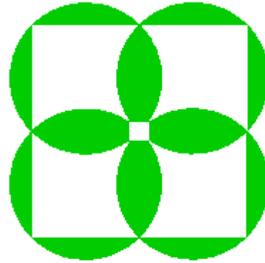


**DDRB**



**DEVELOPMENTAL DISABILITIES RESOURCE BOARD  
CASE MANAGEMENT PROGRAM  
FY21 END OF YEAR REPORT**

*“She is amazing! We are thankful to have her on our side. She listens, is attentive to the needs of our family. She is honest and dependable, never judgmental or condescending. She has a heart for the families she serves and goes above and beyond. If she doesn’t know something asked of her, she will research to find the answer. We are blessed to have her on our team.”*

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*“My case manager knows my son and how to make sure his voice is heard and understood. She truly cares for her clients and provides options for clients to choose from. She is great with really allowing my son to be confident and proud to share his progress and goals reached. She has changed my son’s life by helping him safely get in the driver’s seat of his life.”*

## **FY21 CASE MANAGEMENT HIGHLIGHTS AND ACCOMPLISHMENTS**

**The DDRB Case Management Program celebrated 15 years of providing case management services to individuals with developmental disabilities in St. Charles County. Since establishment of the program, we have grown from 1 customer to 1,299 customers.**

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### **CASE MANAGEMENT PROGRAM GROWTH AND INFRASTRUCTURE**

At the end of this fiscal year, the case management program was serving 1299 customers with 109 new intakes this past year. This is down slightly from last year's total of 123. In March of 2020, just prior to the entire team going remote, a fifth team supervisor was added. In October, two case managers were promoted to mentor positions. The intake specialist pilot position established in 2020 has proven to be highly successful for both new customers as well as new staff. The intake specialist has been with the DDRB for almost 15 years and has extensive case management experience. Her ability to assess needs quickly and request needed services is outstanding. In addition, there were seven new case managers hired and five left to pursue other career opportunities.

### **SERVICE DELIVERY CHANGES DUE TO COVID**

This past fiscal year, the program continued to experience challenges regarding the delivery of case management services in a remote environment. Individual plan meetings, monitoring and visits with customers/families were all completed remotely or in an open-air environment when possible. Exceptions were made in situations where a health and safety risk could be present. In late March, the Division announced effective April 1<sup>st</sup>, services would return to in person visits. Steps were quickly put into place to ensure the safety of both our customers and our staff as visits resumed. Collaboration with each community partner to educate staff on protocol was critical to the process. In late June, we were informed to return to all remote services again with the exception being those who received a funded service. Those individuals are now required to be seen every 90 days in person via open air to ensure they are safe and doing well. Throughout the entire year of constant changes in guidance from the Division, the case management staff should be acknowledged for their hard work and flexibility during a difficult time.

### **ADVOCACY**

In October of 2020, the Division announced the release of funding for individuals on the waitlist. The waitlist had grown tremendously since the July 1, 2019, date when the case management program was notified that a waitlist would be established. Case managers quickly began to receive notifications that individuals were being pulled for services. While this was an exciting time for customers and their families who had been waiting, the struggles began with finding

providers for the service. Given the direct support professional staff crisis, which was heightened during a COVID environment, many partner agencies were not accepting new referrals. Case management staff had to be creative when strategizing with families in order to meet customer needs. In light of all these barriers, case managers were still able to secure 52 new waiver slots for individuals.

## **RECOVERY AND RESOLUTION**

This past fiscal year, we continued to see the effects that the malicious intrusion in the form of a cyberattack from March 2020 had on the program. The recovery efforts to find documents or recreate documents that had been lost with the inability to bill for this work, was immense. In addition, the project to enter approximately six weeks of notes from April, a few days in May and two weeks in June was a huge endeavor. All billable documentation has now been completed. Moving forward, what we learned helped us establish even further protocols and processes in the event of another similar incident.

## **COLLABORATION OPPORTUNITIES**

This past fiscal year the case management program was contacted regarding several collaboration opportunities with community partners. The Institute of Human Development from UMKC approached the DDRB to partner on a 5-year CDC grant to improve health for people with mobility limitations and people with intellectual/developmental disabilities. The goal is to increase access to and receipt of accessible preventive health care and health promotion services by the target populations. Additionally, the UMSL Succeed Program requested a representative from the DDRB for their newly formed Advisory Board and the Case Management Director has fulfilled this role. The Case Management Director also continues to be a member of the Behavioral Health Network Advisory Committee as well.

## FY 21 OUTCOMES AND RESULTS:

**EFFECTIVENESS OUTCOME: Customer needs and changing trends are met by a case management program which excels at providing effective, quality services.**

**Target 1:** Evaluate program infrastructure and operations in order to maintain the highest quality of case management services within a cost neutral budget.

- Create a plan for adequate infrastructure supporting case management program expansion.
- Ensure that the management of long-term services and supports continues to include quality case management services.
- Review and record quality data in order to identify any trends and respond with 30 days of notification as appropriate.
- Collaborate with state leaders and partner agencies to establish a crisis response protocol for individuals needing temporary crisis placement and supports.

### **Results and Recommendations:**

#### **Target 1:**

- This target was met and continues. This past year two mentors were added, one to replace the individual promoted to supervisor from the fourth team and one for the newly established fifth team.
- Director of Case Management continues to participate in conversations statewide regarding the impact of managed care on the case management delivery system.
- Target met. The case management Quality Enhancement Specialist tracks quality data and provides monthly information to the leadership team. Discussion regarding trends and action plans needed occurs at monthly case management leadership team meetings.
- Case Management Director continues to be part of a collaboration that includes Division of DD leadership, hospital leadership and provider agency leadership. This group meets monthly to discuss individual transition plans and protocol. Case Management Director continues to participate in the Behavioral Health Network Advisory Committee which offers resources regarding mental health supports and those with both a developmental disability and a mental health diagnosis. Additionally, a member of the leadership staff regularly participates in a training series focused on case studies and resource discussion for those with co-occurring issues.

## **EFFICIENCY OUTCOME: DDRB provides professional, competent case management services that meet all compliance requirements.**

**Target 1:** Case Managers will meet performance expectations in the areas of:

- 115 logging hours or 75% of worked hours per month with less than 5% remediation
- 100% of all customers have an Individual Support Plan
- 100% completion of quality review audits
- TCM, MMAC and State File audits with less than 5% remediation
- 100% of new customers will receive services within two weeks from the point of intake

**Target 2:** Case Management staff has the most updated technology and resources available to do their jobs.

- Implement a tablet/IPAD pilot with case management staff to increase efficiencies with document processing.
- Investigate an update to current logging software program.

**Target 3:** Case Management staff is knowledgeable and trained:

- Assure that each case manager participates in 12 hours of educational/professional trainings to include information about our partner agencies.
- Establish a comprehensive, in-house training program to assure case management staff are trained on all required competencies.

### **Results and recommendation:**

**Target 1:**

- This target was not met. The team logging average this past fiscal year was 72.74% which is lower than last year's percentage of 74.78%. This is under the target of 75%. Variables contributing to this decrease were the changes in visits and monitoring. Most of the year, these services were delivered virtually thus no travel and shorter visits. During the 3-month period from April through June when in person visits began again, the team logging average increased to 74.68%.
- 99.9% of customers have an annual individual plan. This is an increase from 98.5% last year. Contributing factors could be the flexibility allowed for securing signatures virtually, which can sometimes cause a delay in implementation.
- 100% of quality review were not completed as typical. Annual documents affected by the cyberattack continued to impact this target. Improvement should be noted this upcoming year.
- This target was met. All state waiver audits and the TCM annual review resulted in less than 5% remediation needed.
- This target was not met. Waitlist was established periodically during the year due to staffing needs. Customers received contact within 2 weeks following the removal of their name from the wait list and receipt of a provider choice document. During referral process, if crisis needs were identified, individuals

were assisted by the case management program until a permanent case manager could be assigned.

All targets will continue.

**Target 2:**

- The tablet program has not been fully implemented however a few tablets were purchased and protocol established. Case managers were able to access these tablets as needed when working in a virtual environment with families. Target to continue for next fiscal year.
- The Division of DD is in the process of implementing a new statewide case management database system to replace the current CIMOR system being used. Investigation on how this program will interface with our system should occur prior to moving forward on a new logging system. Target to continue.

**Target 3:**

- This target was met. All staff participated in a minimum of 12 hours of professional training this past fiscal year. In addition, all staff that were MOCABI certified had to be re-certified this past year through an extensive testing process.
- This target was met. A new in-house training program was established, and lead trainers were identified for core competencies areas of education. Staff also participated in training series in the new Relias program which provided a competency-based training as well. Further enhancement in the area of training and competency-based training will continue this next fiscal year.

**ACCESS OUTCOME: Customers have access to case management services and resource information when they need it.**

**Target 1:** Continue to grow the DDRB Case Management Program to serve all Medicaid eligible individuals 16 and above in St. Charles County that choose the DDRB for services.

**Target 2:** Continue to expand resources available to assure that all students with developmental disabilities have the information they need in order to transition to adult services.

- Continue to grow the Case Management Program to include 50 new 16 & 17-year olds, regardless of Medicaid status, in order to provide support through the critical transition period of school to adult services.

**Target 3:** Increase individual's access to employment supports and job placement consistent with the Employment First initiative.

- Assure 100% of individuals have an individual support plan that identifies employment needs and supports.
- Investigate the establishment of an employment specialist role within the case management team.

**Target 4:** Expand knowledge and resource information regarding remote supports consistent with the Division's Technology First Initiative.

- Host a Tech Fest to provide information and resources to individuals/families regarding technology supports.
- Assure 100% of individuals, as appropriate, have an individual support plan that identifies technology supports needs.

**Results and recommendation:**

**Target 1:**

This past fiscal year there were 109 new customer intakes which is slightly lower than last year's number of 123. Data indicates that the DDRB case management program currently serves around 86% of Medicaid eligible individuals 16 and above in St. Charles County.

**Target 2:**

- This target was not met for the second year in a row. There were 31 individuals (16 & 17) that chose the DDRB which is consistent with last year's number of 37. The transition liaison participated in several virtual events this past fiscal year in an effort to provide resource information to students/parents in a remote setting. In addition, she participated in IEPs for individuals without case management services to provide support and education. With the transition of the liaison to a mentor role this past fiscal year, her role will be more focused as the expert in the area of IEPs, school transition resources, communication with key school personnel for the sharing of information and a support for the case management team when resources are needed.

**Target 3:**

- 100% of those individuals with an individual support plan have employment supports identified in their plans or justification as to while employment options are not being pursued.
- The case management leadership team during strategic planning meetings have determined that other positions may be more critical at this time from a budgetary perspective.

**Target 4:**

- A tech fest was scheduled for March 2020 however, due to COVID -19 the event had to be postponed. Event will be rescheduled for the upcoming fiscal year.
- Target met. 100% of those individuals with a support plan have technology support needs listed in their plan.

## **SATISFACTION OUTCOME: Customers and partner agencies are satisfied with the DDRB Case Management Program.**

- **Target 1:** 93% of customers report satisfied or higher on annual satisfaction surveys. Benchmarks of quality as identified by customers/families are **listens, attentive and responsive, communicates effectively, supports to help build relationships, and connects to local resources.**

**Target 2:** 90% of community partners report satisfied or higher on annual satisfaction surveys.

- Benchmarks of quality as identified by community partners are **professional, knowledgeable, responsive, and collaborative and a positive member of the team.**

### **Results and recommendations:**

#### **Target 1:**

This target was met for the 15th consecutive year! There were 98% of customers that reported they were satisfied with their case managers. This was a slight increase from last year's percentage at 97%. There were 1299 surveys mailed with 438 returns. This represents a 34% return rate which is slightly less than last year's return rate of 37%.

In comparing survey results from last year and looking at specific characteristics that ranked the highest, the same four were highest ranked in regard to satisfaction.

- **Listens**
- **Communicates effectively**
- **Planning**
- **Attentive and responsive**
- **Advocates**

This is clearly a reflection of what customers, and their families consider key characteristics of quality case management, especially during this past year. As noted on Appendix B, all scoring increased with the exception of "CM knows about me". This could be a result of a virtual environment and families not feeling as connected.

Refer to **Appendix A & B** for detailed results on each question and year-to-year comparison.

In addition, exit satisfaction surveys are also completed with customers. Of those who completed the survey, 100% said they would recommend the DDRB Case Management Program to others.

**Target 2:**

This target was met with an overall satisfaction rating of 3.43 (4.0 scale) which is slightly higher than last year's score of 3.40. 100% of respondents indicate they are always or usually satisfied with the case management program. The response rate for the community partner survey was much lower again this year at 15.7%. A contributing factor could be shift of priorities during a COVID environment and DSP crisis in which survey response is not as critical. Case managers utilizing a team approach scored the highest and satisfaction while maintains regular contact was the lowest at 3.13 (4.0 scale). This could be a reflection of remote monitoring during COVID.

Refer to **Appendix C** for details.

**WORDS USED TO DESCRIBE QUALITIES VALUED WITH CASE MANAGERS****COMPASSIONATE****RESPECTFUL****HONEST****RELIABLE****RESPONSIVE****LISTENS****PATIENT****KNOWLEDGEABLE****ATTENTIVE****CARING****RELATABLE****PROFESSIONAL****What do you like best about your case manager?**

- Really cares!
- She is exceptionally honest, straight forward and dedicated. All her efforts are very much appreciated.
- We are grateful for the services provided and now, as COVID restrictions are lifted, ready to fully participate!
- Follows through
- Excellent works quickly to help
- If a problem arises, she makes sure to fix it ASAP!
- I feel safe because she knows me well and advocates for my needs
- Excellent communicator
- This past year has been challenging with no face to face but she had done an amazing job of understanding my son's needs and finding solutions.
- Great advocate

- Easy to talk to
- Connected with my son on a personal level
- 100% involved
- Goes the distance to help
- Constantly in contact
- Has a true heart for her work
- Enjoys my son's success
- Positive attitude
- Best case manager we have ever had at any agency
- She really cares about you and what is best for your whole family
- He keeps in touch and welcomes any questions we have
- He is like family. I feel like he really cares.
- Caring nature and willingness to help
- Enthusiasm
- Always responds to my needs
- Looks out for my best interest
- She keeps contacting me
- She will go above and beyond
- She does what she says she is going to do
- Informative
- She doesn't freak me out
- Her willingness to help
- Always available
- She is very good at her job
- Always returns phone calls
- She makes me laugh
- Best case manager we ever had
- She gives maximum support and help!
- Doesn't treat me like a number
- I like how she interacts with me
- Enjoy our zoom meetings during COVID
- Thinks outside the box
- ALWAYS offering solutions
- Best case manager ever
- Takes the time to listen
- Exceptional knowledge of my son's needs
- Always looks at things from my son's perspective
- We feel we have the best case manager possible
- Like a friend to me
- Amazing!
- We don't know what we would do without her!
- Understands our families needs
- Doesn't know an answer will find it out and get back to us

### **What, if anything, would you like your case manager to do differently?**

- More face to face now
- Nothing! I like when people listen to me! I know the DDRB will be there when I need help.
- Great how she is
- Nothing
- Talk to me more
- Check in more
- Would love to meet face to face
- Be more involved
- Confident that if I needed something different done she would be happy to help
- Do not let her leave!
- Follow up more timely
- Learn more
- No more video visits
- tell me things that are available
- meet in person when it becomes possible
- improve communication
- more resources
- Honestly, can't think of one thing that could be better!
- Get back to in person
- We would not change a thing!
- Thank you DDRB!

### **Are there services you need that you are not currently receiving?**

- Mentors as positive role models for me
- Employment after graduation
- Social programs
- Recreation
- Respite – to take my son on a trip
- Community activities
- Speech therapy
- Occupational therapy
- Housing options
- PT through Medicare
- Water therapy
- Day program
- Transportation
- Respite providers
- PA providers
- Help with transition when the time comes
- Job education/placement

- Morning care
- Family counseling
- Computer training

### **Community Partner Survey Comments:**

#### **In what specific ways, positive or negative, has our case management program affected your agency?**

- Very responsive and knowledgeable to address the needs of the individuals served. The case management team has been very accommodating as we have navigated the last year through staffing hurdles, new protocols, and virtual models.
- The case management team has worked in collaboration with the team to maintain the quality of care provided to the individuals.
- Case managers are always actively involved when needed with partnering with our agency and the family. Case managers also provide valuable resources for clients when they are not approved for competitive employment.
- All go above and beyond. Always helpful and knowledgeable.
- DDRB Case Management is great to work with – we enjoy the partnership and support in client advocacy your teams provide.
- When a case manager has worked with an individual for a long time and has developed a positive relationship, this has supported the program team with understanding what the individual’s needs and wants are from the service and how we can structure the program to help them achieve goals.
- Have experienced a few situations when service authorizations were not renewed as required resulting in suspended services.
- Write good comprehensive plans and complete monitoring
- Very helpful with my needs when I ask them
- When I reach out to get information, I get it in a timely manner

#### **What changes or additions do you feel would enhance the manner in which case management services are provided?**

- During challenging situations, it is helpful when the case manager can help facilitate partnering relationships between the agency and family/guardian to ultimately have a positive impact on the individuals served.
- DDRB does a wonderful job, and I wouldn’t change anything.
- I feel like case managers may be struggling a bit with timelines during COVID.
- It would be helpful if case managers could share more recreational/social opportunities.
- More advocacy for the individual instead of family.

- Complete ISPs sooner and utilize more of the Lifecourse tools.
- When case managers are assigned new people, it would be nice if they could reach out and let the agency know.
- Would like more communication when a individual's status changes like moving out of county, or waiver status.
- It would be helpful for the case managers to have a better understanding of non-Medicaid funded services and their parameters. This would help prevent individuals from receiving contradictory information from the CM and service provider, which often leads to frustration.

## **FY 22 OUTCOMES AND TARGETS**

**EFFECTIVENESS OUTCOME: Customer needs and changing trends are met by a case management program which excels at providing effective, quality services.**

**Target 1:** Evaluate program infrastructure and operations in order to maintain the highest quality of case management services within a cost neutral budget.

- Create a plan for adequate infrastructure supporting case management program expansion to continue long term plan serving all Medicaid eligible individuals 16 and above in St. Charles County who choose the DDRB.
- Ensure that the management of long-term services and supports continues to include quality case management services.
- Review and record quality data in order to identify any trends and respond with 30 days of notification as appropriate.
- Expand collaboration with state leaders and partner agencies to establish a crisis response protocol for individuals needing temporary crisis placement and supports.

**EFFICIENCY OUTCOME: DDRB provides professional, competent case management services that meet all compliance requirements.**

**Target 1:** Case Managers will meet performance expectations in the areas of:

- 115 logging hours or 75% of worked hours per month with less than 5% remediation
- 100% of all customers have an Individual Support Plan
- 100% completion of quality review audits
- TCM, MMAC and State File audits with less than 5% remediation
- 100% of new customers will receive services within two weeks from the point of intake

**Target 2:** Case Management staff has the most updated technology and resources available to do their jobs.

- Assure that case managers have the technology needed to support them in a both an in person and virtual environment.
- Expand implementation of the tablet/IPAD project with case management staff to increase efficiencies with document processing.
- Evaluate how the use of the new DMH ConneXion Database will interface with the software currently used by case management staff.
- Investigate an update to current logging software program.

**Target 3:** Case Management staff is knowledgeable and trained:

- Assure that each case manager participates in 12 hours of educational/professional trainings to include information about our partner agencies.
- Assure that new staff receive comprehensive training in a virtually based environment by creating competency tools to test knowledge.

**ACCESS OUTCOME: Customers have access to case management services and resource information when they need it.**

**Target 1:** Continue to serve all new 16 & 17 year olds who choose the DDRB regardless of Medicaid status.

**Target 2:** Assure 100% of customers approaching their 18<sup>th</sup> birthday are provided education and assistance to apply for Medicaid.

**Target 3:** Continue to expand resources available to assure that all students with developmental disabilities have the information they need in order to transition to adult services.

- Identify virtual opportunities to provide resources and information to all five school districts in St. Charles County by participating in a minimum of 8 transitional events annually.

**Target 4:** Increase individual's access to employment supports and job placement consistent with the Employment First initiative.

- Assure 100% of individuals have an individual support plan that identifies employment needs and supports.

**Target 5:** Expand knowledge and resource information regarding remote supports consistent with the Division's Technology First Initiative.

- Host a Tech Fest to provide information and resources to individuals/families regarding technology supports.
- Assure 100% of individuals, as appropriate, have an individual support plan that identifies technology supports needs.
- Assure staff are trained during the orientation process and updated as needed regarding remote supports information.

- Identify a case management staff to participate in Division training to become a Technology Navigator.

**Target 6:** Expand collaboration opportunities with community partners to assure customers/families have resources when needed.

- Increase referrals to the Parent Partner Program for system navigation and Medicaid application assistance.
- Development of the partnership plan with the IHD- UMKC to increase access to and receipt of accessible preventive health care and health promotion options for individuals.

**SATISFACTION OUTCOME: Customers and partner agencies are satisfied with the DDRB Case Management Program.**

**Target 1:** 93% of customers report satisfied or higher on annual satisfaction surveys. Benchmarks of quality as identified by customers/families are **listens, attentive and responsive, communicates effectively, supports to help build relationships, and connects to local resources.**

**Target 2:** 90% of community partners report satisfied or higher on annual satisfaction surveys. Benchmarks of quality as identified by community partners are **professional, knowledgeable, responsive, and collaborative and a positive member of the team.**