BISM Goal: Creating Community Based Services

- Project is targeted on expanding innovative programming at Koinonia Enterprises (KE) a subsidiary of Koinonia that provides vocational habilitation and adult day services.
- Develop best practices that are financially sustainable, and outcome driven in community-based service delivery.
- Create a financially sustainable model for delivery of community-based day services based on the LIFE (Lifelong Inclusion for Everyone) model which promotes community participation and integration into activities and choices for individuals.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2011</td>
<td>• Created Employment Services Division and Business Advisory Council as part of Ohio Medicaid Infrastructure Grant</td>
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<td>2014</td>
<td>• Closed 14c Sheltered Workshops and participated in Project Transformation developing a comprehensive transformation plan aligning with Employment First Initiative</td>
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<td>2016</td>
<td>• One of four agencies to establish Cuyahoga Employment Collaborative and founding member of Northeast Ohio Regional Employment Network (NEOREN)</td>
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<td>2017</td>
<td>• Through initial funding from Summit DD, established Compass Pathfinder, community-based transition school in partnership with multiple schools</td>
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<td>2019</td>
<td>• Koinonia established community engagement criteria for all programs, building organization-wide performance evaluation and quality indicator requirements. As part of this initiative, the agency adopted the LIFE Canvass Assessment to measure and monitor inclusion and person-centered goals.</td>
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<tr>
<td>2020</td>
<td>• Initial $50,000 grant for the LIFE program was obtained through The Good Shephard Foundation • Performed 90 LIFE Canvas Assessments • Achieved CQL Accreditation</td>
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<td>2021</td>
<td>• Large Day Program &quot;right sized&quot; and LIFE Centers being created. • Funding for Choices Application Development obtained through a grant from The Good Shephard Foundation.</td>
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</table>
Koinonia’s History of Innovation

- Expansion of Employment Services Division to serve people in 5 counties
- Initial pilot of community-based day services with people receiving Intermediate Care Facility (ICF) funding
- Learning enhanced and developed during COVID-19 through implementation of STEP program
- KE Navigation studio created for virtual services and supports
- Expansion of Employment Services Division to serve people in 5 counties.
- Initial pilot of community-based day services using the LIFE model with people receiving Intermediate Care Facility (ICF) Funding.
Koinonia’s History of Innovation

Right Sized

- Building occupancy went from 200+ to 60 people max in 2021
- From 13 classrooms to 4 areas
- From 20,000 square feet to a little under 10,000 square feet
- People going out daily
Pulling Together the Team

Initial leadership team consisted of a collaboration between our Program, Fiscal, and Quality departments.

Team was expanded as we worked toward building the roadmap with inclusion of our Transportation department, families, Cuyahoga and Summit County Board, Warrensville Development Center, and OPRA members.
## Work Group Expansion

<table>
<thead>
<tr>
<th>Name</th>
<th>Title &amp; Organization</th>
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<tbody>
<tr>
<td>Maureen Schroder</td>
<td>Director of Transportation for Koinonia</td>
</tr>
<tr>
<td>Cheryl Senko</td>
<td>Director of Development &amp; Communications for Koinonia</td>
</tr>
<tr>
<td>Kelsey Mulhall</td>
<td>Development Associate for Koinonia</td>
</tr>
<tr>
<td>Carli Guzowski</td>
<td>Quality Improvement Specialist for Koinonia</td>
</tr>
<tr>
<td>Joe DiFranco</td>
<td>Senior Manager of Community Supports and Development for Summit DD</td>
</tr>
<tr>
<td>Drew Williams</td>
<td>Director of Community Supports and Development for Summit DD</td>
</tr>
<tr>
<td>Scott Marks</td>
<td>Director of Operations for Ohio Provider Resource Association</td>
</tr>
<tr>
<td>Patricia Nixon</td>
<td>Superintendent for Warrensville Developmental Center</td>
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<tr>
<td>Kimberly Morgan</td>
<td>Program Director for Warrensville Developmental Center</td>
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<tr>
<td>Mary Talpas</td>
<td>Parent</td>
</tr>
<tr>
<td>Jennifer Krzynowek</td>
<td>Manager of Provider Development and Quality for Cuyahoga County Board of DD</td>
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<tr>
<td>Timothy Talpas</td>
<td>Parent</td>
</tr>
<tr>
<td>Barbara Jarjisian</td>
<td>Parent</td>
</tr>
<tr>
<td>Scott Marks</td>
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About Koinonia

Mission Statement
- To partner with people who have developmental disabilities and other complex conditions, resulting in the highest possible quality of life through integrated, whole-person care.

Vision Statement
- Collaborative communities that accept, support and optimize quality of life for people with developmental disabilities, and other complex conditions, while continuously seeking new and innovative ways to improve.

At Koinonia, we have brought together our decades of experience serving and advocating for people with developmental disabilities with the mission of helping them live the life they choose and achieve their personal goals.

Koinonia's vision ensures that we address the whole person, integrating care and services in ways that support the unique needs and preferences of each person.
BISM Linked to Koinonia’s Strategic Plan
Objectives

**Premier Provider**

- To maintain, enhance, and communicate Koinonia as a premier provider of services to people with cognitive, developmental disabilities, or other complex conditions.
- To continue to develop and expand Koinonia outcomes, emerging best practices, and quality research initiatives as well as the ability to communicate the value of Koinonia services to all stakeholders.

**Employer of Choice**

- To ensure that Koinonia attracts, retains, and develops the skilled staff necessary to achieve our mission.
- To develop a formal program for modifying and enhancing Koinonia’s culture, workplace environment, and employment relationships to establish it as an Employer of Choice.
Creating the Vision

- People spend maximum time in the community
- Each person has their own schedule of small group and individual activities
- Activities promote meaningful community connections and greater independence
- Capitalize on community partnerships to develop hubs
- Team monitors satisfaction of interests and achievement of inclusion
- Staff retention
Team Identified Strengths & Opportunities

The project would build upon:

- Leadership has a willingness and commitment to embrace change and alternative methods of service delivery.
- Koinonia has a robust quality assurance team to track and monitor individualized outcomes.
- LIFE Canvass Assessments already created will provide data that can inform both fiscal analysis and development of program structure.
- KE has in-house capabilities in community-based work developed through its success with community-based transition programs that are 100% in the community.
- Flexibility of ICF funding.
- Relentless collaboration amongst departments.
- Cross Train Staff.
- Koinonia rebranding.
Complete and review LIFE Canvas data that measures inclusion and person-centered goals

Collect data about level of support needs for sample group

Collect baseline cost information

Perform cost revenue analysis of community-based services

Develop long term sustainable plan
Fiscal Analysis

- Analysis of potential waiver revenues
- Identified best practices for staffing including ratios and coordination
- Analysis of costs for sample waiver participants
- Analysis of costs for all ICF participants
- Comparison of costs and revenues
- Looked at potential additional revenue from breaking down silos and restructuring of services
Expanding the Team

Collaboration with the Transportation department was the key to this redesign.

Maureen Schroder, Director of Transportation helped break down silos.

Added additional supports from other departments:

- Elizabeth Linder, Medicaid Finance Manager
- Susan Chiancone, Chief Financial Officer
- Jimmy Frankino, Director of ICF
Building the Model

- At least a 1:3 ratio in the community
- Supervisory staff with caseloads of no more than 25 to enable resource development and meaningful activities
- Use of mobile devices and choices app to maximize choice and independence
- Reaching economies of scale by increasing number of waiver participants
- Reallocating ICF funds from Transportation to Day Services
- Services provided Sunday through Saturday
- Possibility of split shifts
- Creating a work life balance for staff retention
Creating the Business & Implementation Plans

The Business Plan includes:

- Blueprint of costs
- Blueprint of revenues
- Timelines for reaching economies of scale
- Plan for reallocation of revenues
- Description of the model's components including staffing, technology, space, and logistics
- Next steps in implementation
Due to low response rate on survey, team recommended cold calls take place to get as much data as possible.

Adding additional team members for feedback on vision and plans should continue.

Continuous communication needs to take place between participants and Koinonia to discuss what is working well and what can be improved.

Some providers have tried split shifts and/or weekends and did not feel it was sustainable.
ONGOING STAKEHOLDER FEEDBACK

Created survey regarding community integration and other opportunities for participants
Koinonia Enterprises is refocusing its building structure to accommodate small groups, with an emphasis on providing more community-based opportunities. This new structure allows for exciting new opportunities to explore the community and program building options.

As a result of this physical change, we are also revisiting our program scheduling, and are exploring the idea of both morning and evening services that were not previously offered. This wider array of scheduling would allow for many more programming options for those we serve and would enable us to provide services at hours that are of the most interest to those attending the services.

With these changes in mind, Koinonia Enterprises will continue to ensure that all CDC guidelines are followed and appropriate ratios are continually met to maintain a safe environment for all. Please complete the below survey questions to help inform our decision-making on these proposed changes to our programming structure:
1. Would you be interested in morning services from 7:30 am to 12:30 pm?
   - [ ] Yes
   - [ ] No
   - [ ] If, no what specific times would be ideal for this schedule?

2. Would you be interested in evening services from 1:30 pm to 6:30 pm?
   - [ ] Yes
   - [ ] No
   - If no, enter preference times?

3. If you are a part-time attendee, would you be open to attending programming on the weekends (Saturdays and Sundays)?
   - [ ] Yes
   - [ ] No
   - [ ] Not applicable
   - If yes, what specific days and times would be ideal for this schedule?

4. Would you be interested in the day program staff providing transportation to and from home?
   - [ ] Yes
   - [ ] No
   - [ ] If not, would you be willing to share your reasons?
5. What kind of interests and activities do you enjoy that would take place in the community? (examples: volunteering, sports, arts, theater, shopping, fashion, etc.)

6. As part of attending our program, how much time would you like to spend in the community during any given week?
   - [ ] 25%
   - [ ] 50%
   - [ ] 75%
   - [ ] 100%
   - [ ] No community-based programming

7. Additional Comments/Feedback

8. PLEASE ENTER YOUR CONTACT INFORMATION HERE
   - Name
   - Address
   - Address 2
   - City/Town
   - State/Province -- select state --
   - ZIP/Postal Code
   - Email Address
Q1 Would you be interested in morning services from 7:30 am to 12:30 pm?

Answered: 18  Skipped: 3

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
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<tbody>
<tr>
<td>Yes</td>
<td>50.00%</td>
</tr>
<tr>
<td>No</td>
<td>0.00%</td>
</tr>
<tr>
<td>If, no what specific times would be ideal for this schedule?</td>
<td>50.00%</td>
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</table>

TOTAL 18
Things to Consider?

This model was created during COVID-19

- The fiscal environment is constantly changing
- The health environment is uncertain
- Reopening guidelines require careful thought
- Must take into account staff that are not able to drive
- Staffing shortage happening across the world
- Building space has decreased a great deal
- Supervisors may need to rotate weekends
- Some people may be ready for changes and others may not
- It’s a great time for innovation!
Thank You!

Sabrina Johnson  
Director of Koinonia Enterprises  
Sabrina.Johnson@Koinoniahomes.org  
(216) 217-2028 (cell)

Rachel Pollock  
Subject Matter Expert  
rpollock@jobpathnyc.org