



Annual Meeting Report • May 11, 2016 June 2015 to May 2016

Leading and Guiding With Strong Infrastructure





Leading and Guiding with Strong Infrastructure

ARRM has led system reforms at the Legislature and across the state for the past many years and, when reform proposals were initiated by others, amended those initiatives in the best interests of people with disabilities and their service providers.

At the same time, ARRM has drawn on member and staff expertise to develop our positions and provide education, training and guidance to our members as systems change at an ever accelerating pace, sometimes daily.

Through all this work, ARRM has remained fiscally strong while enhancing all elements of our infrastructure – databases, grassroots advocacy, website and, now, new office and meeting space that improves member access to ARRM meetings and information.

Thus, ARRM's foci last year and into the future point to two overriding issues:

- Addressing the workforce crisis with rate increases and developing alternative support tools, such as technology, to assure professional supports attuned to meeting person-centered practices.
- Reforming services and developing service flexibility, such as broadened housing options, to realistically achieve person-centered reforms and practices.

As the sea continues to change, ARRM will continue to advocate for policy changes to support new innovative efforts and guide our members successfully through the new realities.

Bruce Nelson, CEO

Leadership

Getting the funding we need: 2016 legislative session and 2017 rate reform

We at ARRM are working night and day at the 2016 Legislature for new funding to help address the workforce crisis with a rate increase. We're doing everything we can to break through a highly charged political logjam driven by transportation funding, bonding for capital projects and tax cuts to secure new money now. Our rate increase is in the mix of global issue negotiations, but no one knows how taxes, transportation or our rate increase will end up.

Other 2016 legislative issues included success in delaying huge license fees with, at this writing, a provision calling for fees to be paid for in the DWRS framework and DWRS legislation that, at this writing, requires more reporting of available dollars at the county level to help assure that money doesn't leave the system.

No matter how the ARRM/Best Life Alliance campaign for a rate increase plays out this year, one thing is crystal clear: In 2017 we must and will bring rate reform – with a major funding request – to the governor and legislature.

That said, 2016 will be the last year we simply ask for a “COLA” without the meat and potatoes of something we have done so well over the past several years: leading Minnesota in reforms.

ARRM's rate reform proposals will address every element in the DWRS framework along with new cost drivers and unfunded mandates. It will add up to a huge funding request, but one that is driven by reform and with enough money – and other reforms – to help hire and retain Direct Service Professionals.

In discussions with DHS, ARRM is addressing key issues, such as shared staffing and exceptions. DWRS discussions and negotiations are on-going.

Thus, ARRM staff and committees are already rolling up their sleeves and starting work with DHS and others to have major rate reforms ready for the Governor and others by early this fall.

From policy reform to rate reform

The federal government, courts, state agencies and legislators are all pushing disability services toward goals ARRM has championed since the 1990s: Services should be reformed and targeted at maximizing people's choices, independent community living, control over their own funding and cost effectiveness.

But since the 1990s the demographics have changed. The number of people needing services is exploding while the workforce is shrinking and real dollar resources are diminishing.

Thus, it's one thing to champion and demand extensive reforms toward person-centered policies and practices, but how in the world do we reform services without a workforce? Funding from the Legislature and Governor is one important part of the solution.

That challenge was the focus of ARRM's work over the past year and most assuredly will be ongoing for the coming years. Indeed, over the past 12 months ARRM has stepped forward to lead reforms that address the workforce and other challenges that must be resolved if person-centered services are to succeed and the provider community to remain stable.

ARRM's reform leadership is now targeting three keys to person-centered services and provider survival and stability:

Housing Options: Through the Service Innovations Committee, ARRM developed a blueprint for assuring housing choices and resources for the people we support and is now reaching out to other partners in the disability community and state and local

government to advance solutions for people to secure the level of independent living they choose.

Monitoring technology and other innovations:

ARRM's Technology Subcommittee and Workforce Solutions Committee are now reaching out to advocate, provider and government associations to advance ARRM's Technology and Innovations Resolution to Advance Independent Living. Work currently centers on developing case studies to demonstrate successes and lay the base for advancing technologies in the provision of services to enhance independent living. It also is intended to identify cost efficiencies needed to sustain services and bolster our requests for additional funding at the Legislature.

Rate reform:

To secure new money and assure stability within the Disability Waiver Rate System (DWRS), it is essential that we reframe our funding requests with data-driven rate reforms to populate the DWRS framework with rates that reflect actual costs, address cost drivers and pay for unfunded mandates. ARRM has started this research with DHS so that by early next fall we can bring a comprehensive funding/reform package to the Governor with a strong fact-based request for inclusion in his FY 2018-2019 budget recommendations to the legislature. Simultaneously we will look at similar underfunding in the ICF/DD system to include those services as part of the proposal.

2015 Legislative Session upshots:

A number of 2015 legislative issues were unresolved at the time of ARRM's 2015 Annual Meeting. The final results in summary:

- Rate Increase: The 5% Campaign did not result in a rate increase.
- DWRS: ARRM and the DWRS Coalition were successful in securing several important changes along the road to making payment methodologies in the disability waivers work for providers and people.

Changes included shared staffing, the exceptions process, underspending by counties and monitoring technology.

- Investigations and sanctions: ARRM successfully negotiated major administrative changes with the Inspector General and secured passage of new laws reining in company-wide sanctions and streamlining the settlement process to avoid costly appeals.
- Revised 245A licensing law to line up with 245D standards and clarify abuse prevention plans.
- Revised 245D with a long list of provider friendly law changes.
- Successfully negotiated with DHS and other stakeholders to make proposals from DHS and the Governor reflect common sense.

A more detailed summary can be found on our website: www.rrm.org

Member Guidance

Big reforms and changes trigger administrative rulings and decisions that result in a plethora of changes in operations affecting every ARRM member. Sometimes administration/DHS actions are incorrect needing ARRM intervention and advisories to members. Sometimes they are confusing or poorly communicated needing interpretation from ARRM experts. Almost always they require new business practices.

Every day ARRM reviews how governmental policy changes drive operations among members and makes sure we are keeping members abreast of changes and providing guidance to best adapt members' daily operations.

In the past year we focused these efforts in 14 ways:

- Blogs and alerts that typically hit your inbox a few times a week.
- Training and workshops that included six regional sessions on major legislative, 245D and DWRs changes.
- Two issue specific workshops and four webinars.
- Monthly First-Friday-Phone-In updates with opportunities for member questions.
- ARRM Answers conference calls two to four times a month that address the nitty gritty of law and DHS system changes.
- Two Business and Finance Forums provided in-depth information from DHS and ARRM member experts on financial and operation developments.
- Lunch with the Experts informed members with guest speaker on three occasions in the past year.
- The Annual Conference that welcomed and trained 971 member employees on topics for Direct Support Professionals, supervisors and management.
- The Leadership Conference that attracted 225 member leaders focused on the workforce crisis.
- ARRM's Technology Showcase featured 198 people discussing the latest in the use of technology in providing services to people with disabilities.
- Public Relations publications including the ARRM Media Toolkit, a comprehensive document featuring tips on working with the media, pitching potential stories and understanding what and what not to do in media interactions. It also includes the ARRM Website Best Practice Guide which features tips on everything from managing staff updates, what content

to post, and how to convert to a new site.

- The What's New(s) Blog provides news about ARRM members and events.
- The daily provision of technical assistance to members via email and telephone calls.

Operations and Infrastructure

Over the past 12 months ARRM moved into new space, remained fiscally strong and filled open positions with three talented new staff.


Office move: ARRM moved down one floor in April but up in our ability through technology and meeting space to facilitate member inclusion in ARRM activities. We are proud of our new space and look forward to our open house in June.

Finances: ARRM remains strong with adequate reserves to address new and critical issues while advancing our technologies to enhance and increase member involvement.

Succession: ARRM CEO Bruce Nelson is retiring this fall after 21 years. Over a year ago ARRM formed a search committee to identify a broad range of association and staff needs that will drive the hiring of a new CEO, hopefully by the September Leadership Conference. And, significantly, the ARRM Board and committees are increasingly led by bright new leaders as the "old guard" baby boomers also head into retirement or hand off major responsibilities to a new generation of leaders.

Database: Each year we build new capacities to enhance research, member engagement and advocacy. This past year was no exception.

Grassroots and Legislative Action Center: Coordinated grassroots advocacy drives our public policy successes. Those efforts, for example, killed license fee increases



this year and are driving the Best Life Alliance rate increase advocacy with empirical evidence and real life stories defining the workforce crisis. Our grassroots power is increasingly recognized and responded to by legislators as our collective – staff and member – efforts make our issues important to every Minnesota legislator. These efforts are now also focusing, when impactful, on our congressional delegation in Washington.

Research: Our future success will, in large part, be data-driven. Currently we are quantifying the costs of services in all categories, including unfunded mandates and costs related to Olmstead reforms, and beginning efforts to developing a data warehouse and analytics capacity in preparation for the future.

ARRM Board of Directors

Executive Committee

President

John Kehr, Director-Special Needs Division
Dungarvin Minnesota

Vice President

Jon Nelson, Executive Director
Residential Services, Inc.

Treasurer

John Estrem
Hammer Residences, Inc.

Secretary

Karin Stockwell, Senior Director
Dungarvin Minnesota

Immediate Past President

Darlene Scott, President & CEO
The Phoenix Residence, Inc.

Board Development Coordinator

Rhonda Peterson, Executive Director
Integrity Living Options

Board Members

Doug Annett
Opportunity Partners, Inc.

Shannon Bock
CCRI, Inc.

Curt Bossert
Habilitative Services, Inc.

Rod Carlson
Living Well Disability Services

Chris DeVos
The MENTOR Network

Sandy Henry
Sengistix

Barb Hoheisel
Mains'l Services, Inc.

Karen Klein
Dungarvin Minnesota

Steve Liston
Mary T. Inc.

Connie Menne
REM Minnesota

Michael Mills
Duluth Regional Care Center

Ric Nelson
MBW Company

Sam Orbovich
Fredrikson & Byron, P.A.

Don Priebe
Homeward Bound

Laurie Tazelaar-Williams
Olu's Home

Susann Zeug-Hoese
Mount Olivet Rolling Acres, Inc.

ARRM Committees

Hundreds of volunteers from the ARRM membership served on our Board, committees, subcommittees and task forces. We relied on them greatly last year for guidance and to make positive changes in the industry.

Through the following committees, our dedicated members supported the Annual Conference, training workshops, key legislation, rule reform, and public relations. They also provided technical assistance and helped set new ARRM benefits.

Conference Committee

Susann Zeug-Hoese – Chair
Karen Klein – Vice Chair

Public Relations Committee

Shannon Bock – Chair
Julie Peters – Vice Chair

Finance Committee

John Estrem – Treasurer / Chair

Service Innovations Committee

Doug Annett – Chair

Financial Resources Committee

Chris DeVos – Chair
Curt Bossert – Vice Chair

Technology Sub-Committee

Sandy Henry- Chair

Public Affairs Committee

Steve Liston – Chair
Rod Carlson – Vice Chair

Workforce Solutions Committee

Barb Hoheisel – Chair
Ric Nelson – Vice Chair

ARRM Staff

Bruce Nelson, Chief Executive Officer

Primary staff for the Board of Directors, Executive Committee, Financial Resources Committee, and Payment Methodology Subcommittee. He is responsible for the overall operations of the association and ensuring that ARRM's mission and directives of the Board of Directors are carried out. He focuses much of his efforts on legislative and other public policy issues.

bnelson@arrm.org

Barb Turner, Chief Operating Officer

Barb provides leadership, with Bruce, in coordinating staff work plans and addressing critical issues affecting the industry. She works with the CEO on strategic planning and is second in command. She is the primary staff for the Program Services Networking Group and Service Innovations Committee, and provides support to the Technology Sub-Committee and Financial Resources Committee.

bturner@arrm.org

Sara Grafstrom, Director of Advocacy and Community Relations

Primary staff for the Public Affairs Committee, directs ARRM's grassroots advocacy efforts, and assists Nancy Peterson in coordinating member recruitment and retention activities. She also provides support for the Public Relations Committee.

sgrafstrom@arrm.org

Shelley Heutmaker, Finance & Database Director

Primary staff for the Finance Committee and is responsible for operations including financial management, human resources, database and administrative management.

sheutmaker@arrm.org

Luana Slayton, Chief Executive Officer

Primary staff for the Financial Resources Committee. Luana analyzes government funding systems and proposals and develops ARRM funding and payment proposals.

lslayton@arrm.org

Nancy Peterson, Director of Member Services and Education

Primary staff for the Conference Committees and the Workforce Solutions Committee. She is responsible for ARRM's many conferences, workshops and special events, as well as member recruitment and retention.

npeterson@arrm.org

Jennifer Schneider, Office Coordinator

Jennifer provides a wide range of operational and administrative support to ARRM staff, its members and committees.

jschneider@arrm.org

Julie Bartkey, Communications Director

Primary staff for the Public Relations Committee and responsible for the marketing side of member relations. She manages sponsorships, content for the website, blogs and social media, and public relations projects.

jbartkey@arrm.org