



State of Connecticut
Department of Developmental Services



Ned Lamont
Governor

Jordan A. Scheff
Commissioner

Peter Mason
Deputy Commissioner

Appropriations Health Subcommittee Workgroup: March 1, 2022

Co-Chairs: Senator Mary Daugherty Abrams and Representative Patricia A. Dillon
Ranking Members: Senator Heather S. Somers and Representative Kathy Kennedy

We appreciate the opportunity to discuss Governor Lamont’s proposed Fiscal Year 2023 budget adjustments as it relates to the Department of Developmental Services (DDS). We have included the following information in response to questions posed at the DDS Budget Presentation to the Appropriations Committee held on February 24, 2022.

Questions for the Department of Developmental Services (DDS) Appropriations Health Subcommittee Work Session

- 1. What funds have been provided for wage increases and how has salary compression been addressed? Please provide a distribution of the FY 23 DDS Settlement funding for wage increases by account and by provider for each account?**

DDS Response: Please see the **FY23 Wage Payments** table below for payments made to providers. Wage compression has been addressed by providing wage increases for all positions funded by DDS, not just direct care workers.

DDS Provider ID	Provider Name	12493	16108	90678	Total
697	ABILIS, INC		\$237,322	\$562,583	\$799,905
282	ABILITIES WITHOUT BOUNDARIES, INC.		\$61,242		\$61,242
284	ABILITY BEYOND DISABILITY		\$121,301	\$298,919	\$420,220
2348	ABLE HOME HEALTH CARE			\$1,527	\$1,527
614	ACES	\$1,752	\$73,188	\$1,698	\$76,638
615	ACORD, INC.		\$72,677	\$91,981	\$164,658
2431	ADELBROOK COMMUNITY SERVICES, INC.	\$51,156	\$4,101	\$203,170	\$258,427
817	ADULT VOC. PROGRAM		\$39,909		\$39,909
2694	ALL CARE, LLC		\$2,872		\$2,872
2073	ALL POINTE CARE LLC	\$8,279	\$26,012	\$92,796	\$127,087
2283	ALLIANCE HEALTHCARE SOLUTIONS, LLC		\$6,580	\$44,012	\$50,592

23	ALLIED REHABILITATION CN		\$127,877	\$125,498	\$253,375
730	ALTERNATIVE SERVICES, INC		\$12,126	\$216,711	\$228,837
1482	ALTERNATIVES INC		\$74,020	\$129,020	\$203,040
822	ARC EASTERN CONNECTICUT, INC. THE		\$206,509	\$720,723	\$927,232
458	ARC OF GREATER NEW HAVEN		\$88,713		\$88,713
291	ARC OF LITCHFIELD COUNTY, INC. (THE)		\$71,761	\$140,446	\$212,207
468	ARC OF SOUTHTON, INC.		\$14,872	\$194,526	\$209,398
695	ARI OF CONNECTICUT, INC.		\$41,554	\$95,421	\$136,975
2593	ASCENSION HABILITATIVE SUPPORT SERVICES, LLC		\$4,367	\$21,024	\$25,391
289	ASPIRE LIVING & LEARNING, INC.		\$39,935	\$361,318	\$401,253
818	BAROCO CORPORATION		\$87,216		\$87,216
3833	BEAULAH A.G. SMITH SCHOLARSHIP FOUNDATION, INC.		\$2,281	\$4,826	\$7,107
2192	BEHAVIORAL MANAGEMENT LLC		\$32,063	\$3,682	\$35,745
118	BENHAVEN INC.	\$2,539	\$38,846	\$132,196	\$173,581
455	BRIAN HOUSE, INC.		\$19,750	\$200,960	\$220,710
281	BRISTOL ARC		\$129,098	\$256,115	\$385,213
861	BUCKINGHAM COM. SERV.		\$86,948	\$32,380	\$119,328
14	CAPITOL REGION EDUCATION COUNCIL	\$2,293		\$2,588	\$4,881
731	CARING COMMUNITY OF CT	\$1,015	\$74,061	\$337,227	\$412,303
119	CATHOLIC CHARITIES		\$25,406	\$123,088	\$148,494
3832	CATTLEA, LLC		\$1,700	\$565	\$2,265
5	CCARC		\$125,800	\$335,006	\$460,806
278	CENTER OF HOPE, INC.		\$24,095		\$24,095
2128	CEREBRAL PALSY OF WESTCHESTER INC		\$6,898		\$6,898
612	CHAPEL HAVEN SCHLEIFER CENTER, INC.		\$18,643	\$9,541	\$28,184
1504	CHEZ NOUS, INC.			\$5,993	\$5,993
2261	CHILDREN'S CENTER OF HAMDEN, INC.			\$28,398	\$28,398
696	CLASP HOMES INC.		\$48,414	\$301,216	\$349,630
8	COMMUNITY RESIDENCES INC	\$4,942	\$211,232	\$1,335,641	\$1,551,815
2067	COMMUNITY SOCIAL INTEGRT		\$27,406	\$235,503	\$262,909
283	COMMUNITY SYSTEMS, INC		\$91,661	\$488,243	\$579,904
820	COMMUNITY VOC. SERVICES		\$25,205	\$66,282	\$91,487
4051	COMPANION SUPPORT RESOURCES, LLC			\$326	\$326
2241	CONNECTICUT BEHAVIORAL HEALTH LLC	\$1,218			\$1,218

1815	CONTINUUM OF CARE, INC.		\$50,973	\$380,857	\$431,830
271	CORP. PUBLIC MGMT		\$58,143	\$100,322	\$158,465
13	CT. INSTITUTE FOR BLIND	\$11,487	\$93,168	\$551,831	\$656,486
16	CW RESOURCES, INC.		\$276,223		\$276,223
2308	DISABILITY RESOURCE NETWORK INC.		\$46,167	\$3,541	\$49,708
2255	DUNGARVIN, CT. LLC	\$8,829	\$40,867	\$352,077	\$401,773
295	EASTER SEAL REHAB CENTER OF GREATER WATERBURY, INC		\$124,102	\$11,106	\$135,208
134	EASTER SEALS CAPITAL REGION & EASTERN CONNECTICUT		\$83,609		\$83,609
732	EASTERN COMMUNITY DEVELOPMENT CORPORATION		\$29,994	\$246,617	\$276,611
303	EDADVANCE (FORMERLY EDUCATION CONNECTION)		\$29,510	\$28,184	\$57,694
1309	EDUCATIONAL CONSULTANTS GROUP, INC			\$7,914	\$7,914
2135	EMPLOYMENT OPTIONS		\$10,155	\$32,157	\$42,312
2786	EPRINE COMMUNITY SERVICES, INC.		\$3,625	\$1,048	\$4,673
1969	FAMILY OPTIONS		\$13,081	\$179,761	\$192,842
2160	FAMILY PARTNERSHIPS OF CT LLC		\$25,289	\$3,244	\$28,533
2217	FAMILY SUPPORT TEAM		\$5,011	\$6,487	\$11,498
20	FARMINGTON VALLEY ARC		\$294,100	\$333,300	\$627,400
1776	FRIENDS OF NEW MILFORD, INC		\$13,175	\$24,142	\$37,317
1850	FUTURES, INC.		\$64,693	\$4,200	\$68,893
2513	G.R.O.W.E.R.S., INC.		\$16,002		\$16,002
2586	GOOD LIFE RESIDENTIAL, LLC	\$1,954	\$22,325	\$11,495	\$35,774
456	GOODWILL INDUSTRIES OF SOUTHERN NEW ENGLAND, INC.		\$95,244		\$95,244
707	GOODWILL OF WESTERN AND NORTHERN CT		\$164,585	\$30,264	\$194,849
286	GREEN CHIMNEYS CHILD SVS		\$1,941	\$14,406	\$16,347
285	GROUNDED IN LOVE, INC		\$19,936	\$122,379	\$142,315
1480	GUIDE INC.		\$20,617	\$100,725	\$121,342
25	HARC INC		\$156,430	\$270,584	\$427,014
459	HART UNITED		\$15,232	\$333,750	\$348,982
2280	HELPING PEOPLE EXCEL		\$52,512	\$176,121	\$228,633
2143	HISPANIC COALITION WTRBY		\$21,843	\$21,760	\$43,603
245	HORIZONS PROGRAMS, INC.		\$220,127	\$226,728	\$446,855
31	HUMANIDAD, INC.			\$170,060	\$170,060
1972	ICES, INC.		\$83,334	\$283,329	\$366,663

2178	INCLUSION FIRST LLC		\$3,691	\$5,888	\$9,579
1064	JEWISH ASSOCIATION FOR COMMUNITY LIVING INC		\$7,647	\$172,511	\$180,158
2576	JOURNEY FOUND, INC.		\$67,761	\$500,702	\$568,463
2312	KENCREST SERVICES		\$32,574	\$293,449	\$326,023
699	KENNEDY CENTER		\$389,638	\$463,986	\$853,624
277	KEY HUMAN SERVICES, INC		\$64,754	\$882,610	\$947,364
611	KUHN EMPLOYMENT OPPORT.		\$126,796		\$126,796
2647	LIFE NEEDS CO-OP INC		\$10,532	\$35,200	\$45,732
2787	LIFE-SKILLS, INC.		\$2,040		\$2,040
1737	LIGHTHOUSE VOC-ED CENTER		\$39,099		\$39,099
2737	LIVING INNOVATIONS SUPPORT SERVICES, INC.			\$7,383	\$7,383
462	MARC COMMUNITY RESOURCES LTD		\$138,491	\$181,484	\$319,975
144	MARC, INC.(MANCHESTER)		\$219,048	\$247,946	\$466,994
243	MARCH, INC.		\$27,447	\$338,949	\$366,396
1288	MARRAKECH HOUSING OPTIONS		\$255,650	\$899,469	\$1,155,119
140	MIDSTATE ARC, INC.	\$603	\$159,613	\$303,434	\$463,650
616	MOSAIC OF CT INC		\$125,590	\$1,150,553	\$1,276,143
463	NERS		\$7,874	\$139,255	\$147,129
1149	NETWORK, INC.		\$72,557	\$415,675	\$488,232
2328	NEW BEGINNINGS FOR LIFE		\$76,261	\$85,212	\$161,473
1955	NEW CANAAN GROUP HOME			\$24,792	\$24,792
2229	NEW ENGLAND BUSINESS ASSOCIATES INC.		\$41,553		\$41,553
287	NEW FOUNDATIONS, INC		\$2,808	\$86,332	\$89,140
2155	NORTH AMERICAN FAMILY INSTITUTE		\$2,047	\$50,329	\$52,376
273	NORTHEAST PLC SVS		\$44,126	\$121,827	\$165,953
617	OPPORTUNITY HOUSE, INC.		\$23,664	\$66,570	\$90,234
2454	OPPORTUNITY WORKS CONNECTICUT, INC.		\$67,352		\$67,352
1619	OPTIONS UNLIMITED, INC.		\$30,639	\$237,956	\$268,595
1141	PRIME CARE, INC		\$162,552	\$560,770	\$723,322
1238	RELIANCE HEALTH, INC.		\$7,482	\$38,564	\$46,046
1770	RESOURCES FOR HUMAN DEV.		\$62,090	\$376,260	\$438,350
34	RMS DEVELOPMENT INC		\$48,752	\$752,013	\$800,765
2152	ROBIN'S NEST INTERGENERATIONAL DAYCARE LLC		\$12,908	\$50,935	\$63,843
2473	S.I.S.T.E.R.S., LLC		\$16,622	\$2,272	\$18,894
467	SARAH INC.		\$165,221	\$6,048	\$171,269
1274	SARAH SENECA INC		\$19,617	\$278,800	\$298,417
1273	SARAH TUXIS INC		\$67,077	\$462,721	\$529,798

823	SEABIRD ENTERPRISES, INC.		\$74,586		\$74,586
824	SHARP TRAINING		\$156,094	\$21,838	\$177,932
2121	SOUTHEASTERN EMPLOYMENT SRV		\$26,489		\$26,489
2638	ST. CATHERINE CENTER FOR SPECIAL NEEDS		\$18,465		\$18,465
706	ST. VINCENTS SPEC. NEEDS		\$91,194	\$247,832	\$339,026
708	STAR INC.		\$141,325	\$456,845	\$598,170
250	SUNRISE NORTHEAST, INC.		\$45,743	\$272,709	\$318,452
1319	SUNSET HILL, INC.		\$2,407	\$8,321	\$10,728
1586	SUNSET SHORES OF MILFORD		\$20,811		\$20,811
2806	TRANSITION SERVICES OF FAIRFIELD COUNTRY, LLC		\$9,464		\$9,464
299	TRANSITIONAL EMPLOYMENT UNLIMITED INC		\$42,927		\$42,927
2214	TURNING LEAF AGENCY, CORP		\$15,368	\$79,688	\$95,056
826	UCP OF EASTERN CT		\$79,673	\$40,562	\$120,235
29	VIABILITY, INC.		\$82,508	\$97,953	\$180,461
1909	VINFEN CORP OF CT		\$76,647	\$550,507	\$627,154
1676	VISTA LIFE INNOVATIONS, INC.		\$54,058	\$67,193	\$121,251
294	WATERBURY ARC, INC		\$121,028	\$13,136	\$134,164
618	WEST HAVEN COMM.HOUSE		\$51,191	\$110,859	\$162,050
248	WHOLE LIFE, INC.		\$104,736	\$535,747	\$640,483
38	WILA		\$20,088	\$106,649	\$126,737
301	WINCHSTER TOWN TREASURER		\$15,858		\$15,858
Total		\$96,067	\$8,407,907	\$23,079,272	\$31,583,246

2. Providers have indicated they need more funding for infrastructure improvements. Is there bonding for this? How is funding provided?

DDS Response: Budgetary increases to rates for community residences funded under the Department of Social Services (DSS) State Supplement program have been eliminated for several years prior to the current biennium. With the most recent biennial budget for FY 2022 and 2023, inflationary increases have been provided and, starting with rates beginning July 1, 2021 forward, rates now allow for a fair rent pass-through for all capital improvements. Therefore, any state approved home improvements will be included in the facility's room and board rates on a prospective basis. It should be noted, however, that such reimbursement is provided over the useful life of the improvement, and therefore provides a stream of reimbursement over time, as opposed to a full payment of the improvement immediately upon completion.

3. Southbury Training School (STS) – Provide the current census, per diem costs, workers comp costs, the number of buildings and plans for remediation, reuse, repurpose of the closed buildings/cottages. What is being done at STS to prevent worker injuries?

DDS Response: The current census at the Southbury Training School is 136 residents. The per diem costs for fiscal year 2020 are \$1,205.74. This per diem cost is based upon the Certified Public Expenditures for fiscal year 2020 (the most recent fiscal year with audited and finalized per diem rates). It includes employee

salary and fringe benefits coded to STS, clinicians, STS case management, workers comp proportioned to STS and other expense and training costs attributed to STS.

The **STS Building Inventory** table below identifies the status of all buildings on campus. There are no active plans to reuse any buildings that have been mothballed, most of which have been remediated for asbestos.

Status	Type of use	Bldg	Bldg aka	Occupancy type
Open	Support	Admin Building		Business
Open	Support	Bobowick Pavilion		Assembly
Open	Support	Boys IT	Print Shop	Industrial
Open	Support	C-1	Resource Center	Business
Open	Support	C-10	STS Foundation	Business
Open	Day Program	C-12		Business
Open	Covid - Res	C-16		Health Care
Open	Res- ICF	C-18		Health Care
Open	Day Program	C-2		Business
Open	Res- ICF	C-20		Health Care
Open	Support	C-29	Fire Dept.	Business
Open	Support	C-3	Medical	Business
Open	Res- ICF	C-30		Board and Care small
Open	Support	C-31	COVID test	Business
Open	Covid - Res	C-32		Healthcare
Open	Support	C-35	OT/PT	Business
Open	Residential	C-36		Board and Care Small/
Open	Day Program	C-4		Business
Open	Res- ICF	C-40		Health Care
Open	Res- ICF	C-41		Health Care
Open	Res- ICF	C-42		Health Care
Open	Support	C-5	Nursing	Business
Open	Day Program	C-6		Business
Open	Res- ICF	C-7		Health Care
Open	Res- ICF	C-7A		Health Care
Open	Day Program	C-8		Business

Open	Support	C-9	Thrift Shop 1	Mercantile
Open	Day Program	Cassidy House	Poultry Program	Business
Open		Cassidy House/Farm area		Two Family
Open		Cassidy House/Farm area		Two Family
Open	Support	Garage		Industrial
Open	Day Program	Gatehouse		Business
Open	Day Program	Green House		Business
Open	Support	Grounds		Industrial
Open	Support	Laundry		Industrial
Open	Support	P.P. Shops		Industrial
Open	Support	Power house		Industrial
Open	Support	Roselle	School Bldg	Business
Open	Support	Sewer Plant		Industrial
Open		SH-10	Old Director House	Single Family
Open	Support	SH-2	P/A	Business
Open	WR Region	Spruce Brook Respite	SH-5	Residential B/C Impractical
Open	Support	Warehouse		Storage
Partial	Storage	Crawford		Mixed
Partial	IT support	Fleck Hall		Business
Seasonal	Support	Adv Area		Business
DOAG		Farm	Farm Complex-Barns	Agriculture
DOAG		Farm 1		Former Health Care
DOAG		Farm Complex/Dairy Barns		Industry

DOAG		Farm2		BUSINESS/ Former B/C
DOAG		P-2	Farm Apts.	Apartments
DOAG		SH-16		Single Family
Closed	Residential	C-15		Health care
Closed		C-33		Health Care
Closed		C-34		Health Care
Closed		SH 11		Business
Closed		Staff House 4		Business
Mothball		C-11		Former B/C
Mothball		C-14		Former B/C
Mothball		C-21		Board & Care Small
Mothball		C-22		Board & Care Small
Mothball		C-23		Storage
Mothball		C-24		Business
Mothball		C-25		Business
Mothball		C-26		Board & Care Small
Mothball		C-27		Former B/C
Mothball		C-28		Former Res. B/C
Mothball		HCU		Health Care/Business
Mothball		P-4	THOMPSON HALL	Room/Lodging
Mothball		PV 17		
Mothball		PV 23		Single Family
Mothball		PV 23		Single Family
Mothball		PV 24		Single Family
Mothball		PV 24		Single Family
Mothball		PV 25		Single Family
Mothball		PV 26		Former B/C- ICF
Mothball		PV 27		Single Family
Mothball		PV02		Business
Mothball		PV03		Board and Care small
Mothball		PV04		Board and Care small
Mothball		PV06		ICF B & C
Mothball		PV07		Board & Care (ICF only)
Mothball		PV12		Former B/C
Mothball		PV13		Board & Care (ICF only)
Mothball		PV15		Board & Care (ICF only)
Mothball		PV-16		Business

Mothball		PV18		Former B/C
Mothball		PV19		Board & Care (ICF only)
Mothball		PV20		Board & Care (ICF only)
Mothball		PV-21		Board and Care small
Mothball		PV-22		Board and Care small
Mothball		PV-28		ICF B & C
Mothball		PV29		Single Family
Mothball		PV30		Single Family
Mothball		PV-5		Single Family
Demolished		PV14		
demolished		PV14		
Demolished		SH-1		Former Business
Demolished		SH-3		Single Family

The Department of Developmental Services (DDS) spent \$13.4 million on workers compensation in Fiscal Year 2021. The Department of Administrative Services (DAS) reports \$7 million in DDS workers compensation expenditures as of December 31, 2021. These expenditures apply to the entire department because they are not available at the facility level of detail.

DDS provides physical management training (PMT) and body mechanic trainings that are aimed at preventing worker injuries. The PMT training includes instruction on how to restrain without the staff or individual being hurt. The body mechanics training teaches how to safely lift and move individuals without getting hurt. The chart below shows the various STS staff trainings that are required including PMT and body mechanics.

DAY 1		VIDEO	DAY 2			DAY 3			ANNUAL	
PMT	Abuse & Neglect	Fire Safety w/EOP	Infect. Control	CPR	Safety in Action	Safe Swallowing	Body Mechanics	Nutrition	ADA	ETHICS

4. Emergency Placements Program – Provide the definition of emergency placements. What is the basis for the budgeted funding level of \$5.6 million and what happens to the lapsed funds?

DDS Response: The emergency placements funding has been used to develop crisis prevention and intervention strategies to de-escalate crisis situations and prevent long-term hospital emergency department stays. With this funding, the department launched a six bed, Step Up/Step Down Unit, to support individuals in crisis and in need of behavioral stabilization, who are coming from community-based settings or hospital emergency departments. DDS also has developed Enhanced Family Support teams in public and has funded mobile crisis response pilots in the private sector, which can provide rapid support to individuals living in community-based settings who may be near or experiencing a crisis. The funding has been approved at this level for several years and supports the operating costs of these programs. Any funds that are not expended by the end of the fiscal year are lapsed to the General Fund. The following table shows estimated expenditures for fiscal year 2023.

Initiative	FY 2023 Estimated Expenditures
Step Up/Step Down Unit	\$2,400,000
Step Up/Down Provider Partnership Opportunity	\$1,600,000
Private Provider Care Coordinators	\$1,200,000
Enhanced Family Support	\$400,000
Total	\$5,600,000

5. Provide detail on all the ARPA Reinvestment Funds included in the DDS General Fund (GF) budget by account. What areas will the five new durational project managers be working on? What is the long-term impact to the GF?

DDS Response: Please the table below of the Home and Community Based Services (HCBS) American Rescue Plan Act (ARPA) spending plan DDS options for a breakout of each HCBS ARPA option related to DDS and outlines the line item in the Governor’s FY 2023 recommended budget adjustments in which the funding for such option can be found. The second table provides the same information but is broken out by line item instead of the ARPA option.

DDS HCBS ARPA Spending Plan	TOTAL ARPA 4/1/2021 to 3/31/2024	Line Item where ARPA funding can be found as part of the proposed Governor's 2022-2023 Proposed Biennium Budget Adjustment	Potential Annualized Expenses After ARPA Period Ends (4/1/24)
Enhance HCBS Workforce			
Fund Temporary Workforce and Provider Stabilization payments- intent is to assist DDS qualified providers impacted by the pandemic as well as assist with recruitment and retention of provider staff. (Appendix K approval necessary)	57,159,340	\$8,705,012 in Employment Opportunities and Day Services (16108) \$14,999,658 in Community Residential Services (16122)	
Expand Integration and Use of Assistive Technology			
Expand Access to and Use of Assistive Technology to promote independence while providing a cost-effective option for assistance that maintains quality and oversight of health and safety measures- increases waiver caps from \$15k to 30 K (Appendix K approval necessary) and allows for funding of broadband internet connectivity.	13,000,000	\$9,250,000 in Community Residential Services (16122)	
Enhance Self-Direction			
Create and Implement an Employment Network- this initiative will facilitate enrollment for direct care professionals seeking employment and Medicaid members seeking employees. The employment network will also facilitate the ability of members (employers) to quickly locate backup workers	3,871,875	\$2,162,500 in ID Partnership Initiatives (12599)	\$2,162,500 in ID Partnership Initiatives (12599)
Expand Self-Direction Supports Available through the Fiscal Intermediary- this initiative aims to expand the range of supports available through the fiscal intermediary in order to build capacity in the self-directed Medicaid system.	3,000,000	\$2,200,000 in Other Expenses (10020)	\$1,000,000 in Other Expenses (10020)
Enhance and Expand HCBS Delivery Transformation			
Expand Supportive Housing Models- Coordinate supports in collaboration with sister state agencies to expand supportive housing models that are integrated in the community and promote the highest level of independence for individuals with ID. This initiative will enhance staffing supports and provide training in either a transitional housing program or within the supportive housing setting to provide support to individuals who may require additional assistance.	10,125,000	\$7,000,000 in Community Residential Services (16122) \$87,500 in Other Expenses (10020)	

<p>System Transformation- This multi-pronged approach includes three initiatives to meet the ultimate goal of transforming both residential and day supports and services away from traditional and costly congregate settings towards more integrated and efficient settings that promote independence and freedom of choice. (Appendix K approval necessary)</p>			
<p>1) The first initiative proposes to develop an incentive payment program to encourage providers to consolidate current vacancies in congregate settings and redistribute the savings to individuals on the state's residential waiting lists. (Appendix K approval necessary)</p>	2,500,000	\$1,750,000 in Community Residential Services (16122)	
<p>2) The second initiative focuses on stability of the newly designed system by issuing payments for authorizations that move individuals to more independent residential settings or toward competitively-based employment. These payments will support providers whose authorized funding decreases due to the individual's transition to more cost effective and independent supports.</p>	25,000,000	<p>\$6,426,486 in Employment Opportunities and Day Services (16108)</p> <p>\$11,073,514 in Community Residential Services (16122)</p>	
<p>3) The third and final initiative will contract with three consultants to train, facilitate and assist the state provider network in developing transformation plans that focus on moving away from congregate settings, both residential and day focused, while promoting independence, community integration, and employment-based services.</p>	1,800,000	\$1,350,000 in Other Expenses (10020)	
<p>Enhance Provider Infrastructure</p>			
<p>Stability and Infrastructure Improvements through Technology- payments to providers to help modernize billing processes and systems (Appendix K approval necessary). A small portion of the budget will also go toward technology improvements that include software replacements for business intelligence to improve public regarding of HCBS metrics and update system licenses.</p>	42,000,000	<p>\$4,957,574 in Employment Opportunities and Day Services (16108)</p> <p>\$8,542,426 in Community Residential Services (16122)</p> <p>\$1,500,000 in Other Expenses (10020)</p>	<p>\$785,286 in Employment Opportunities and Day Services (16108)</p> <p>\$1,714,714 in Community Residential Services (16122)</p>
<p>Strengthen Quality</p>			
<p>Comprehensive Review of Universal Assessment and Level of Need Groupings- The state will contract with a consultant to review of the universal assessment and make recommendations for improvement, for establishment of related need groupings to ensure cost neutrality.</p>	600,000	\$450,000 in Other Expenses (10020)	

<p>Case Management System with Capacity for Universal Modality- The state will develop and purchase a case management system with capacity for universal modality that takes a "no wrong door" approach to providing supports across the statewide health and human services delivery system.</p>	34,000,000	\$23,783,929 in Other Expenses (10020)	\$2,500,000 in Other Expenses (10020)
<p>Critical Incident Management System Enhancements and Improvements- DDS' critical incident management system used to identify critical incidents for waiver participants served by DDS is currently based on Medicaid claims only. This initiative will add Medicare and level of need data as well as admission, discharge and transfer information to the claims that are reviewed.</p>	3,000,000	\$2,250,000 in Other Expenses (10020)	\$500,000 in Other Expenses (10020)
<p>Participant Survey Improvement and Expansion- The state will contract with a third party to implement the National Core Indicators (NCI) survey to HCBS waiver participants served by DDS. This participant-based survey will collect feedback about the quality and satisfaction of services and supports provided by the state.</p>	1,200,000	\$900,000 in Other Expenses (10020)	\$100,000 in Other Expenses (10020)
<p>Creation of Outcome-Based Incentive Program-The state will contract with consultants to create an outcome-based payment program for qualified providers of DDS. The consultants will be tasked with developing metrics that DDS qualified providers must meet to receive incentive payments.</p>	1,160,000	\$912,500 in Other Expenses (10020)	\$300,000 in Other Expenses (10020)
<p>Staffing Plan</p>			
<p>Five DDS project managers and two durational clerical support staff to implement options noted below. Project managers will focus on individual program design and implementation</p>	1,550,039	\$812,114 in Personal Services (10010)	\$782,036 in Personal Services (10010)

Personal Services (10010)	FY 23	Potential Annualized Expenses After ARPA Period Ends (4/1/24)
Five DDS project managers and two durational clerical support staff to implement options noted below. Project managers will focus on individual program design and implementation	\$ 812,114.00	\$ 782,544.00
Total	\$ 812,114.00	\$ 782,544.00

Other Expenses (10020)	FY 23	Potential Annualized Expenses After ARPA Period Ends (4/1/24)
Expand Self-Direction Supports Available through the Fiscal Intermediary- this initiative aims to expand the range of supports available through the fiscal intermediary in order to build capacity in the self-directed Medicaid system.	\$ 2,200,000.00	\$ 1,000,000.00
Expand Supportive Housing Models- Coordinate supports in collaboration with sister state agencies to expand supportive housing models that are integrated in the community and promote the highest level of independence for individuals with ID. This initiative will enhance staffing supports and provide training in either a transitional housing program or within the supportive housing setting to provide support to individuals who may require additional assistance.	\$ 87,500.00	\$ -
3) The third and final initiative will contract with three consultants to train, facilitate and assist the state provider network in developing transformation plans that focus on moving away from congregate settings, both residential and day focused, while promoting independence, community integration, and employment-based services.	\$ 1,350,000.00	\$ -
Stability and Infrastructure Improvements through Technology- payments to providers to help modernize billing processes and systems (Appendix K approval necessary). A small portion of the budget will also go toward technology improvements that include software replacements for business intelligence to improve public regarding of HCBS metrics and update system licenses.	\$ 1,500,000.00	\$ -
Comprehensive Review of Universal Assessment and Level of Need Groupings- The state will contract with a consultant to review of the universal assessment and make recommendations for improvement, for establishment of related need groupings to ensure cost neutrality.	\$ 450,000.00	\$ -
Case Management System with Capacity for Universal Modality- The state will develop and purchase a case management system with capacity for universal modality that takes a "no wrong door" approach to providing supports across the statewide health and human services delivery system.	\$ 23,783,929.00	\$ 2,500,000.00
Critical Incident Management System Enhancements and Improvements- DDS' critical incident management system used to identify critical incidents for waiver participants served by DDS is currently based on Medicaid claims only. This initiative will add Medicare and level of need data as well as admission, discharge and transfer information to the claims that are reviewed.	\$ 2,250,000.00	\$ 500,000.00

Participant Survey Improvement and Expansion- The state will contract with a third party to implement the National Core Indicators (NCI) survey to HCBS waiver participants served by DDS. This participant-based survey will collect feedback about the quality and satisfaction of services and supports provided by the state.	\$	900,000.00	\$	100,000.00
Creation of Outcome-Based Incentive Program- The state will contract with consultants to create an outcome-based payment program for qualified providers of DDS. The consultants will be tasked with developing metrics that DDS qualified providers must meet to receive incentive payments.	\$	912,500.00	\$	300,000.00
Total	\$	33,433,929.00	\$	4,400,000.00

ID Partnership Initiatives (12599)	FY 23	Potential Annualized Expenses After ARPA Period Ends (4/1/24)		
Create and Implement an Employment Network- this initiative will facilitate enrollment for direct care professionals seeking employment and Medicaid members seeking employees. The employment network will also facilitate the ability of members (employers) to quickly locate backup workers	\$	2,162,500.00	\$	2,162,500.00
Total	\$	2,162,500.00	\$	2,162,500.00

Employment Opportunities and Day Services (16108)	FY 23	Potential Annualized Expenses After ARPA Period Ends (4/1/24)		
Fund Temporary Workforce and Provider Stabilization payments- intent is to assist DDS qualified providers impacted by the pandemic as well as assist with recruitment and retention of provider staff. (Appendix K approval necessary)	\$	8,705,012.00	\$	-
2) The second initiative focuses on stability of the newly designed system by issuing payments for authorizations that move individuals to more independent residential settings or toward competitively-based employment. These payments will support providers whose authorized funding decreases due to the individual's transition to more cost effective and independent supports.	\$	6,426,486.00	\$	-
Stability and Infrastructure Improvements through Technology- payments to providers to help modernize billing processes and systems (Appendix K approval necessary). A small portion of the budget will also go toward technology improvements that include software replacements for business intelligence to improve public regarding of HCBS metrics and update system licenses.	\$	4,957,574.00	\$	785,286.00
Total	\$	20,089,072.00	\$	785,286.00

Community Residential Services (16122)	FY 23	Potential Annualized Expenses After ARPA Period Ends (4/1/24)
Fund Temporary Workforce and Provider Stabilization payments- intent is to assist DDS qualified providers impacted by the pandemic as well as assist with recruitment and retention of provider staff. (Appendix K approval necessary)	\$ 14,999,658.00	\$ -
Expand Access to and Use of Assistive Technology to promote independence while providing a cost-effective option for assistance that maintains quality and oversight of health and safety measures- increases waiver caps from \$15k to 30 K (Appendix K approval necessary) and allows for funding of broadband internet connectivity.	\$ 9,250,000.00	\$ -
Expand Supportive Housing Models- Coordinate supports in collaboration with sister state agencies to expand supportive housing models that are integrated in the community and promote the highest level of independence for individuals with ID. This initiative will enhance staffing supports and provide training in either a transitional housing program or within the supportive housing setting to provide support to individuals who may require additional assistance.	\$ 7,000,000.00	\$ -
1) The first initiative proposes to develop an incentive payment program to encourage providers to consolidate current vacancies in congregate settings and redistribute the savings to individuals on the state's residential waiting lists. (Appendix K approval necessary)	\$ 1,750,000.00	\$ -
2) The second initiative focuses on stability of the newly designed system by issuing payments for authorizations that move individuals to more independent residential settings or toward competitively-based employment. These payments will support providers whose authorized funding decreases due to the individual's transition to more cost effective and independent supports.	\$ 11,073,514.00	\$ -
Stability and Infrastructure Improvements through Technology- payments to providers to help modernize billing processes and systems (Appendix K approval necessary). A small portion of the budget will also go toward technology improvements that include software replacements for business intelligence to improve public regarding of HCBS metrics and update system licenses.	\$ 8,542,426.00	\$ 1,714,714.00
Total	\$ 52,615,598.00	\$ 1,714,714.00

ALL SIDs	FY 23	Potential Annualized Expenses After ARPA Period Ends (4/1/24)
Total	\$ 109,113,213.00	\$ 9,845,044.00

6. Provide detail on the new ARPA funds included in the DDS budget for Camps and Community Engagement.

DDS Response: The Governor’s proposed budget prioritizes improving the well-being of individuals with intellectual and developmental disabilities (I/DD) by facilitating additional opportunities for recreational community engagement and leisure activities that facilitate socialization and connection. Individuals with I/DD were frequently subject to more restriction on community engagement throughout the pandemic, due to a higher level of health risks or living in higher risk residential settings that were subject to additional health and safety protocols. This was an area specifically identified by stakeholders as a priority for inclusion in the DDS Five Year Plan 2022-2027. DDS plans to hire staff to facilitate opportunities and manage private programs offering community engagement.

The Governor’s budget also allocates funding for capital improvements to the camps serving individuals with I/DD. Improvements could include basic maintenance and upgrades, as well as projects to increase accessibility and use of facilities for specialty care (e.g., medical). Camps are one of the agency’s primary programs for individuals and caregivers to access planned respite. Capital costs are not otherwise reimbursed.

7. DDS Dental – Provide rates for dental services and data on dental clinic usage.

DDS Response: The department has a Memorandum of Agreement (MOA) with the University of Connecticut (UConn) for dental services. DDS reimburses UConn for faculty members salaries to provide dental services to DDS individuals. DDS expenditures on this MOA were \$387,152 in fiscal year 2021. We will have to provide utilization data at a later date.

8. Day Services Options – Have there been shorter hours and fewer services since the pandemic. What are the recent utilization rates? What is the Massachusetts model?

DDS Response: Please see the **Day Payment Utilization** table below. Average monthly attendance payments declined from \$20 million to \$13.1 million. However, DDS began making provider stability payments in May 2020 to support providers impacted by low utilization and total monthly payments to day service providers have increased to \$21 million from \$20.4 million. We would need additional information relating to the Massachusetts model in order to provide a response, as we are not familiar with this model.

Day Payment Utilization

Payment Month	Provider Count	Individual Count	Attendance Payments	Total Payments *
2019-08	125	9,356	\$ 17,577,604	\$ 19,532,630
2019-09	124	9,451	\$ 20,753,809	\$ 20,826,489
2019-10	123	9,550	\$ 21,666,895	\$ 21,598,179
2019-11	121	9,383	\$ 19,450,218	\$ 19,531,034
2019-12	122	9,468	\$ 22,952,719	\$ 23,172,445
2020-01	121	9,450	\$ 18,706,163	\$ 18,892,299
2020-02	123	9,539	\$ 18,232,358	\$ 18,427,714
2020-03	123	9,524	\$ 21,110,731	\$ 21,446,276
2020-04	123	9,512	\$ 19,575,487	\$ 20,032,162
2020-05	121	9,339	\$ 13,051,650	\$ 22,101,588

2020-06	117	8,260	\$ 7,881,389	\$ 22,670,763
2020-07	113	8,093	\$ 7,626,018	\$ 22,272,670
2020-08	114	7,850	\$ 8,533,434	\$ 20,766,600
2020-09	115	8,533	\$ 8,073,180	\$ 20,115,698
2020-10	119	8,994	\$ 9,012,070	\$ 19,238,229
2020-11	120	9,059	\$ 11,247,710	\$ 21,766,011
2020-12	123	9,032	\$ 12,998,407	\$ 20,954,641
2021-01	121	9,031	\$ 11,711,134	\$ 20,051,759
2021-02	119	8,770	\$ 11,627,146	\$ 20,310,951
2021-03	120	8,906	\$ 11,632,901	\$ 19,927,436
2021-04	121	8,889	\$ 10,951,365	\$ 19,310,597
2021-05	121	8,894	\$ 15,948,874	\$ 25,934,579
2021-06	122	8,979	\$ 15,218,863	\$ 21,459,383
2021-07	122	8,921	\$ 14,889,296	\$ 10,020,936
2021-08	122	8,936	\$ 16,975,440	\$ 25,833,124
2021-09	119	8,818	\$ 16,229,545	\$ 20,158,023
2021-10	120	8,743	\$ 16,725,916	\$ 20,778,350
2021-11	121	8,849	\$ 17,824,326	\$ 23,669,127
2021-12	124	8,851	\$ 16,643,930	\$ 20,488,268
2022-01	126	8,868	\$ 16,555,774	\$ 20,277,953
2022-02	125	8,668	\$ 15,838,627	\$ 25,126,389
Pre-Pandemic Average			\$ 20,002,887	\$ 20,384,359
Post Pandemic Average			\$ 13,054,540	\$ 21,006,261
Note: COVID-19 began impacting day utilization in the May 2020 payments.				
DDS began making provider stability payments to protect providers from reduced utilization in May 2020				

9. DDS Retirements – Analysis of the number of projected retirees and plan for rehiring critical staff.

DDS Response: The Office of the State Comptroller (OSC) has said that a total of 869 DDS employees are currently eligible to retire by July 1, 2022. Since February 1, 2021, a total of 394 DDS employees have retired or intend to retire by July 1, 2022. DDS has confirmed with OSC and the Department of Administrative Services (DAS) that the anticipated retirement data breakdown is as follows:

DATE	# RETIREES
March 2022	27
April 2022	95
May 2022	23
June 2022	31
July 2022	21
TOTAL	197

As detailed in DDS’ report dated February 22, 2022, the time that it takes to fill a vacancy ranges from 13 to nearly 22 weeks depending on a number of reasons (e.g., bargaining unit posting requirements, type of appointment and classification).

DAS/DDS have received approval to increase resources to the HRBP team assigned to DDS. Two (2) additional Human Resources Generalist 2 positions have been approved for which the process should be completed over the next couple of months. There are three retirements (one effective 11/1/2021) and two anticipated (effective 4/1/2022) for which refill approvals are currently underway. The 11/1/2021 retiree remains employed as a Temporary Worker Retiree (TWR) (2nd stint) and it is anticipated that the two additional TWR positions will be approved for the 4/1/22 retirees.

DDS has prioritized the recruitment of direct care staff (393 in active recruitment with 48 candidates, identified by the Hiring Managers, at various steps in the process). Recruitment will continue to focus on direct care and TWRs (55 to date) but will allow DDS to work on filling other critical vacancies.

DDS is confident that the recent auto-refill authorization, the department’s leaner internal process and the additional resources identified above will result in notable improvement in hiring.

10. Does DDS have out-of-the-box hiring initiatives? How far will you go to fill needed positions?

DDS Response: DDS continues to work with our partners at Department of Administrative Services (DAS) and the Office of Policy and Management (OPM) to maximize hiring opportunities. We use agreements made between the Office of Labor Relations (OLR) and SEIU 1199 NE to expedite hiring new staff from the community, which otherwise can take many rounds of postings. DDS pushes postings to local and national trades groups, when appropriate. DDS looks forward to continued collaboration with our partners to ensure that we are bringing high quality team members into the agency.

11. IT Consolidation and DDS - What are the job titles/duties impacted? What is the effect on DDS functioning?

DDS Response: Please see the attached chart **DDS IT Staff Transferred to DAS BITS** which details the DDS IT jobs that are moving to the DAS Bureau of Information Technology Services (BITS). DDS expects that the all IT services will be consolidated at BITS and that the transition will be completed successfully.

	Title	BITS Division	Some Current Non-Division-Related Duties*
1	IT Manager 2	Customer Success	Staff oversight and mentoring; technical leadership on development projects
2	IT Subject Matter Expert	Compute Services	Application development and support
3	IT Subject Matter Expert	Enterprise Architecture and Strategy	Database development and administration; application development and support
4	IT Analyst Supervisor	Customer Success	Supervision of application developers
5	IT Analyst 3	Infrastructure Services	Server support
6	IT Analyst 3	Workforce Enablement	
7	IT Analyst 3	Agency Business Services	
8	IT Analyst 3	Agency Business Services	

9	IT Analyst 3	Agency Business Services	
10	IT Analyst 2	Agency Business Services	Video Production
11	IT Analyst 2	Agency Business Services	
12	IT Analyst 2	Security, Risk and Compliance	Active Directory management, FTP management, litigation holds, some end-user support
13	IT Analyst 2	Workforce Enablement	Server support
14	IT Analyst 2	Workforce Enablement	
15	IT Analyst 2	Workforce Enablement	
16	IT Analyst 2	Workforce Enablement	
17	IT Analyst 2	Workforce Enablement	
18	IT Analyst 2	Workforce Enablement	
19	IT Analyst 2	Workforce Enablement	
20	IT Analyst 1	Workforce Enablement	
21	Business Analyst (Consultant)	(Probably Customer Success or Agency Business Services)	
22	Software Developer (Consultant)	(Probably Agency Business Services)	
23	Software Developer (Consultant)	(Probably Agency Business Services)	

12. Discuss issues around the in-home supports rate.

DDS Response: Some DDS providers have articulated concerns that the current in-home supports rate is too low and does not appropriately fund all aspects of an in-home support service. DDS is discussing these concerns with providers and considering options toward a resolution.