



Strategic Plan for Fiscal Years 2018 - 2022

July 1, 2017 – June 30, 2022

*Adopted by One Sky Community Services, Inc. Board of Directors
April 9, 2018*

Executive Summary

The Board of Directors of One Sky believes its principal responsibility is to the individuals and families we serve through a community based system of care. We support sensible reform of the current service system, but believe local access by individuals and families to the services and supports that are available is an integral part of responsive community-based services.

During the next five years we will implement the changes necessary to permit us to continue meeting the needs of the individuals we serve; helping them achieve their dreams. We will do that by re-embracing our core values and holding each other accountable to real and positive outcomes. The focus of our efforts will be:

1. Leadership & Staff Development
2. Re-Defining Our Family Directed Service Offering
3. Strengthen and Improve Stakeholder Engagement and Collaboration
4. Significantly Improve and Enhance the Employment Opportunities for Those We Serve
5. Upgrade our Transactions and Information Systems
6. Secure Additional Financial Resources to Place All Property Holding on a More Secure and Sustainable Financial Footing

Our goal is to become the leading provider of integrated service coordination services to individuals with alternate abilities in our area. Our core competencies will be identifying the needs of the individuals who come to us for support; developing person-centered plans to address those specific needs; having a rich network of third party service providers who are able to provide the individuals we serve with the specific supports and services they need; understanding all available funding sources, preparing and helping to implement a fully integrated and funded service plans to meet the needs of the individuals we serve; and measuring performance and striving for continuous quality improvement so that we can hold all stakeholders accountable.

About One Sky Community Services, Inc.

Originally incorporated as Community Developmental Services in 1983, we were one of twelve Area Agencies created to serve as a community based service system for individuals with developmental disabilities and their families. New Hampshire soon became the first state in the nation to close its state-run “school” for individuals with developmental disabilities, becoming a model for others and garnering national and international attention. CDS/One Sky has been proud to be a part of that progress.

One Sky is the designated area agency for Region VIII, serving the 24 cities and towns of Upper Rockingham County. Starting out with a handful of individuals transitioning out of Laconia and relatively few dollars, we have grown into a comprehensive service agency serving over 400 adults and 600 families with an annual budget of over twenty million dollars.

The area agency model is a unique public-private partnership. While incorporated as a private non-profit organization, it receives its designation from the Department of Health and Human Services and operates under very specific rules and regulations, and receives nearly all operating funds through the state. It is essentially a hybrid organization.

This plan reflects that dichotomy. While on the one hand it is the strategic plan for the agency, it is also the “area plan” required by RSA 171-A; 18, V, which specifies it must:

- (1) Clearly identify the extent to which the area agency has involved its consumers, the regional Family Support Council, the general public residing in the area and generic service agencies in the planning and provision of services for individuals.
- (2) Demonstrate that services proposed by the area agency are intended to establish and maintain a comprehensive service delivery system that is:
 - (a) Based on the nature and extent of the service needs of individuals and their caregiving families; and
 - (b) Consistent with RSA 171-A and the agency’s and Bureau’s mission statements and priorities.

Planning at One Sky: A Participative Approach

In 1993, One Sky (then known as Community Developmental Services) committed itself to a participative planning process. It is based upon the premise that growth comes from building upon strength rather than analyzing weakness and looks forward rather than back. It brings many stakeholders together, and is very similar to the capacity building planning models used with individuals with disabilities and their families.

We found that this approach built trust and cooperation throughout our region, and ensured that all points of view were considered, while the wisdom, experience, and skills of our stakeholders were brought to bear on the challenges we face.

This plan was developed by our Chief Executive Officer with significant input from our Senior Leadership Team, which at the time of this writing included our Chief Financial Officer, Director of Service Coordination, Director of Compliance, Director of Administration and Senior Policy Advisor. Prior to final approval by the Board of Directors, the plan was reviewed with our Family Support Advisory Council, our staff, the individuals and families we serve, their guardians, our service provide partners, state legislators and officials from the New Hampshire Department of Health and Human Services, Bureau of Developmental Services.

We contacted over 1,000 individuals and families we serve and their guardians to solicit their input into the goals identified and received a response from 75 of them. We also invited 26 of our service provider partners to provide us with their input and received a response from 9 of them. Finally, we contacted 55 of the elected officials representing us in Concord as well as 5 key individuals we work with in the Bureau of Developmental Services. Unfortunately only 2 of those individuals formally responded.

The responses we received are summarized as follows.

Priority	Goal	% of Respondent Rating Goal as Critical or Very Important		
		Client/Guardians	Service Provider	State Officials
1	Leadership and Staff Development	77.5%	77.8%	50.0%
2	Re-Defining Our Family Directed Service Offering	80.5%	50.0%	50.0%
3	Strengthen and Improve Stakeholder Engagement and Collaboration	82.0%	88.9%	50.0%
4	Significantly Improve and Enhance the Employment Opportunities for Those We Serve	78.1%	72.5%	100.0%
5	Secure Additional Financial Resources to Place Real Estate on a More Secure Footing	58.3%	44.4%	50.0%
6	Upgrade our Transactions and Information Systems	54.3%	75.0%	50.0%

Going forward it will be critical to review our progress against this plan with all constituencies and modify the plan as needed in response to the feedback we receive.

The One Sky Mission:

We are all focused on one thing: making the dreams of the individuals we serve a reality. We will do that by:

- Focusing on what each individual we serve **CAN** do rather than what they **CANNOT** do;
- Promoting community understanding and acceptance that the individuals we serve are no different than other members of the community and all want the same things we all do:
 - A safe and secure place to live in their community;
 - A loving and caring relationship with someone else; and
 - The chance to pursue their personal and professional goals as a member of our community.
- Recruiting, training and developing employees who feel empowered to unleash the potential of every individual we serve and advocate for them both internally and within the community.
- Exhausting all available funding sources to provide the individuals we serve and their families with the maximum support available to them.
- Assisting the families of the individuals we support to be effective advocates for their loved ones
- Working together with all members of our community – individuals, schools, local governments and businesses – to make the dreams of the individuals we serve a reality.

Critical Issues facing One Sky

1. Considerable time has been spent over the past two years discussing what strategy the organization should follow going forward, particularly with respect to the delivery of direct services and specific actions are being implemented. It has been difficult, however, to develop a meaningful new strategic plan given the uncertainty and lack of clear definition from the state with respect to managed care and – now – the state’s Medicaid HCBS Corrective Action Plan (CAP)
2. During the 2017 legislative session, the Governor and legislature approved a bill to delay the integration of long-term services into managed care until July 1, 2019. There is a growing sense that long term supports and services will never be integrated into Managed Care.
3. The U.S. Centers for Medicare and Medicaid Services (CMS) has determined that the State of New Hampshire is not in compliance with its rules requiring Conflict Free Case Management (CFCM) and permitting service providers to bill Medicaid directly (the so-called “Direct Pay” rule). New Hampshire has until January 1, 2019 to address these concerns. How these changes will impact us is yet to be determined. It appears that to comply One Sky will have to decide whether it wishes to continue providing ONLY case management services or ONLY direct services; area agencies will no longer be able to continue providing both. It is also likely that the largest service providers we work with will decide to bill Medicaid directly, which could significantly reduce the fees we are able to collect to cover general and administrative expenses. There are however, a number of unanswered questions and the state has only just begun seeking stakeholder input.
4. It has become increasingly difficult for our direct service provider partners to find and retain qualified direct support staff to work with the people we serve. The budgets approved by the state do not allow them to pay competitive wages, and with a statewide unemployment rate of 2% and the second oldest average population in the country, they will continue to find it difficult to meet workforce needs.
5. As of December 31, 2017 5 of the individuals we serve with significant behavioral issues receiving Intensive Treatment Services are in out-of-state programs, and 5 other individuals are in programs outside of our service area. The state has allocated some additional dollars for room and board related expenses, but they are not sufficient to cover additional costs associated with the cost of home ownership (particularly here on the Seacoast) that organizations with appropriate program management expertise will incur to add capacity.

Assumptions

1. Long term supports and services for the individuals we serve will not be integrated into Medicaid Managed Care; i.e. Step 2 of Medicaid Managed Care will not be implemented on July 1, 2019.
2. The Corrective Action Plan (CAP) that New Hampshire will file with the Centers of Medicare and Medicaid Services (CMS) will require that:
 - a. Any willing and able direct service provider who wished to bill Medicaid directly for DD, ABD and IHS services will be able to do so; and
 - b. Any organization providing service coordination services paid for by Medicaid will not be able to also provide direct services to that same population. As a result One Sky Futures will merge with another direct service provider or be established as a separate standalone entity.
3. Providing service coordination / case management services will be our core competency and we will provide services to (at least) the following populations:
 - a. Individuals with developmental disabilities who are eligible for the Developmental Disability (DD) or In Home Supports (IHS) Medicaid waivers.
 - b. Individuals with acquired brain disorders who are eligible for the Acquired Brain Disorders Medicaid waiver.
4. We will consider expanding the service coordination/case management services we offer to other populations, including (possibly)
 - a. Individuals who are elderly or have physical disabilities who are eligible for the Choices for Independence Medicaid waiver
 - b. Other Elderly Individuals
 - c. Veterans
5. Our expertise as service coordinators / case managers will include
 - a. Identifying needs
 - b. Developing person-centered plans to address those specific needs
 - c. Having a rich network of third party service providers who can provide specific services.
 - d. Understanding all available funding sources
 - e. Identifying the appropriate service providers to meet the total needs of each individual we serve
 - f. Preparing and helping implement a fully integrated and funded service plan to meet the needs of the individuals we serve..
 - g. Measuring performance, continuous quality improvement
 - h. Holding service providers, individuals, guardians and funding sources accountable
6. We will continue to own and maintain multiple properties that will be available for other direct service providers to provide 24/7 supports and services to individuals we serve.
7. Funding for developmental disability services in NH will continue to be less than what is needed.

8. Our direct service provider partners (vendors) and families who choose to manage their own services will continue to have difficulty recruiting and retaining direct support staff and we will need to focus on our outreach and advocacy efforts with the individuals and families we support and our representatives in the legislature on addressing this critical issue.
9. The complexity of need of those entering our services will continue to increase, requiring more resources and specialized expertise in areas like autism and clinical services.
10. The percentage of families choosing to manage their own services will continue to grow, creating both an opportunity and need for us to re-define the nature of the supports we offer these individuals.
11. State and national policy will continue to emphasize employment for our consumers, and we will need to expand our outreach to direct service providers who have a solid plan to address these needs.

Priority Areas for the Next Five Years

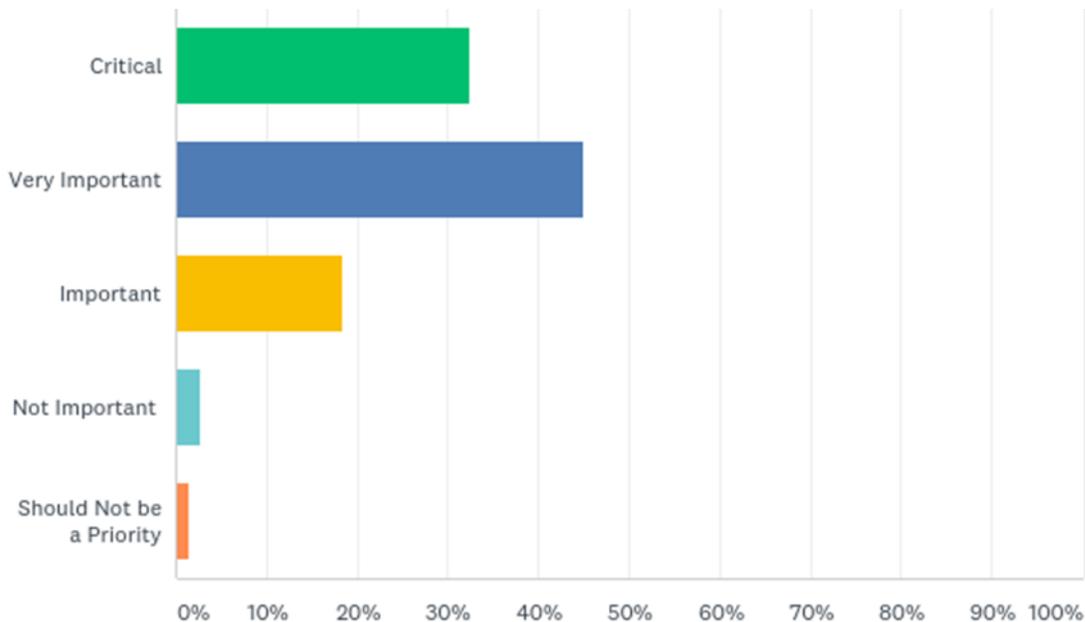
July 1, 2017 to June 30, 2022

Priority 1: Leadership and Staff Development

Overall goal: Individuals, who are informed, motivated, empowered and fully engaged to advocate for the individuals we serve and unleash their full potential as members of our community

We will be focusing on improving the individual and collective capabilities of our current senior leadership team as well as identifying and beginning to develop the next generation of leadership. Under their leadership we will improve the training we provide to all employees and by reaching out and encouraging more employee engagement in all that we do and how we do it. The focus will be on communication and collaboration and individual and mutual accountability. We will re-examine our total compensation package to ensure that it remains competitive, make work/life balance a priority and provide staff with enrichment and career development opportunities to allow them to personally grow. We will integrate these efforts into supports we provide to families who choose to manage their own services and invite our service provider partners to share in these efforts as well.

Client/Guardian Feedback

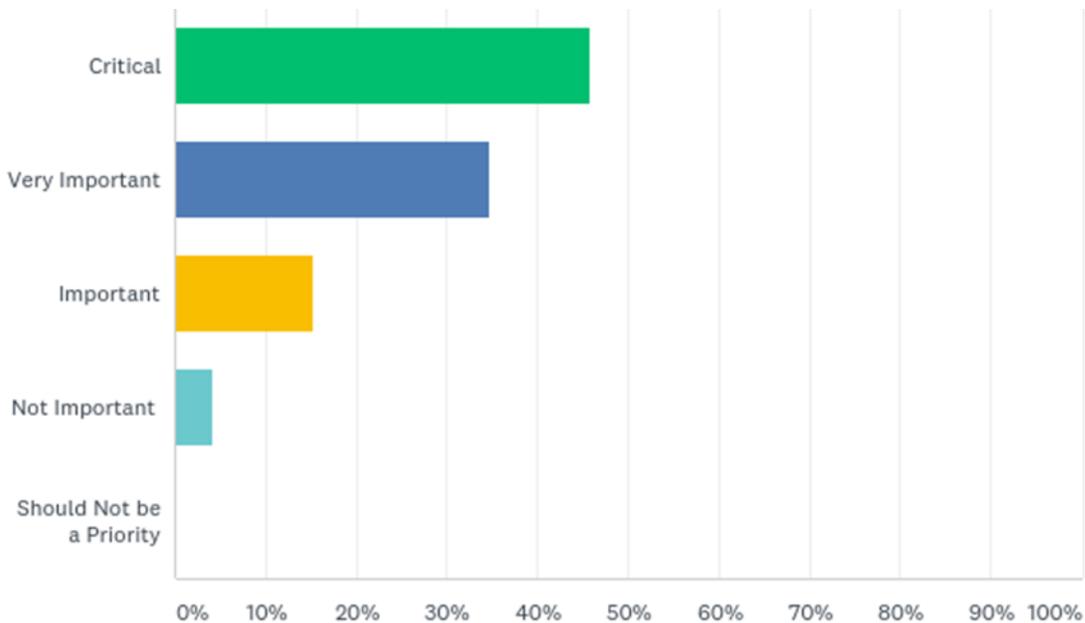


Priority 2: Re-Defining Our Family Directed Service Offering

Overall goal: Provide real and meaningful value to the individuals we serve and the families who chose to manage their own services.

An important first step will be to ensure that families who chose to manage their own services understand they have the right – if they wish to do so – to hire their staff and process all payments for services directly; without our involvement. For those families who wish us to provide those services, it will then be incumbent on us to define as precisely as possible what our value proposition will be and what our mutual responsibilities will be. To make our value proposition more attractive, we need to enhance the direct recruiting support we will provide, provide better and more focused training both to the employees we hire but also to the individuals/family members who will serve as those employees’ on site supervisors. Finally, we need to be able to provide families access to a pool of available “per diem” or “respite” staff when their regularly scheduled staff is unavailable.

Client/Guardian Feedback



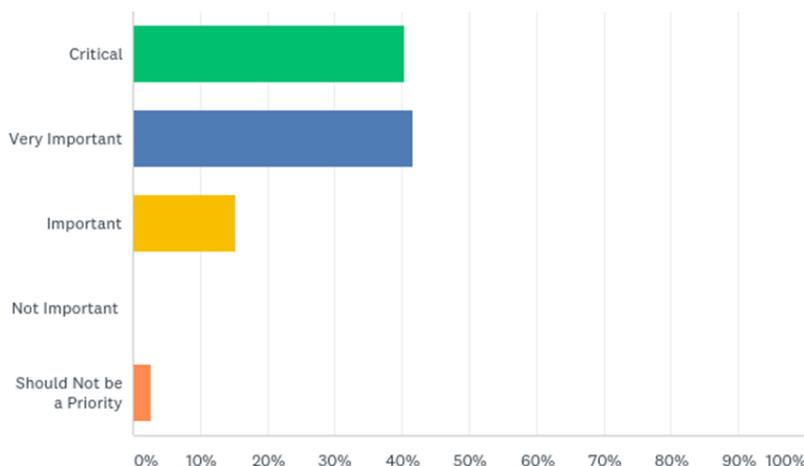
Priority 3: Strengthen and Improve Stakeholder Engagement and Collaboration

Overall goal: Provide the individuals we serve and their families with the best possible supports and services by working closely with our service provider partners and by mobilizing individuals and organizations throughout our community to support and assist the individuals we serve so that they are able to reach their full potential.

If, under the State’s CAP with CMS, we are only able to provide service coordination/case management services, it will be incumbent on us to strengthen the partnerships we have with those service providers who we will be relying on to provide direct supports and services to the people we serve. We need to focus on improving communications and creating efficient “feedback loops,” particularly with respect to process and financial and clinical reporting; developing efficient best practices that will benefit both parties; and working together to advocate on behalf of the individuals we serve, their families and the service providers who are on the front lines of providing those individuals direct services.

The needs of the individuals and the families we currently serve and will have to serve in the years ahead will continue to increase and become more complex. Since funding to meet these needs will always be an issue in New Hampshire and with potential cuts in federal funding also likely, it is important that we not only leverage all available sources of services and funding for the benefit of the people we serve, but that we also advocate effectively with and to all interested parties. We need to continue to strengthen our Family Support Advisory Council and make it THE voice for families within our region. We need to continue to collaborate with our local mental health center, substance abuse organizations, hospitals and schools and also the managed care organizations that are responsible for the medical care delivered to most of the individuals we serve. And we need to work with them and other advocacy groups (IOD, DRC, DDC, ABLE, PIC and Brain Injury Association) to educate and inform our legislators and the public at large who elect them.

Client/Guardian Feedback



Priority 4: Significantly Improve and Enhance the Employment Opportunities for Those We Serve

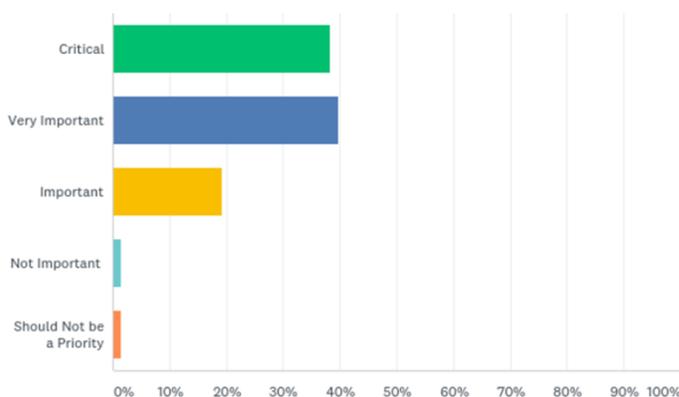
Overall goal: To not only increase the percentage of the individuals we serve who are employed in a paying job, but also the average number of hours per week and the average hourly pay rate

A key to ensuring that the individuals we serve have a chance to live as independent members of our community is to prepare them for and place them in jobs that not only provide them with real income but allow them to pursue their personal and professional dreams. We will do this by improving our ability to assess the long-term goals and aspirations of the people we serve; so that we can work with them to identify more specific goals to prepare them to be successful; and work with our service provider partners to develop meaningful career paths for them.

An important focus of our efforts initially will be to re-position One Sky Futures as a leader in the field of transition, training, job development and career planning services, not only for the individuals we currently serve, but – hopefully – for individuals with alternate abilities served by other area agencies as well. The key to doing that is to build a strong “win-win” relationship with the business community, where businesses not only agree to hire individuals we work with, but are willing to commit funding to help with our efforts to create and maintain effective training programs and address the transportation challenges that so many of the individuals we serve face. We also need to take advantage of opportunities that may arise to create employment opportunities of our own; small businesses that respond to the career interests of some of the individuals we serve that can employ not only them but also other individuals who may not have alternate abilities. We will also focus on engaging the families of individuals with alternate abilities who are receiving services in school - while they are in school – and strengthening our relationships with schools so that we can offer a unique and seamless transition (from education to employment) service that complements what schools are already doing.

One Sky Futures will also continue to focus on enhancing and expanding its Enhance Family Care (EFC) housing service since in order to thrive as an independent member of the community, the individuals we serve must have a safe and secure place to live.

Client/Guardian Feedback

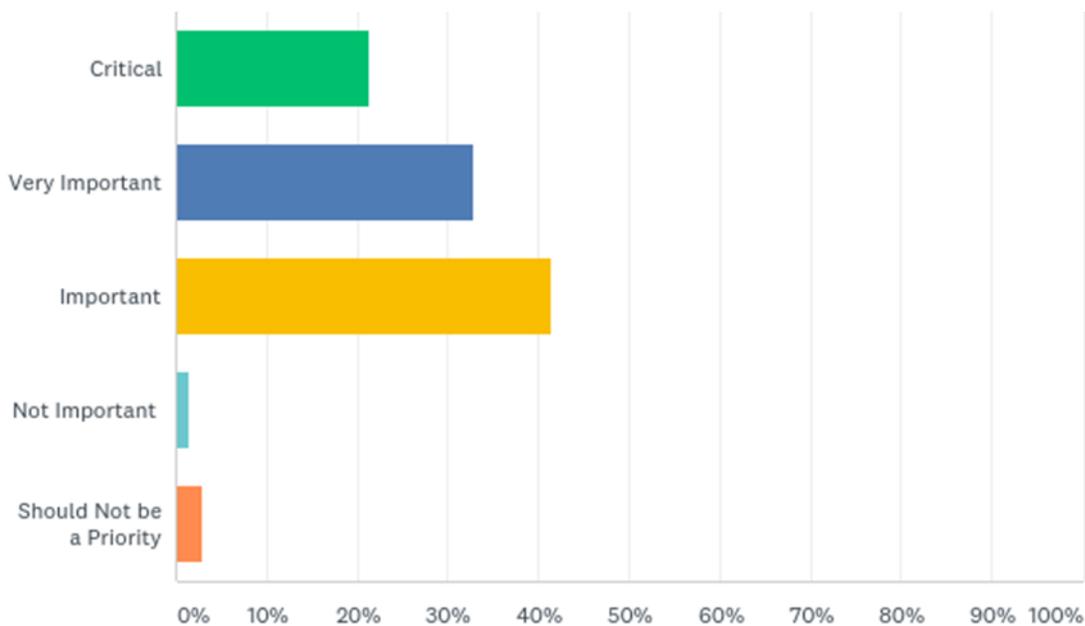


Priority 5: Upgrade our Transactions and Information Systems

Overall goal: Reduce transaction processing turnaround times and costs, improve the overall quality of the information needed to comply with all applicable regulatory and administrative requirements and improve the quality and timeliness of information needed for effective decision making.

Our transaction processing and information management capabilities have not kept up with changes in both the regulatory environment and the need for accurate and timely information for decision making purposes. As available resources continue to shrink it is more and more important that the decisions we do make to allocate resources are accurate and to do that we need better information. We are already addressing our case management needs, but other areas that will need to be examined include attendance/electronic visit verification, Medicaid billing systems, payroll and human resource information systems, financial transactions (AP/AR) and reporting capabilities and automated workflow and workflow collaboration capabilities. We also need to continue to monitor and enhance network security and also put in place a hardware replacement plan.

Client/Guardian Feedback

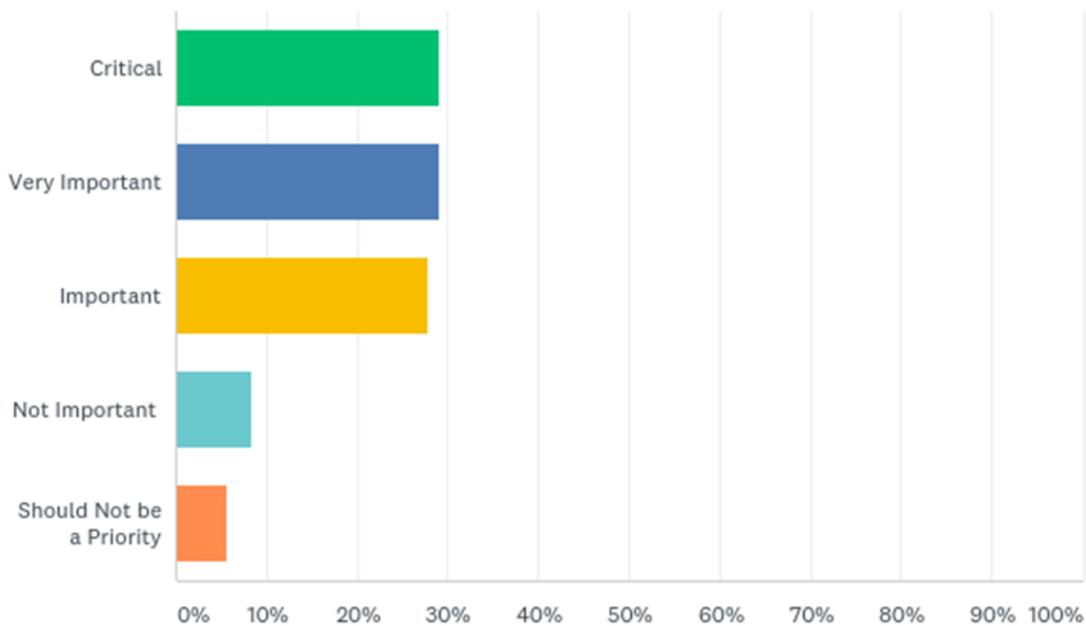


Priority 6: Secure Additional Financial Resources to Place All Real Estate on a More Secure and Sustainable Financial Footing

Overall goal: Ensure that property holdings not only provide a safe and secure place to live for those of the individuals we serve with the most difficult to place needs, but that they also “pay for themselves” and – hopefully – generate some additional cash for the organization

During calendar year 2018 we anticipate completing a project to renovate, expand and create the ongoing cash flow necessary to maintain the property we own on Prescott Road in Epping, New Hampshire. That project will be funded with funding provided by the NH Housing Finance Authority, NH tax credits provided by the NH Community Development Finance Authority and a small amount of private debt. We are hoping that this will be a template that can be used and applied to the three other properties we own as well, so that by the end of 2022 all four of the homes we own have been renovated and placed on a firm financial footing.

Client/Guardian Feedback



How we will implement this plan

This area plan is being submitted on or about April 15, 2018. It covers the five year period of July 1, 2017 through June 30, 2022. Several important developments that will affect our agency and its services lie in the future, so we see this as a living document that is likely to be changed as circumstances warrant.

A review of progress in each priority area will be conducted quarterly by the Senior Leadership Team and reported by Chief Executive Officer to the Board of Directors on a quarterly basis beginning in August 2018.

The plan will be reviewed each year in a Joint Board of Directors/Family Support Advocacy Council/Senior Leadership Team meeting. Goals will be adjusted or will be added as needed.