

STEP TA Webinar: All Things Restructuring

STEP (Supporting Transformation to Empower People) Technical Assistance (TA) Summary

March 20th, 2024

Session Description

This TA session focused on transformation opportunities available to providers through the STEP restructuring incentives. It included an overview of the restructuring incentives for day and residential, a presentation from MARC Community Resources (MARC CR) on their transformation efforts including the restructuring of a DSO program, a walkthrough of the templates providers can use to submit STEP Plans for restructuring that do not include transitions, and group discussion and questions.

Poll Results

To open the session, participants answered a poll asking, “**How far along are you in developing your STEP Plan?**” Some of the participants selecting “In Progress” are with providers who have submitted and approved plans who may have interpreted it to mean in progress implementing the plan. See details in the table:

Haven't Started	In Progress	Submitted	Submitted and Approved
9	6	0	5

At the end of the session, participants responded to the poll, **Will you be submitting a restructuring-only plan, or will you be including these efforts with a transition plan?** Responses include participants with providers that have already submitted plans. See details in the table:

Not Submitting a Plan	Restructuring-Only		With Transition Plan	
	Day	Residential	Day	Residential
4	2	3	5	2

Restructuring Overview

Presenters provided information on the STEP Restructuring Incentives.



1. Restructuring Objectives

To receive a restructuring incentive, providers must complete one of the following:

- Restructuring a residential setting to support new individuals with specialized or complex medical, behavioral or clinical needs who are in need of residential support (as defined by the DDS residential wait list, an unmet residential need or the residential move better aligns to meet the needs of the individual).
- Restructuring a day program to provide new supports that now focus on employment-based services.
- Restructuring a day program to support new individuals with specialized or complex medical needs who are in need of a day support (as defined as an unmet day need).

- Ending a subminimum wage arrangement for individuals supported in the program to minimum wage arrangement.



2. Restructuring Incentives

- The Restructuring Incentive is \$33,000 for each completed objective.
- Providers will only receive the incentive once per objective for a maximum of \$132,000.
- Incentive payments are not meant to cover the entire cost of the potential changes. Providers should consider how the transformation and restructuring fit into their strategic plans and budgets.
- Currently all approved STEP Plans that include restructuring also include transitions. However, providers may also submit STEP Plans that focus on restructuring only.

MARC Community Resources

Leaders from MARC CR shared an overview of the agency's STEP Transformation with a focus on restructuring efforts.



1. Planning Stages

Prior to STEP, MARC Community Resources was looking for ways to improve their delivery of supports. STEP provided an opportunity to receive funding and support to move these ideas forward. To begin development of their plan, MARC CR:

- Analyzed the current responsibilities and tasks of each position and department.
- Reviewed identified responsibilities and tasks to determine if they might fit better under a different position or department and updated the organization chart accordingly. This reduced redundancy.
- Reviewed and updated staffing patterns based on individuals supported.
 - The new approach created meaningful groupings of individuals based on their interests, needs, and ratios.
 - Updated staffing patterns matched the groupings and created consistency across the program. This included consideration of transportation and outings.
 - This improved the ability to intake new individuals.
- Created a plan for a Vocational Development Program (see below)

Translating provider goals into a STEP Plan and understanding how to achieve incentives was challenging, but TA support helped.



2. Vocational Development Program

MARC CR restructured a DSO program to create their Vocational Development Program. This program is a blended program with both DSO and GSE hours and offerings.

- The program's focus is on gaining life skills to increase independence and employment success.
- The DSO programming focuses on social skills, managing emotions, developing relationships, and life skills to increase independence.
- DSO offerings also create an opportunity for individuals to continue DSO activities focused on fun and socializing.

- The GSE programming concentrates on job search skills, resume building, interview skills, managing work relationships, and reviewing skills and interests.
- GSE also includes participation in community volunteer and internship sites.



3. Implementation

MARC CR is in progress on implementing their STEP Plan and Vocational Development Program.

- MARC CR implemented updated staffing patterns and individual groupings.
 - Leadership met with staff frequently to discuss responsibilities and provide training for new roles.
 - MARC coordinated with DDS to complete planning sessions with individuals preparing to move between programs.
- MARC CR Implemented a new organizational structure which included changes and improvements across the whole organization to improve consistency, transparency, and efficiency.
- MARC CR continues to review and adjust as part of the transformation.
- Results have been an efficient structure, and improved morale and cohesiveness.

Resources

The [DDS Provider Gateway](#) includes several STEP resources for providers such as FAQs, session recordings, and guidance materials. Specific to this session, please consider:

- [Day Restructuring Only STEP Plan Template](#)
- [Residential Restructuring Only STEP Plan Template](#)
- [DDS Memo on Restructuring Only Plans](#)