

REGIONAL TREATMENT CENTERS

REFORM EFFORT

Facilitated by
Minnesota Department of Administration
Management Analysis Division
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RTC REFORM EFFORT

CHARGE

The long term goal is to PRIVATIZE to the fullest extent possible. By this we mean that we believe the State should move in the direction of getting out of the institutional care system. It is our belief that people can be most appropriately and effectively served in a community based, private provider system. This effort to privatize should always focus on client need and should not be limited to only one segment of the RTC population. The strategies should be inclusive of all populations now served by the RTC's.

LONG-TERM CARE VISION

A. PREVENTION

- Reduce/delay residential care
- Develop better sense of individual responsibility

B. EVOLUTION OF INSTITUTIONALIZATION

- Facilities for mid to high level dependency people

C. GOVERNMENT REFORM

- Streamline/consolidate budget process
- Ongoing strategic planning

D. COST CONTAINMENT

- Reduce the growth in spending for long-term care
- Focus on cost per client by community standard

E. QUALITY ASSURANCE MAINTAINED

- Measured by reduction in number of complaints

GOALS FOR PLANNING

SUMMARY

A.

RESIDENTS
PLANNING

B.

JOB AND ECONOMIC
BASE CONVERSION

C.

MANAGEMENT
PLANNING

RESIDENTS

SITUATION ASSESSMENT

A. Issues

- Quality
- Capacity
- Appropriate care
- Cost per resident
- Financial incentives/disincentives

B. Advantages

- Budget, forcing people to spend smaller
- Heightened interest in government accountability
- Acceptance of community opportunity
- Consensus of stakeholders
- Excess capacity
- MN waiver in good shape (federal)

C. Disadvantages

- Time
- Fragmentation within the system
- Lack of credibility with communities and labor unions
- Intragovernmental cooperation
- 80% of clients from Hennepin County
- Growing resentment of people in home care of the attention those in RTC are getting

RESIDENTS - SITUATION ASSESSMENT (cont'd)

- Parental opposition
- Legislative reaction
- Economic - recession
- Infrastructure

RESIDENTS WORKPLAN

Action Steps	Start Date	Who
1) Federal waiver application and state law changes (goal = fund flexibility)	Jan. 1993	DHS - Social Services
2) Per client caps: <ul style="list-style-type: none"> • service cost analysis • establish new case mix • set cap limits • decide on enforcement mechanism 	Jan. 1993	DHS - Impact Expert Panel
3) Change discharge limitations (goal = minimize moves)	Jan. 1993	DHS, Dept. of Health, RTC
4) Guardianship provision (goal = separate county from guardians responsibility)	Nov. 1992	Bruce Johnson
5) Establish planning group, including: <ul style="list-style-type: none"> • state agencies • county • providers • advocates/consumer reps 	July 1993	Commissioner of DHS
6) Establish planning principles: holistic assessment needs, values for process (trauma, protection, cost neutral)	July 1993	Planning group
7) Establish due process procedures	July 1993	Planning group
8) Develop facilities plan (clear deadlines and steps)	Aug. 1993	Planning group and RTC
9) Conduct needs assessment (individual placement profiles)	Aug. 1993	RTC staff
10) Develop quality enhancement approach (clear client outcome expectations vs. compliance to process)	Sept. 1993	Planning group
11) Service capacity planning (from client needs, ID existing capacity appropriateness, geographic accessibility and gaps)	Oct. 1993	Planning group and RTC

RESIDENTS WORKPLAN (cont'd)

Action Steps	Start Date	Who
12) Develop individual client plans (family and guardian involvement)	Oct. 1993	RTC case managers (with families and guardians)
13) Start on-going case management and monitoring	Dec. 1993	RTC case managers
14) Provider development and agreement	Dec. 1993	RTC staff, county staff (monitored by DHS)

JOBS AND ECONOMIC BASE CONVERSION

SITUATION ASSESSMENT

A. Issues

- Use of skills and talents of employees; retraining
- Mismatch of skills with needs
- Wage disparity, benefits
- Economic condition of community
- Involve community
- Conversion of public employees to private entrepreneurs

B. Advantages

- May be corrections jobs available; stability for local economy
- Carlson administration saying this is a high priority
- Having a specialized, skilled, trained work force
- Growth in health care area
- Proximity to metro area
- Timing
- Environment for change
- Budget
- Government accountability
- Corrections assuming facilities
- Other community benefits

JOBS AND ECONOMIC BASE CONVERSION SITUATION ASSESSMENT (cont'd)

- Increase tax base
- Leverage
- Strength of RTC lobby beginning to diminish
- Corrections assumes the facility

C. Disadvantages

- Strength of RTC lobby beginning to diminish - communities, unions
- Pro-RTC legislators
- Location of RTC
- Transfer of employees
- Lack of trust - entrenched/in tense belief system
- No incentives to cooperate
- Existence of a negotiated agreement
- Legal restrictions - statutory rider
- Confusion and disagreement about what the "negotiated agreement" is (this was a long range plan for the state hospitals)

JOBS AND ECONOMIC BASE CONVERSION WORKPLAN

Action Steps	Start Date	Who
1) Announce goal to serve people with developmental disabilities in privately run community settings, and convert FRTC to corrections	Immediately	
2) Work force planning — survey of employee preferences and prepare demographic profile of employees (including zip code analysis)		DOER
3) Work toward employee transfer from the RTC		DOER, RTC, DHS
4) Create an employee redeployment office on campus, available 24 hrs/day, 7 days/week		DOER, RTC
5) Provide counseling for staff to handle stress and prevent resident abuse		DOER, EAP, RTC
6) Consider terms of existing Memo of Understanding		DOER, RTC
7) Create special task force to provide aid to employees who want to be local providers and compete, including: • job skills matching • job skills development • business plan development • franchise		Planning group
8) Provide outplacement assistance		DOER, RTC, DHS
9) Provide conversion incentives or a "parachute," including: • health benefits payment of ? years • office space and phone services for ? years • property tax assistance		Planning group, DOER, Finance
10) Offer retraining package		DOER

JOBS AND ECONOMIC BASE CONVERSION WORKPLAN (cont'd)

Action Steps	Start Date	Who
11) Create a consensus group for local economic development, a job creation plan, and facility use		Planning group
12) Create coordinated implementation plan of conversion between FRTC and Corrections		RTC, Dept. of Corrections
13) Create private industry development incentives		Planning group

MANAGEMENT

SITUATION ASSESSMENT

A. Issues

- Depend heavily on community cooperation
- Recognize players and stakeholders:
 - legislators
 - families
 - local communities
 - counties
 - providers
 - advocacy groups
 - DD population
 - unions
 - federal government
- Management of closing of Faribault RTC
- Executive branch team
- Marketing and implementation plan

B. Advantages

- High priority for administration with a deadline and defined expectation
- Got all parties together in the same room
- Experience of others, know-how
- Research of other states
- Findings from the DD Study Group that are compatible
- Support from stakeholders
- Corrections
- Have the will within administration

MANAGEMENT SITUATION ASSESSMENT (cont'd)

C. Disadvantages

- Competing priorities of the providers, counties and state staff; there is a lot going on in DD
- Executive branch not organized to manage something like this right now; efforts will be ad hoc
- Legislative session
- Time
- Relationship with Hennepin County
- High priority to maintain status quo
- Limited timeframe to build ownership among stakeholders
- Ineffective communication
- Lack of staff/resources in Governor's office; downsizing within agencies
- Unions may not represent interest of employees

MANAGEMENT WORKPLAN

Action Steps	Start Date	Who
A. Define objectives 1. Define charge/goal 2. Define Operational values 3. Define workplan 4. Cost out workplan	Dec. 2, 1992	R-Chair
B. Authority/Responsibility 1. Assign RACI's 2. Clarify policy authority - Gov's office a. Political strategy 3. Appoint interagency team a. Appoint chair b. Commissioner designate members (DHSx3, DOH, OMB, DOF, HFA, DOC, DJT, DTED, DOER, DDC) c. Use MAD to facilitate d. Chair assigns 1 FTE support e. Team meets and completes definition of objectives/workplan	Nov. 23, 1992 Nov. 23, 1992 Nov. 24, 1992 Ongoing Dec. 2, 1992	A-Chair R-IAT A-Gov's office Ed Stringer
C. Execution (maybe objectives, too) 1. ID stakeholders 2. Form sub-teams/task forces to deal with specific issue areas 3. Method to modify plan/objectives 4. Method to resolve barriers/obstacles 5. Define performance measures 6. Data collection procedures		
D. Communications 1. Voice to stakeholders (who?) 2. Clients do better in community 3. Present plan to Human Services Cluster of cabinet 4. Anticipate questions and issues 5. Communication to legislature		

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