indiana, BCBA
Mary Raleigh	Program Manager
Kayla Schmitt	Chief of Staff
Melissa Sharp	COO/Executive Vice President
Tammy Shidler	Assistant Director Residential Services
Candice Vaughn	Residential Director
Leah Walden	Associate Director - Milestones Clinical & Health Services
Joan Wall	Lead Program Coordinator

insights/ViaQuest Community Solutions
 New Hope of Indiana
 Damar Services, Inc. (N)
 Easterseals Crossroads (N)
 Putnam County Comprehensive Services
 ADEC, Inc.
 Opportunity Enterprises, Inc.
 The Arc Southwest Indiana
 Wabash Center, Inc.
 Janus Developmental Services, Inc.
 Dungarvin Indiana, LLC
 Noble
 The Arc of Greater Boone County (N)
 The Arc of Wabash County
 LEL Home Services, LLC
 Corvillia, Inc. (V)
 LOGAN Community Resources, Inc.
 ResCare, Inc.
 The Arc of Evansville
 Southern IN Resource Solutions, Inc.
 Cardinal Services, Inc.
 The Arc New Horizons Southeast Indiana
 Stone Belt Arc, Inc.(V)
 Benchmark Human Services (N)

“Insights” from the Class of 2023

- *All of the topics were relevant and added value.*
- *Very interesting and dynamic speakers.*
- *I immediately wanted to go back and implement/brainstorm with my home team.*
- *Each speaker spoke about a different element of leadership that will benefit me at my workplace.*
- *Although, some of the speakers during this class weren't relevant to my specific position, everyone provided very interesting information.*
- *I've been enjoying getting to know other leaders in our field and getting advice on how to possibly improve things at my agency.*
- *Classes were wonderful - really thought-provoking! Excited to share with my org.*
- *I have shared, verbally, that so far all of our sessions have been timely, useful and relevant to the things happening at my agency currently. Its been amazing how it has all come together.*
- *Gaining more knowledge in the leadership capacity has been very enlightening through engagement with the speakers and my peers.*
- *Overall, the entire class was extraordinarily informative, interesting and entertaining as well.*
- *Keep doing what you are doing. It's a great program and I'm honored to have been a part of it.*
- *This was a fantastic, well organized and thought out academy. Kudos to the team! I will definitely recommend this to others moving forward.*

Thank you!

- **Chair:**
 - Pam Verbarg The Arc of Greater Boone County / Founding Member
- **Members-at Large:**
 - Kristyn Greenawald Easterseals Crossroads / Class of 2022 Representative
 - Matt Harrington LOGAN Community Resources, Inc. / Founding Member
 - Yolanda Kincaid Janus Developmental Services, Inc. / Class of 2019 Representative
 - Jason McManus Wabash Center, Inc. / Founding Member
 - Jacque Pulling The Columbus Organization / Class of 2019 Representative
 - Mary Raleigh ResCare, Inc. / Class of 2023 Representative
 - Bruce Schnaith Easterseals Crossroads / Founding Member
 - Mark Slaughter ResCare, Inc. / Class of 2021 Representative
 - Rick Thompson Marshall-Starke Developmental Center, Inc. / Founding Member
 - Melissa Walden The Arc Southwest Indiana / Class of 2020 Representative



Association Update

Nanette Hagedorn, INARF

Introducing: Outward Bound Support Services, LLC



Located in Charleston, IN, Outward Bound Support Services (OBSS) opened its doors in May 2018 with just two Behavior Consultants, Jennifer David (Owner) and Brooke Love. A few months later, two new Behavior Consultants joined OBSS and, within the first year of business, OBSS doubled in size in both the number of Behavior Consultants and persons being served. In 2019, they added PAC and Recreational Therapy services to 58 counties across Indiana. OBSS views INARF Membership as an opportunity to network and collaborate with other providers and resources in Indiana to best support the individuals they serve.

We invite you to extend a warm welcome to Owner, Jennifer David, and to visit their website - obss.com for additional information.

Introducing: **Anthem Blue Cross and Blue Shield**



INARF is pleased to extend a welcome to returning INARF Associate Member, [Anthem Blue Cross and Blue Shield](#). As a previous INARF Associate member, many may be familiar with Anthem as a contractor with the State of Indiana providing managed Medicaid for Hoosier Healthwise, Hoosier Care Connect, Healthy Indiana Plan, and Indiana Pathways for Aging.

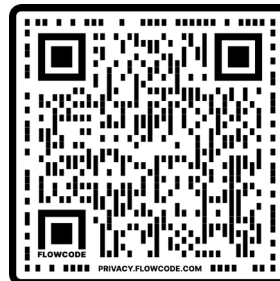
We invite you to visit their website – [Anthem.com](#) and to send a warm welcome to Janice Uehlein, Marketing Specialist Indiana Medicaid, Anthem Blue Cross and Blue Shield, today!

2023 Pre & Annual Conference



Key Activity Timeline:

- ✓ Open – Exhibit, Sponsor, and Artisan Opportunities
- ✓ May 1 – Annual Awards & Scholarship – Call for Nominations
- ✓ **June 5 – Registration Opened**
- **August 29 – Earlybird Registration Deadline**
- October 3 – Pre-Conference: Leadership Symposium
- October 4-5 – Annual Conference



Register today by scanning the QR code or visit
www.inarf.org/2023_annual_conference.html

Leadership Academy Graduate Summit – ~~COMING LATE SUMMER~~

Vision: 1 ½ Day Summit gathering Leadership Academy Alumni to learn the benefits of Strategic Thinking

✓ Proposals Vetted; Selection Occurred; Program Confirmed –

STRATEGIC THINKING - WHY, HOW, WHAT **Presentation Overview** Whether working individually or in an organization, when should our thinking not be strategic? Curiosity shapes our questions, assumptions, and relationships. In this two-day session we will explore **WHY** strategic thinking matters. How is it different than strategic planning and other forms of organizing work? Next, exploring **HOW** helps us formulate the strategies around listening, reframing, conversations, collaboration, learning, culture, and trying, failing and resilience. Finally, we will use videos, reflective exercises, creative tools, conversations, and group work to help students practice and learn **WHAT** tools are available for use in different situations and circumstances.

Learning Objectives & Goals • Understanding problems before crafting solutions • Unlearning the models and assumptions that limit our creative and strategic thinking • Learning that strategic thinking is a fluid process that capitalizes on continuous learning and curiosity to shape our thoughts, ideas, and solutions • Equipping students with useful tools so they can grow personally and professionally

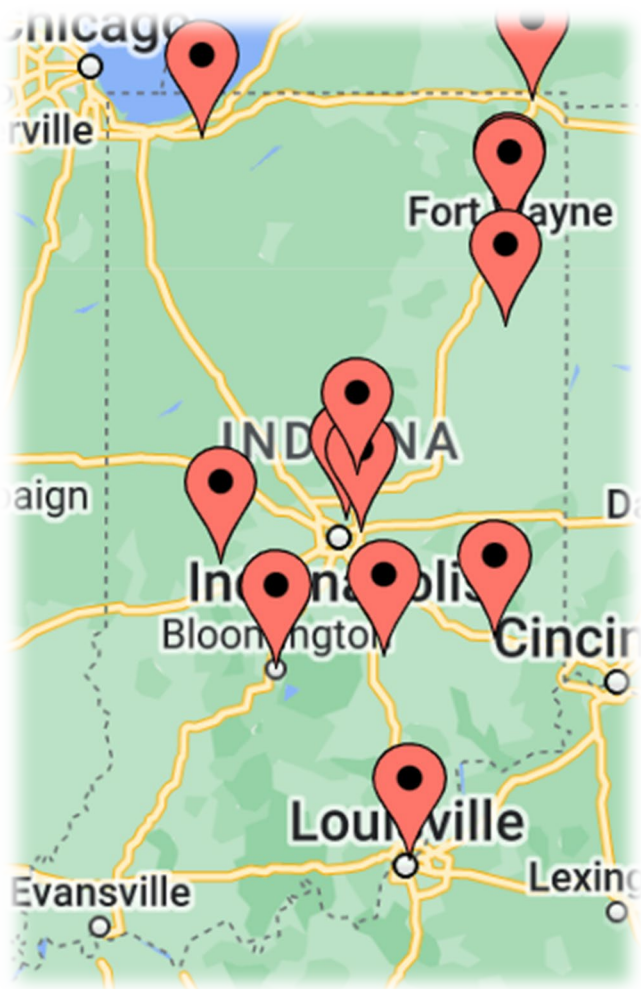
○ Competing Industry Events & INARF Activities force a delay to 2024



Members are our #1 asset, and we strive to LISTEN to suggestions gleaned through casual conversations, email communications, survey feedback ...

Our efforts this month focus on: **NETWORKING OPPORTUNITIES**

- ✓ Professional Interest Section Meetings will utilize GoToMeeting or Microsoft Teams technology in an effort to encourage verbal engagement by participants
- ✓ CEO Roundtables/Regional Meetings will continue to occur around the state to foster peer-to-peer relationship building and INARF staff engagement
- ✓ A Networking Hour will be introduced at the July Member Forum from 9 – 10 AM featuring small group seating to foster casual conversations



Recent Visits w/INARF Members

- ADEC, Inc.
- Bi-County Services, Inc.
- Developmental Services, Inc.
- Easterseals Arc of Northeast Indiana
- Full Potential, Inc.
- Janus Developmental Services, Inc.
- Kestrel Behavior Health
- Life Adult Day Academy, Inc.
- New Hope Services, Inc.
- New Horizons Rehabilitation, Inc.
- Noble
- Opportunity Enterprises, Inc.
- Putnam County Comprehensive Services
- Tangram, Inc.

Congratulations to
Bruce Schnaith
on your
Retirement and

Thank You for your Many Contributions as:

- Member-at-Large
- Chair, INARF Training & Professional Development Committee
- Co-Chair, INARF Employment Professional Interest Section
- Member-at-Large, INARF Leadership Skill-Building Workgroup



Industry Update

Brian Carnes and Courtney Scott, INARF

- On May 3, 2023, the Centers for Medicare and Medicaid Services (CMS) issued a notice of proposed rulemaking, Ensuring Access to Medicaid Services.
- The HCBS Payment Adequacy Provision
 - Would require states to assure that at least 80% of all Medicaid payments for homemaker services, home health aide services, and personal care services are spent on compensation to direct care workers.
 - Although intended to alleviate recruitment and retention challenges, it risks decreasing access to an already fragile system of supports and services.
 - Neither driven by data nor tested by community practice

- Additional Requirements in the rule:
 - Require states to publish their fee-for-service Medicaid payment rates in a clearly accessible location and report the date when payment rates were last updated.
 - Require states to report annually to CMS on metrics related to waiting lists, including the number of people waiting, average wait times, and methodologies for determining eligibility.
 - Require states to use the HCBS Quality Measure Set in 1915(c) waiver programs.
 - Define critical incidents and require states to operate and maintain an incident management system, including a requirement that providers report critical incidents.

- The Families First Coronavirus Response Act (2020) established “Continuous Enrollment” during the pandemic, which provided that states could not disenroll anyone from Medicaid, even if they were no longer eligible.
- The Consolidated Appropriations Act (2023) decoupled continuous enrollment from the PHE.
- Indiana reassumed eligibility redeterminations April 1, 2023.
- Indiana has announced a 12 month plan to return to normal operations.
- Individuals who do not respond to requests for information can lose coverage or be moved to a lesser-coverage category.
- Steps to remain covered and seek assistance can be found at FSSABenefits.IN.gov.

- Final rule was officially published July 5 in the [Federal Register](#)
- As pertains to the ICF-IID program, this final rule:
 - Withdraws the regulations in the Interim Final Rule "Omnibus COVID-19 Health Care Staff Vaccination" (while the rule does not take effect until 60 days from publishing, CMS will no longer be enforcing effective now)
 - Finalizes requirements to provide education about COVID-19 vaccines and to offer COVID-19 vaccines to residents, clients, and staff.
- INARF received confirmation from IDOH that surveyors will cease enforcement immediately and will adhere to the language in the rule that removes the 60 day window before the rule becomes active.
- Recommendation to remove the vaccine mandate language from any plans, websites or documents.
- Redistribute these updated plans to employees and replace old plans with new ones in any folders or binders kept for the state surveyors.

- INARF submitted public comments to DDRS regarding Rate Review and Implementation
- Comments expressed gratitude for the rate review and speedy submission to CMS
- Questions remain regarding rate methodology inconsistencies
- Inconsistencies in training hours reimbursed and actual requirements

- 146 Attendees for [INARF Member webinar on the rate increase implementation.](#)
- Important implementation factors for consideration
 - FSW Cap increased to \$26,482
 - CIHW Allocation Components were increased to prevent loss of services
 - Day Habilitation – 40% increase
 - Behavior Management – 30% increase
 - Other (Residential Habilitation) – 40% increase
 - Providers should begin billing the new rates July 1. CMS must approve the new rates before they can be paid, however, likely October 2023
- While there is not a new wage passthrough requirement, you will still need to be able to show that you are passing through 95% of the previous 14% increase in wages
- 2% inflationary increase will not be part of the current waiver amendment

- BRS Data Deep-Dive
- Facility Pre-Vocational Services – Planned Phaseout
 - Phase 1 – Effective July 2024 – No new transition-aged youth entries
 - Phase 2 – Targeted Effective Early 2025 – No new entries of any age
 - Phase 3 – Targeted Effective 2026-2027 – Ending reimbursement for facility pre-voc services

- Getting back on track
- Time away to focus on waiver rate implementation
- Meetings will be reconvening with FSSA staff

Rep. Clere
Suzanne Crouch
Senate Republicans
House Republicans
House Democrats
Rep. Greg Porter
Senate Democrats
Sen. Bray
Sen. Liz Brown

Speaker Huston
Rep. Lehman
Rep. GiaQuinta
Sen. Donato
Sen. Garten
Rep. Olthoff
Rep. Greene



For more information and to contribute, scan the
QR code or visit: www.INARF.org/INARF-PAC

Thank you to the following individuals and corporations who contributed to the PAC in 2023:

Corporate Contributor

President's Circle (\$500+)

Activist (\$301 - \$499)

Advocate (\$151 - \$300)

Debbie Bennett

Steve Cook

Neil Samahon

Allison Wharry

Melissa Walden

Jim Wiltz

Supporter (\$76 - \$150)

Contributor (\$26 - \$75)

Friend (\$1 - \$25)

John Barth

Christiaan Campbell

Bitta DeWees

Stan Keepes

Debra Lambright

Jason McManus

Jason Meyer

Katy Stafford-Cunningham

Barb Young

Brian Drogich

Shelly Everett

Matthew Harrington

Jodi Neighbors

Jim Sinclair

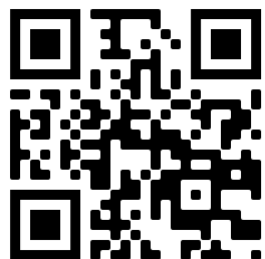
Kelsey Miller

Nikki Priestly



INARF PAC

Your contributions to the INARF PAC are a critical part of INARF's legislative advocacy efforts. They are used to support elected officials who serve as champions of the provider community. Please consider supporting the INARF PAC today.



For more information and to contribute, scan the QR code or visit: www.INARF.org/INARF-PAC



Member Forum Survey

Please Take our 2-Question Survey!





Thank you!

615 N. Alabama St., Ste. 410, Indianapolis, IN 46204

(t) 317-634-4957 / (f) 317-634-3221

inarf@inarf.org / www.inarf.org