



agency for persons with disabilities
State of Florida

LONG RANGE PROGRAM PLAN

Rick Scott
Governor



Barbara Palmer
Director



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Agency for Persons with Disabilities
Tallahassee, FL.
September 30, 2013

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Executive Office of the Governor
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Tallahassee, Florida 32399-0001

JoAnne Leznoff, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

Mike Hansen, Staff Director
Senate Budget Committee
201 Capitol
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Agency for Persons with Disabilities is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives, and measures for the Fiscal Year 2014-15 through Fiscal Year-2018-19. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://apd.myflorida.com/publications/reports/>. This submission has been approved by Barbara Palmer, Director of the Agency for Persons with Disabilities.

Sincerely,

Barbara Palmer
Director



agency for persons with disabilities
State of Florida

Long Range Program Plan

**Fiscal Years 2014-2015
through 2018-2019**



**Barbara Palmer,
Director**

**Rick Scott,
Governor**



Mission Statement

The Agency supports persons with disabilities in living, learning, and working in their communities.

Goals

1. Increase employment opportunities for individuals with developmental disabilities
2. Increase access to community-based services, treatment, and residential options
3. Improve management and oversight of Agency and provider services
4. Manage Agency budget within fiscal allocation



Agency Objectives

Objective 1.1: Increase competitive employment

Objective 2.1: Improve access to services and supports

Objective 3.1: Improve monitoring and accountability

Objective 4.1: Improve program and internal cost controls



Agency Service Outcomes and Performance Projections Tables

Objective 1.1: Increase Competitive Employment

Outcome 1.1: Percent of people who are employed in integrated settings

Baseline FY2012/2013	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
23%	25%	26%	28%	31%	34%

Objective 2.1: Improve Access to Services and Supports

Outcome 2.1: Number of persons with disabilities served in supported living

Baseline FY 2012/2013	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
4,139	5,800	5,800	5,800	5,800	5,800

Objective 3.1: Improve Monitoring and Accountability

Outcome 3.1: Percent of people receiving services who meet key health, safety, and quality-of-life outcome measures

Baseline FY 2012/2013	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
68.5%	77.9%	80%	80%	80%	80%

Outcome 3.2: Number of adults found incompetent to proceed to trial who are provided competency training and custodial care in the Developmental Disabilities Defendant Program (DDDP)

Baseline FY2012/2013	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
390	310	280	280	280	280

Outcome 3.3: Annual number of reportable incidents per 100 persons with developmental disabilities living in Developmental Disabilities Centers

Baseline FY 2012/2013	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
20	20	20	20	20	20

The Agency is requesting deletion of this measure.

Objective 4.1: Improve Program and Internal Cost Controls

Outcome 4.1: Administrative cost as a percent of total program costs

Baseline FY 2007/2008	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
4.0%	4.0%	4.0%	4.0%	4.0%	4.0%

Outcome 4.2: Increase use of services and opportunities that are not funded by the Medicaid Home and Community-Based Services waiver or other appropriation

Baseline FY 2011/2012	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
N/A	N/A	N/A	N/A	N/A	N/A

The Agency is requesting deletion of this measure.

Proposed Outcome: Percent of ICF residents who accept waiver services and move into the community

Baseline FY 2011/2012	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
N/A	N/A	N/A	N/A	N/A	N/A

Data for baseline to be collected.



Linkages to Governor's Priorities

The Agency for Persons with Disabilities (APD) will focus on the Governor's priority to make Florida a national leader in economic growth, prosperity, and quality of life. Individuals with developmental disabilities are underrepresented in the workplace. Through collaboration with other agencies and community partners, the Agency intends to build more pathways for the estimated 9,800 persons with disabilities who have told APD they want employment.

Employment of individuals with developmental disabilities adds diversity to the state's labor force. In return, the workplace provides opportunities for personal growth, friendship, community involvement, and other opportunities that enhance the quality of life.

Earning income affords individuals with developmental disabilities more choices in where to live and services to purchase. More wage earners mean more consumers in the marketplace, stimulating economic growth and opportunities for prospective entrepreneurs to meet demand. Investing in people who want jobs provides a path to prosperity, increasing Florida's attractiveness to families, visitors, and businesses.



Trends and Conditions Statement

Agency Primary Responsibilities Based on Statute

The Agency for Persons with Disabilities (APD) serves people with developmental disabilities as defined in Florida statutes: Autism, Down syndrome, Cerebral Palsy, Intellectual Disabilities, Prader-Willi syndrome, and Spina Bifida. This is accomplished through three primary programs that require the Agency to:

1. Serve individuals in the least restrictive and most community-integrated setting available. (Chapter 393 F.S.)
2. Provide competency restoration services to individuals accused of a felony and deemed incompetent to stand trial. (Chapter 916 F.S.)

APD serves more than 29,000 people through a Medicaid program known as Individual Budgeting or iBudget Waivers. This Home and Community-Based Services (HCBS) Program allows people with developmental disabilities and their families to hire a waiver support coordinator or develop their own plans for living at home or elsewhere in the community. Individuals choose the services they need and may coordinate who will deliver them, maximizing empowerment and independence. Support Coordinators assist in obtaining non-paid supports, accessing community resources, and ensuring services are delivered as planned. Waiver funds are used as a last resort based on program eligibility, need-based factors, and annual appropriations. A client must use all available resources from the state Medicaid plan, school systems, insurance, and any other benefit plan before using funds from his or her iBudget to pay for support and services.

More than 800 individuals with developmental disabilities choose to reside in state-operated facilities known as Developmental Disability Centers (DDCs). These centers

generally provide services to people who require intensive levels of care or a highly structured environment not possible in a group or family home. Residents of DDCs receive on-site care 24 hours a day, as well as clothing, meals, recreation, and job training. A multi-disciplinary team develops individualized treatment plans similar to the support plans of those who have chosen to receive services from the community.

A third program service involves individuals who are deemed incompetent to stand trial due to a developmental disability. The Developmental Disabilities Defendant Program (DDDP), formerly the Mentally Retarded Defendant Program (MRDP), provides specialized training to restore competency to individuals who have been accused of felony crimes or court ordered because they are deemed a danger to themselves or others. Training is followed by evaluation to determine if defendants can assist in their own defense, are suitable to return to community settings, or require longer term treatment. The program is located on the grounds of Florida State Hospital in Chattahoochee.

Current Conditions

The Agency for Persons with Disabilities had new leadership in FY2012-13. Former APD Chief of Staff Barbara Palmer was appointed as Director and changes were made to the executive management team to restructure the Agency. One of the Director's first initiatives was to develop a strategic plan to guide reorganization and realignment of resources. This resulted in numerous achievements, including the following.

Managing the Budget

- Implementation of individual budgeting, better known as iBudget Home and Community-Based Waiver, was completed in June 2013 with the addition of Consumer-Directed Care Plus (CDC+) participants and people served in Dade and Monroe counties. The final migration from the former tiered system was completed on schedule, in time to apply the iBudget algorithm to everyone receiving home and community-based services for the new fiscal year. The Agency also was successful in an administrative hearing challenging proposed rules for iBudget. An administrative law judge ruled in favor of APD on all counts this September, including the algorithm that determines the amount of funds allocated for each client and adjustments made afterwards to ensure that health and safety are not compromised.

- Reorganization and field office consolidation were implemented successfully in FY2012-13 and helped keep administrative costs at less than 4 percent of total program costs. The consolidation of management and administrative services of the Developmental Disabilities Defendant Program (DDDP) with Sunland Marianna is one example. The change to the former Mentally Retarded Defendant Program provided a significant reduction in the duplication of services and cost avoidance of resources to maintain two distinct facilities.
- The Agency's waiver deficit (from FY2005-FY2006) was eliminated with a \$40.3 million appropriation from the legislature. The Agency is forecast to stay within its budget appropriations.

Accessing Services

- For the first time in eight years, people waiting for services are not relying on attrition to enroll for waiver services. Approximately 750 people are moving off the waiting list due to a \$36.3 million legislative appropriation. A portion of the funds is reserved for services to 190 foster children with developmental disabilities who are completing adoption or family reunification.
- An online directory for community resources was launched in April 2013. The resource directory has more than 7,000 different community resources to help meet the needs of citizens with disabilities.
- A marketing campaign was launched for Rish Park, a recreational area managed by APD for people with developmental disabilities. Miles of boardwalks connect spacious dormitories and cottages to the beach located on the St. Joseph Peninsula near Port St. Joe and Cape San Blas in Northwest Florida. The Agency also received an appropriation of \$1.4 million for maintenance and repair of hurricane damage to the bayside area of the park.

Increasing Employment

- About 200 individuals on the waiting list who have expressed the desire to work will have that opportunity. APD received a \$500,000 allocation in non-recurring funds for supported employment job coaches and other activities related to jobs and internships.
- The Agency has been working with the Division of Vocational Rehabilitation and employment providers to develop strategies to assist individuals with developmental

disabilities in gaining and maintaining employment. Cross training of VR and APD staff has occurred this year as it is essential to ensure cooperative planning and maximization of resources.

Improving Quality

- A \$1.5 million appropriation is bringing the Agency into the digital age. APD is developing an electronic visit verification and data management system for collecting information on clients, services, and service providers. Technology coupled with enhancements to the Agency's quality assurance process is expected to improve monitoring for compliance. Because non-recurring dollars were appropriated for the new system, the Agency's legislative budget request includes funding to maintain the technology developed and make other enhancements for state compliance with Centers for Medicare and Medicaid Services (CMS) standards.
- Adult Day Training (ADT) providers are getting some relief to rate cuts implemented in prior years to contain costs. A \$1.9 million legislature appropriation was made to raise the rate paid for ADTs services by three percent in FY2013-14 to assist those providers in retaining high-performing employees.

Priorities and Selection

The Agency held a series of town hall meetings over the summer to listen to citizen concerns and suggestions for the Agency. Individuals served by APD, families, service providers, and other stakeholders gathered in sixteen town halls throughout the state for the opportunity to discuss existing and emerging issues with Director Barbara Palmer. Governor Rick Scott joined Director Palmer at several town meetings, including a ceremony where he signed into law a change replacing all references to “mental retardation” with the term “intellectual disabilities.”

The listening tour was followed by a separate series of public meetings. The following is a summary of common subjects raised by more than 250 people who joined public input groups to discuss the condition of existing resources in communities, weakness in the system of care, and other issues for the Agency to focus on in the future.

Employment

According to the National Association of Councils on Developmental Disabilities, only 14 percent of working age adults with intellectual disabilities is employed in an integrated setting. Those who are employed often rely on their parents for transportation to and from their jobs. Employed parents who are caregivers often find it difficult to balance work with the demands from family life. The situation is just an example of barriers faced by individuals with developmental disabilities who want to work.

Individuals with developmental disabilities seek employment and training opportunities for self-reliance, independence, and interaction with others in the community. The Agency for Persons with Disabilities and the Division of Vocational Rehabilitation (VR) provide assistance to those who seek employment. Last fiscal year, eight regional workshops were held across the state to receive recommendations on overcoming barriers to employment and improve the dynamics between the two agencies. Their objectives were to improve collaboration and coordination of strategies, and align policies and procedures to minimize overlap.

APD faces two primary issues:

- Nearly 10,000 Floridians with intellectual and other developmental disabilities want employment. However, the fear of lost benefits, eligibility, or services due to

employment still persists. Cross-agency collaboration on an educational initiative will need to continue.

- The number of people served by APD who want to work far exceeds the capacity of the Agency and its partners to assist. The existing funding structure for Supported Employment Services has a negative impact on expansion and retention of service providers. The existing interagency agreement between APD and VR needs to be updated, consistent, and clearly define the responsibilities of each Agency to individuals seeking help from both. Emerging policy already is having a positive effect on teamwork and the maximization of fiscal resources.

Community-Based Services

Supported Living (SL) continues to be the fastest growing residential option outside of the family home. The program offers individuals with developmental disabilities maximum freedom of choice, total control of their living arrangements, and full integration in their communities. Living on their own gives them more opportunities to develop supports in their communities. Services they cannot attain through their support systems may be purchased through iBudget.

Limited resources continue to pose constraints such as the following:

- Transportation to and from work is burdensome to employed people with developmental disabilities. Families in rural communities have a shortage of transportation service providers. Parents who provide transportation are concerned that time spent driving their grown children to work threatens their own employment or takes time that could be spent earning money. Other families have reduced their budget for transportation to levels that service providers say makes it unprofitable to stay in business. Raising rates is attractive to transportation providers, but adds expense that may force more families to find alternatives to purchasing service.
- An increasing number of people with developmental disabilities have diabetes. This nationwide trend poses problems to both individuals and service providers. APD clients may be impacted by the processing time for a cost plan amendment request (CPAR) if they must quickly move elsewhere to receive more care. Their cost of living is impacted if they must live in a more expensive facility just to ensure staff is licensed to administer injections and can comply with their medication schedule. Some service

providers struggle to contract a nurse to provide residents their appropriate level of care.

- A healthy lifestyle that includes exercise can be very important to some forms of diabetes. Since many individuals with developmental disabilities have underlying medical conditions which make them more susceptible to obesity, information on nutrition and exercise could make a difference in their quality of life. Families say employees in group homes often are not knowledgeable in nutritional guidelines and fitness.
- As the general population grows older, so does the number of Floridians with developmental disabilities who are aging. The nation's baby boomers are retiring, which makes age a critical issue for both clients who are seniors and parents who are caregivers. According to the Department of Elder Affairs, the retirement industry is the state's second largest economic sector. However, housing for aging individuals with developmental disabilities is in short supply. Florida's seniors want to feel secure that when they are no longer able to maintain their child's quality of life, their son or daughter will be healthy and safe in the hands of a compassionate caregiver. Residential facilities lack staff experienced in caring for people with developmental disabilities and Alzheimer's or age-related dementia.
- Equally problematic is the lack of housing and employees qualified to care for individuals with developmental disabilities who have been discharged from a forensic facility. Individuals in the Developmental Disabilities Defendant Program (DDDP) found incompetent to proceed are discharged within two years, unless the court orders an extended stay. Residential facilities lack qualified staff to manage such individuals in a secure community setting.
- People with both developmental disabilities and a mental health diagnoses pose a different set of challenges. The difficulty for many families is navigating between two different agencies for services and treatment. The Department of Children and Families (DCF) has a different clinical approach, statutory authority, eligibility criteria, funding source, and provider network. Each Agency is structured to help a specific population, which leaves people with dual diagnoses in a grey area where they have difficulty distinguishing where to turn for assistance.

- While society has realized that it is often more cost-effective for persons with disabilities to live in their community, the growing demand for quality caregivers is putting a strain on the supply. Service quality is affected by several factors. Direct-care positions usually are low-paying jobs and unattractive to highly-educated professionals. Service providers have difficulty retaining good workers because they must compete against other employers in the job market who offer comparable pay and fewer responsibilities. Service providers are constantly training new hires, and new hires do not stay long enough to gain job experience. Another barrier to increasing the quality of caregivers is the training APD service providers are required to take. Coursework is not standardized, and APD lacks the capacity to increase the number of training opportunities.

Oversight and Monitoring

- The Agency is required by the Center for Medicare and Medicaid Services (CMS) to improve required quality assurance functions and evidentiary reporting. Ongoing issues include compliance with federal standards for monitoring, remediation, and follow-up. OPS employees are performing many processes that are critical for meeting core quality criteria.
- Improvements are needed to help prevent inappropriate placement and use of institutional-based services. Annual utilization reviews for residents in intermediate care facilities (ICF) are mandatory. Continued-stay reviews must be completed every 180/360 days to determine if ongoing care in an ICF is appropriate. CMS requires a group of professionals that includes at least one physician and someone knowledgeable in the treatment of intellectual disabilities to perform these reviews. More than 2,000 people statewide reside in ICFs. Only one physician is contracted by APD to perform these reviews.
- An automated system for tracking disbursements to service providers and monitoring service expenditures to eliminate overpayment and fraud is needed. Client records are not centralized, manual processes are used for record keeping, and multiple systems are operated to collect needed data. As the Agency's planned electronic visit verification system was made with non-recurring dollars, APD will need recurring funds for maintenance and enhancements. The Center for Medicare and Medicaid Services has pre-approved a higher federal match for state funds expended on this technology improvement.

Budget and Infrastructure

- APD completed the second phase of Agency consolidation and standardization by reassigning regional staff and organizing functions into five work streams: Community Services, Medicaid Services, Clinical Supports, Quality, and Administrative Services. Implementation revealed some regions had insufficient staff-to-work ratios. Further, the Agency still is dependent on the Department of Children and Families for internal services such as legal work, fingerprinting, inventory, contract reviews, and information technology.
- At the height of the recent economic recession, the agency was given funding for approximately 75 OPS positions to implement a new assessment tool called Questionnaire for Situational Information (QSI). The Agency legally was required to assess 50,000 people who were on the waiver and waiting list. The nature of these positions and lack of benefits has led to excessive turnover. Costs associated with hiring and training more OPS replacements has been a strain on agency resources. The Agency lacks FTE positions and funding to replace staff performing this function with career service employees.

Response and Justification

The Agency for Person with Disabilities (APD) remains focused on increasing employment, making services more accessible, effectively managing the budget, and strengthening accountability. Actions taken will involve technology improvements, non-paid community supports, strong community partnerships, and effective business processes. The following is a brief description of major initiatives by priority.

Increase Competitive Employment

The Agency will continue employment initiatives launched last year and add more employment activities for individuals with developmental disabilities who want to work. The expectation for growth in the number of people supported in competitive employment currently is being addressed by: 1) building a wider network of potential employers; 2) increasing access to vocational training and institutions of higher learning; 3) developing internships and volunteer opportunities; and 4) educating people receiving services on the impact of employment on income, health benefits, and Medicaid waiver eligibility. Activities planned include:

- Employment Readiness – The Agency is pursuing a federal grant with multiple agencies and organizations for a youth-readiness employment initiative targeting students ages 14 –to– 16: Promoting the Readiness of Minors in Supplemental Security Income (PROMISE). *This strategy is in alignment with The Florida Strategic Plan for Economic Development Talent Supply and Education Strategy 6.*
- Collaboration – The Agency fully supports the state’s “Employment First” initiative. The initiative is a philosophy and strategy that puts employment as both the priority and preferred outcome for people with disabilities. APD plans more activities to bring the benefits of employing persons with developmental disabilities to the private and public sector’s attention. One activity will be to collaborate with other agencies on funding strategies, policies, and practices to engage their respective stakeholders on employment and training opportunities. *This strategy is in alignment with The Florida Strategic Plan for Economic Development Cross-Cutting Strategy 1.*
- Outreach – The Agency plans on fostering relationships with peers and employers willing to provide job shadowing, internships, or similar opportunities to students and adults with disabilities to experience working in a competitive job market. *This strategy is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 24.*

Two factors are critical to success. APD is dependent on a private sector network of supported employment coordinators to find job opportunities and assist clients in maintaining employment. Incentives should be built into any funding structure to focus service providers on employment outcomes. Job counselors must have the knowledge and skills required for successful employment outcomes. Reductions in the size of the service provider network in the past will necessitate recruitment to expand capacity and training.

Justification: For many, employment is a step out of poverty and a chance to improve their quality of life. The \$500,000 received last legislative session for employment and internships was with non-recurring funds. The estimated 200 people on the waiting list expected to achieve positive outcomes will need ongoing support to maintain their jobs. There are currently over 4,300 people on the APD waiting list identified as wanting employment. Another 5,000 will exit the school system in the next in the next five years.✦

For the first year since the recent economic recession, employment increased for citizens with developmental disabilities in Florida. Projection for overall growth for those served by APD is expected to be relatively small in the coming year and to increase as capacity expands. This is reflected in the Agency's request for a change in its long-range program plan employment standard.

Improve Access to Services and Supports

The majority of people served by APD are able to live with their families at home with the assistance of the iBudget waiver. iBudget offers a wide array of services and lots of flexibility. While Florida does not have the resources to provide services for every person with developmental disabilities, the Agency is developing strategies to improve their quality of life.

- Grants - The Agency wants to pursue federal grant money aggressively. Florida's share of federal grant funding is disproportionate to the share that other states are receiving. APD is requesting an estimated \$177,600 for three (3) OPS or contracted positions to create a work unit dedicated to grants to assist individuals with developmental disabilities waiting for services. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 25.*

Justification: Floridians receive less aid from federal grants compared to the share they pay in federal taxes. There are over 22,000 people with developmental disabilities waiting for services.✦ The state is losing the opportunity to obtain alternatives to APD-paid services to improve their quality of life.

- Rish Park - APD plans to restore and enhance Rish Park to provide individuals with developmental disabilities and their families more opportunities for the exercise and recreational activities they seek. The beachfront park has extra-wide boardwalks linking cottages and dorm-style buildings to the shore. This year, work will begin on the bayside to install boardwalks, build a boat dock, and ensure visitors have water, bathrooms, and electricity. The Agency is submitting a legislative budget request for funds to repave Rish Park's main and campground parking lots, and to build bathhouses in the campground and the pool area. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Quality of Life and Quality Places Strategy 29.*

Justification: This tract of premium waterfront property was donated to the state specifically for the use of individuals with developmental disabilities. The state already has made a \$1.5 million investment restoring Rish's beachside. Repairs and enhancements to the bayside are expected to attract more visitors, generating revenue for maintenance.

- Training - Caregivers with extensive knowledge of their communities and training are in increasing demand as more Floridians with developmental disabilities are choosing to live at home instead of an intermediate care facility (ICF). To help meet the supply of qualified service providers, the Agency is requesting a one-time appropriation of about \$353,000 to develop curricula and purchase software. Funding will allow individual service providers and employees of larger businesses the ability to take seven courses online or in a classroom setting. The technology purchased also will allow the Agency to achieve the following outcomes:
 - a. Standardize competency-based training for waiver provider staff.
 - b. Test and track completion of training.
 - c. Reduce personnel costs for developing and conducting training.

This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Business Climate and Competitiveness Strategy 20.

Justification: Florida already attracts a large population of retirees and must prepare to meet the aging population of individuals with developmental disabilities and their aging caregivers over the next decade. APD already serves over 2,000 people ages 60 and older.* Approximately 500 people in this age range are waiting for services. † The investment in training ensures businesses will have the means to quickly train new hires to expand their workforce and meet the demand for qualified caregivers.

- Intermediate Care Facilities (ICFs) - The Agency will continue to move individuals from intermediate care facilities into the community to remain in compliance with a court settlement agreement. Performance is being tracked and proposed as a new long-range program plan measure. *This strategy is in alignment with The Florida Strategic Plan for Economic Development Quality of Life and Quality Places Strategy 27.*

Justification: Florida has a legal and fiscal obligation to move residents out of intermediate care facilities for the developmentally disabled (ICF/DD). The state risks expensive legal challenges if it fails to move those willing and able into the community.

- Developmental Disabilities Defendant Program (DDDP) - The Agency has begun to look at strategies to meet future demands on the former Mentally Retarded Dependent Program (MRDP). While the total number of persons served has remained relatively stable, this is a highly variable number because it is determined by county courts. The Agency will focus on reducing delay in admission due to limitations in capacity and budget. *This strategy is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 23.*

A programmatic measure that has been very stable in performance is proposed for deletion from the long-range program plan. The Agency will continue to track incidents in Developmental Disability Centers for internal purposes, but plans to discontinue this measure in the LRPP as it continues to far exceed its approved standard. The Agency will propose a new measure for DDC activities once strategies to pursue have been selected.

Improve Monitoring and Accountability

The Agency for Health Care Administration (AHCA) contracts with a quality improvement organization (Delmarva) to monitor service providers and client outcomes. Financial resources limit the scope and frequency of monitoring providers, as well as analysis of deficiencies to improve performance.

To strengthen quality assurance monitoring and compliance, APD is seeking funding for the following:

- Technology - The Agency is requesting \$2.2 million to maintain an electronic visit verification system that was funded with non-recurring funds. A portion of the funds will be used for integrating multiple stand-alone systems into an enterprise system.

An integrated system will eliminate data entry errors, as well as increase efficiency in processing and reporting client information. The enterprise system also will allow the Agency to monitor progress on client goals and provider performance. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Infrastructure and Growth Leadership Strategy 15.*

Justification: The Agency has been cited multiple times by the Centers for Medicaid and Medicare Services (CMS) for non-compliance with evidentiary reporting. Technology will reduce errors and impact the time staff currently devotes to filling out hundreds of tracking spreadsheets. Federal funding for Florida's waiver program may be jeopardized if APD does not improve its data collection and reporting system.

- Quality Assurance Oversight - APD is requesting the replacement of two (2) OPS positions with full-time staff to provide stability in quality management oversight. The status change will be revenue neutral. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 25.*

Justification: The conversion will allow the Agency the ability to attract professional staff with skills in performance improvement.

- Medical Professionals – The Agency is requesting \$432,500 for a full-time physician and six nurses to create a utilization review committee to bring APD into compliance with state and federal standards. This will allow the Agency to have a doctor available to prescribe and supervise medically necessary treatment. The committee will provide the oversight needed to ensure placement and continued stay in an intermediate care facility (ICF) is appropriate for an individual's level-of- care. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 25.*

Justification: The Agency cannot allow nurses to assume medical responsibilities beyond what they are licensed to perform. Doing so puts both clients and the Agency at risk. The greatest impact of the requested medical professionals would be on the individuals who are served in an ICF as well as the state. Continued failure to comply could result in disallowance of payments for more than 2,500 people with developmental disabilities residing in private and public intermediate care facilities.

The Agency will keep its health, safety, and quality of life indicators that are used to measure client outcomes. Seven, identified through the National Core Indicators (NCI) project, measure the extent to which a person is:

- in the best possible health;
- connected to family and natural supports;
- empowered to direct the design of services to accomplish desired goals;
- free from abuse, neglect and exploitation;
- safe or has self-preservation skills;
- able to exercise rights that includes the feeling of dignity, respect, and privacy; and
- able to be alone with friends and visitors at own home.

An average percent score among the seven response indicators provide the measurement for this objective based on individuals sampled. The distribution of outcomes is represented in a scale of zero (0) to seven (7). A score of zero (0) indicates that none of the indicators were attained by an individual. A score of seven (7) indicates that all of the indicators were met by the individual.

The survey results were as follows for the past two fiscal years:

- 2011 / 2012 = 77.9%
- 2012 / 2013 = 78.4%

The results indicate that the quality of life indicators improved slightly from 2011 / 2012 to 2012 / 2013. Possible factors for the percentage score attained for 2012 / 2013 can be associated with (a) limited resources such as dental services, behavioral analysis providers, transportation providers, etc., (b) aging population with increased health issues, limited natural supports, and not enough health coverage, (c) legal/legislative change associated with limited budget to fund services, (d) staff capacity of providers associated with low wages, turnover and training that may limit the number of available providers.

Using the previous two year averages of 77.9% in FY11-12 and 78.4% in FY12-13, the estimate for the next five years, using straight line extrapolation, is 80% per year. To do an accurate prediction, a prediction model will be built using a regression analysis utilizing factors that may impact on outcomes such as, for example, those associated as the population ages.

Improve Program and Internal Cost Controls

The Agency is assessing the impact of the implementation of uniform workstreams in regional field offices and intends to address internal gaps and weakness as follows:

- QSI Assessors - The success of iBudget is critical to managing the fiscal allocation for the Home and Community-Based Program. As the Questionnaire for Situational Information plays a significant role in the iBudget algorithm, the Agency will address excessive assessor turnover by changing the status of 12 OPS positions to FTEs, and transferring \$500,900 from its OPS budget category. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 25.*

Justification: The request to change the status of OPS employees that administer the Agency's assessment tool will be budget revenue neutral. The overall impact to the Agency will be to reduce training costs associated with constant turnover. The impact of the change to the 30,000 people receiving services in the community and new waiver enrollees is expected to be positive. They will have a pool of employees experienced and skilled in an instrument that weighs heavily in determining a client's budget for services.

- Administrative Services - The Agency would like the opportunity to leverage fiscal resources through better control of administrative services functions. A legislative budget request for positions and funding will complete the transition of administrative services from the Department of Children and Families to APD. The resources will allow APD to assume the responsibility for fingerprinting to reduce response time to prospective and existing service providers. The Agency also will be able to structure its workforce for greater efficiency in inventory management, contract reviews, and other business activities. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Civic and Governance Systems Strategy 25 and Strategy 19 for Business Climate and Competitiveness.*

Justification: The greatest impact of the transition of administrative services from DCF to APD will be on the individuals interested in the commerce of caring for persons with disabilities. Full control of the background screening process will result in quicker start-up time. Businesses will not have to wait for another Agency to interpret the results of background screening before APD can determine their eligibility to provide services. A related benefit will be to shorten the time for businesses to put new hires to work.

Full control of all administrative activities also will allow APD to eliminate redundant activities performed by staff and better adjust its workforce to conditions that warrant an internal change.

- Contracted IT Employees – APD proposes to reduce the risk to day-to-day operations by replacing contracted information technology employees performing critical functions with FTEs. The Agency is requesting a transfer approximately \$384,000 from the HCBS waiver administration category to provide the funding needed to assure ensure stability in applications support and data base administration. *This legislative budget request is in alignment with The Florida Strategic Plan for Economic Development Infrastructure and Growth Leadership Strategy 15.*

Justification: The replacement of contractors providing critical IT services with full-time employees will be a revenue-neutral means to reduce risk to the entire Agency. The impact of these positions on daily operations is not apparent until something that can bring all work to a halt happens. Such an event would interfere with the work performed by both staff and providers, which in turn could impact everyone else with whom they interact. Full-time status also will allow APD to assign these positions to perform other functions as needed.

End Notes:

*Source: ABC database August 1, 2013

†Source: APD Wait List August 1, 2013

Critical Policy & Legislative Changes

No items in the Agency's legislative budget request are anticipated to require legislative changes at this time.

Taskforces and Workgroups

Taskforce on Fostering Success

Florida Cabinet on Children and Youth

Northwood Shared Resource Center (NSRC) Data Center Board

NSRC Data Center Board Finance and Auditing Committee

Florida Developmental Disabilities Council

1915j Waiver State Plan

Florida Genetics and Newborn Screening Advisory Council

Fetal Alcohol Syndrome (Department of Health)

Interagency Medical Director's Committee

Interagency Medical Fraud Committee

Pre-Admission Screening and Resident Review (PASRR) Interagency Workgroup

Medical Necessity Workgroup with AHCA & CMS

Florida State Guardianship Association

Big Bend Chapter, Florida State Guardianship Association

Lighting the Way to Guardians and Other Decision Making Options

National Guardianship Association

3rd National Guardianship Summit: Standards of Excellence

Restoration of Capacity for Persons Under Guardianship Study

Foundation for Indigent Guardianship

State Secondary Transition Interagency Committee (SSTIC) Family Involvement Subcommittee

APD/AHCA Policy Group

Advisory Board Member of the Florida Disability and Health Program

Select Advisory Panel on Adult Protective Services

Adult Protective Services Interagency Workgroup

National Resource Center for Participant-Directed Services (NRCPPDS)

CDC+ Quality Advisory Committee



Performance Measures and Standards

LRPP Exhibit II

LRPP Exhibit II - Performance Measures and Standards

Department: Agency for Persons with Disabilities
 Department No.: 67000000

Program: Services to Disabled	Code: 67000000			
Service/Budget Entity: Home and Community Services	Code: 67100100			
Approved Performance Measures for FY 2013-14 (Words)	Approved Prior Year Standard FY 2012-13 (Numbers)	Prior Year Actual FY 2012-13 (Numbers)	Approved Standards for FY 2013-14 (Numbers)	Requested FY 2014-15 Standard (Numbers)
Percent of people who are employed in integrated settings	23.0%	24.7%	22.0%	25.0%
Number of persons with disabilities served in supported living	4,319	5,758	5,600	5,800
Proposed Measure: Percent of ICF residents who accept waiver services and move into the community	N/A	N/A	N/A	N/A

Program: Services to Disabled	Code: 67000000			
Service/Budget Entity: Program Management and Compliance	Code: 67100200			
Approved Performance Measures for FY 2013-14 (Words)	Approved Prior Year Standard FY 2012-13 (Numbers)	Prior Year Actual FY 2012-13 (Numbers)	Approved Standards for FY 2013-14 (Numbers)	Requested FY 2014-15 Standard (Numbers)
Administrative cost as a percent of total program costs	4.0%	3.1%	4.0%	4.0%
Percent of people receiving services who meet key health, safety, and quality-of-life outcome measures	68.5%	78.4%	77.9%	77.9%
Increase use of services and opportunities that are not funded by the Medicaid Home and Community-Based Waiver or other appropriation*	N/A	N/A	N/A	N/A*

Program: Services to Disabled	Code: 67000000			
Service/Budget Entity: Developmental Services Public Facilities	Code: 67100300			
Approved Performance Measures for FY 2013-14 (Words)	Approved Prior Year Standard FY 2012-13 (Numbers)	Prior Year Actual FY 2012-13 (Numbers)	Approved Standards for FY 2013-14 (Numbers)	Requested FY 2014-15 Standard (Numbers)
Number of adults found incompetent to proceed who are provided competency training and custodial care in the APD Forensic Services Program	390	272	310	310
Annual number of reportable incidents per 100 persons with developmental disabilities living in Developmental Disabilities Centers*	20	2.9	20	20*

*Indicates a request for deletion is pending.



**Assessment of Performance for Approved
Performance Measures**

LRPP Exhibit III

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100100

Measure: Percent of People who are Employed in Integrated Settings

Action:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
22.0%	24.7%	2.7%	12.3%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: There is a need to expand the number and capacity of service providers rendering Supported Employment and increasing their knowledge and skills to promote best possible employment outcomes. Training efforts by APD over the course of the year have had a positive effect on employment outcomes.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: (1) Continue making employment an acknowledged high priority of the Agency; (2) set performance expectations for APD Regional achievement; and (3) collaborate with the Department of Education's Bureau of Exceptional Education and Student Services, its school districts and its Division of Vocational Rehabilitation as well as the Department of Economic Opportunity and other agencies responsible for employment of persons with disabilities.

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100100

Measure: Number of Persons with Disabilities Served in Supported Living

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
5,600	5,758	158	2.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Major barrier continues to be affordable housing units available. Limited IFS funding available to assist in monthly housing stipends.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

The agency will continue working with Florida Housing in developing more affordable housing options and Florida Developmental Disabilities Housing Task Force. A new measure may be proposed to better reflect agency initiatives in developing housing options.

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100200

Measure: Administrative Cost as a Percent of Total Program Costs

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4.0%	3.1%	(0.9)%	(22.5)%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

The agency was diligent in monitoring expenditures.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Performance for this measure exceeded the approved standard. Therefore, no action is needed.

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100200

Measure: Percent of People Receiving Services who Meet Key Health, Safety, and Quality of Life Outcome Measures

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
68.5%	78.4%	9.9%	14.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

FY 2012/2013 was first year reporting on new measurement methodology.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

FY 2012/2013 was first year reporting on new measurement methodology.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

N/A

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100200

Measure: Increase Use of Services and Opportunities that are not Funded by the Medicaid Home and Community-Based Waiver or Other Appropriation

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input checked="" type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
N/A	N/A	N/A	N/A

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation: The Agency is requesting deletion of this measure as it currently does not have a system available to capture data needed.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: Appointment of new Agency director.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100300

Measure: Number of adults found incompetent to proceed who are Provided Competency Training and Custodial Care in the APD Forensic Services Program

Action:

- | | |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
310	272	(38)	(12)%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

This number is strongly driven by activity in the county courts and the number of defendants they may encounter that are charged with felony crimes but are ordered for secure residential services and competency training. The number served is impacted by the ability to discharge defendants after their charges have been vacated and can be moved within the APD continuum of care. This metric indicates that the Agency served 38 persons less than the benchmark which is a positive development as it indicates a fewer number of persons entering the system for secure residential placement for competency training. This effort will be maintained through aggressive management and review processes that allow the program to meet the needs of the court but not surpass the allocated resources.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Office of Policy and Budget – July 2013

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100300

Measure: Annual Number of Reportable Incidents per 100 Persons with Developmental Disabilities Living in Developmental Disabilities Centers

Action:

- Performance Assessment of Outcome Measure Revision of Measure
 Performance Assessment of Output Measure Deletion of Measure
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
20	2.9	17.1	.9%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

This measure reflects the ability of staff to control situational affairs and a high aptitude for redirecting clients away from maladaptive behavior that would result in a critical incident. The number of critical incidents in a facility is a dynamic number, but this measure has been in place for several years and continues to far exceed its goal.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

The agency is recommending deletion of this measure as it has proposed two new measures that better reflect its strategic plan. A new measure may be proposed next year after strategies for the DDCs to pursue have been selected.

Office of Policy and Budget – July 2013



Performance Measure Validity and Reliability
LRPP Exhibit IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100100

Measure: Percent of people who are employed in integrated settings

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

The agency proposes to raise the employment standard to 25%. The data source is unchanged: APD's Questionnaire for Situational Information (QSI), the ABC Data System, and provider reporting on the number of people served by APD who are competitively employed.

The methodology is unchanged: Number of people competitively employed DIVIDED BY Number of people competitively employed PLUS the Number of people identified in the QSI who want employment.

Validity:

The proposed measure of integrated employment is defined as those people competitively employed (at least minimum wage and in the community workforce) and by the above methodology, which aligns to APD's quarterly employment performance measure reported to the Governor.

Reliability:

QSI assessors are trained and certified based on reliable performance in application of the assessment and are recertified annually. Data from the ABC system is based on individual cost plans and valid paid claims. Data from SETS is based on provider self-reporting. An automated database under construction will ensure data from providers has greater reliability.

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100100

Measure: Number of persons with disabilities in supported living

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

Allocation Budget Control System (ABC)

ABC Program Component SUM OF Independent Living (01) PLUS Supported Living (11) PLUS Transitional Living (12)

Validity:

Individuals with these three program components have chosen to live on their own and have maximum freedom of choice. Data indicates that this population group is increasing; therefore, the Agency is requesting to increase the standard for this measure to 5,800.

Reliability:

All persons who choose to live on their own are coded into one of these three program components in ABC, the Agency's system of record.

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100100

Measure: Percent of ICF residents who accept waiver services and move into the community

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

Manual Count

Number of ICF residents who moved into the community DIVIDED BY Number of ICF residents who accept the offer to move into the community

Validity:

Individuals with developmental disabilities have a right to choice. Institutional-based services are an entitlement and residents with developmental disabilities in intermediate care facilities (ICF) cannot be forced to move. Therefore, measuring the resettlement of those who accept the offer to move is a better reflection of performance.

Reliability:

This data is tracked by APD's regional offices and reported monthly in compliance with a court settlement agreement.

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Agency for Persons with Disabilities

Program: Program Management and Compliance

Service/Budget Entity: 67100200

Measure: Increase use of services and opportunities that are not funded by the Medicaid home and community-based waiver or other appropriation

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: The Agency is requesting deletion of this measure as it currently does not have a system available to capture data needed for assessment.

Validity:

Reliability:

Office of Policy and Budget – July 2013

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Agency for Persons with Disabilities

Program: Services to Disabled

Service/Budget Entity: 67100300

Measure: Annual number of reportable incidents per 100 persons with developmental disabilities living in Developmental Disabilities Centers

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: The agency is requesting a deletion of this measure as performance has met expectations for several years, and no major initiatives are planned.

Validity:

Reliability:

Office of Policy and Budget – July 2013



**Associated Activities Contributing to
Performance Measures**

LRPP Exhibit V

No.	Approved Performance Measure for FY 2013-14	Associated Activities Title
1	Percent of people who are employed in integrated settings.	Adult Supported Employment, Children Supported Employment
2	Number of persons with disabilities served in supported living.	Adult Supported Living, Children Supported Living
3	Increase use of services and opportunities that are not funded by the Medicaid home and community-based waiver or other appropriation.	Home and Community Services Administration
4	Percent of people receiving services who meet key health, safety and quality of life outcome indicators.	Adult Day Living, Adult Day Service, Adult Medical/Dental, Adult Respite Services, Adult Residential Habilitation, Adult Specialized Therapies/ Assessments, Adult Supported Employment, Adult Supported Living, Adult Transportation, Children Daily Living, Children Day Training Services, Children Medical/Dental, Children Respite Services, Children Residential Habilitation, Children Specialized Therapies/ Assessments, Children Support Employment, Children Supported Living, Children Transportation
5	Annual number of reportable incidents per 100 persons in DDCs.	Intermediate Care Facilities-Developmentally Disabled
6	Number of adults found incompetent to proceed who are provided competency restoration services.	Forensic Care

Office of Policy and Budget – July 2013

AGENCY FOR PERSONS WITH DISABILITIES		FISCAL YEAR 2012-13			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			1,073,602,649	500,000	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			40,644,628	-500,000	
FINAL BUDGET FOR AGENCY			1,114,247,277	0	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					0
Home And Community Services Administration * Number of Medicaid Waiver clients enrolled		29,421	92.78	2,729,811	
Support Coordination * Number of people receiving support coordination		29,950	1,234.29	36,967,016	
Private Intermediate Care Facilities For The Developmentally Disabled * Number of adults receiving services in Developmental Service Public Facilities		727	126,469.13	91,943,060	
Program Management And Compliance * Based on Administrative Components of serving people in the Community and Institutional settings		55,420	423.89	23,492,020	
Adult Daily Living * Number of persons with disabilities served in Adult Daily Living		8,541	6,829.21	58,328,281	
Adult Day Service * Number of persons with disabilities served in Adult Day Training Service		11,702	2,730.31	31,950,127	
Adult Medical/Dental * Number of persons with disabilities served in Adult Medical/Dental		9,910	1,583.71	15,694,585	
Adult Respite Services * Number of persons with disabilities served in Adult Respite Services		2,984	1,422.38	4,244,386	
Adult Residential Habilitation * Number of persons with disabilities served in Adult Residential Habilitation		7,412	18,141.95	134,468,163	
Adult Specialized Therapies/ Assessments * Number of persons with disabilities served in Adult Specialized Assessments, Therapies, Equipment and Supplies		5,585	2,074.33	11,585,156	
Adult Supported Employment * Number of persons with disabilities served in Adult Supported Employment		2,063	1,796.14	3,705,446	
Adult Supported Living * Number of persons with disabilities served in Adult Supported Living and In Home Subsidies		11,090	6,814.75	75,575,562	
Adult Transportation * Number of persons with disabilities served in Adult Transportation		8,578	1,349.05	11,572,192	
Children Daily Living * Number of persons with disabilities served in Children Daily Living		1,329	10,672.39	14,183,612	
Children Day Services * Number of persons with disabilities served in Children Day Training Services		119	3,377.50	401,923	
Children Medical/Dental * Number of persons with disabilities served in Children Medical/Dental		1,996	760.50	1,517,954	
Children Respite Services * Number of persons with disabilities served in Children Respite Services		2,264	2,114.46	4,787,135	
Children Residential Habilitation * Number of persons with disabilities served in Children Residential Habilitation		636	20,535.82	13,060,784	
Children Specialized Therapies/ Assessments * Number of persons with disabilities served in Children Specialized Assessments, Therapies, Equipment and Supplies		1,040	1,842.29	1,915,980	
Children Support Employment * Number of persons with disabilities served in Children Supported Employment		27	2,025.85	54,698	
Children Supported Living * Number of persons with disabilities served in Children Supported Living and In Home Subsidies		902	5,002.50	4,512,253	
Children Transportation * Number of persons with disabilities served in Children Transportation		202	1,468.48	296,632	
Community Support Services * Number of persons served		7,186	570.45	4,099,246	
Forensic Care * Number of adults found incompetent to proceed who are provided competency training and custodial care in the Mentally Retarded Defendant Program		326	77,616.86	25,303,096	
TOTAL				572,389,118	
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				541,858,177	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				1,114,247,295	

SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.

(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.



Agency Glossary of Terms and Acronyms

Allocation, Budget and Contract Control System (ABC): An Agency sub-system used to track specific consumer information and process invoices.

Activity: A unit of work, which has identifiable starting and ending points, has purpose, consumes resources, and produces outputs. Unit cost information is determined by using the outputs of activities.

Actual Expenditures: Includes prior year actual disbursements, payables, and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and September 30 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

Adult Day Training (ADT): Daytime programs for adults with developmental disabilities to learn particular life skills and activities.

AHCA: Agency for Health Care Administration

APD: Agency for Persons with Disabilities

APS: Adult Protective Services

Appropriation Category: The lowest level line item of funding in the General Appropriations Act (GAA), which represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expense, operating capital outlay (OCO), data processing services, fixed capital outlay, etc. These categories are listed and defined within this glossary.

Autism: Pervasive, neurologically based developmental disability of extended duration which causes severe learning, communication and behavior disorders with age of onset during infancy or childhood. Individuals with autism exhibit impairment in

reciprocal social interaction, impairment in verbal and nonverbal communication and imaginative ability, and a markedly restricted repertoire of activities and interests.

Baseline Data: Indicators of a state agency's current performance level, pursuant to guidelines established by the Executive Office of the Governor in consultation with the Florida Legislature.

Budget Entity: A unit or function at the lowest level to which funds are specifically appropriated in the General Appropriations Act. "Budget entity" and "service" have the same meaning. A budget entity can be a department, division, program, or service and have one or more program components.

Consumer Directed Care Plus (CDC+): A Medicaid State Plan Option Program that gives an eligible person the opportunity to hire workers and vendors to help with daily care needs, such as personal care, respite, and transportation. Workers may be family members or others familiar to the consumer. In order to be eligible for CDC+, an individual must be receiving services from APD through one of the four Medicaid waivers or tiers. CDC+ provides the opportunity to improve quality of life, by giving the power to the consumer to make choices about the kinds of supports and services that are needed. Together with the assistance of a trained CDC+ consultant, who is also a waiver support coordinator, the consumer and consultant help plan consumer supports, manage an established budget, and make decisions regarding care, and staff hiring.

Cerebral Palsy (CP): A group of disabling symptoms of extended duration which results from damage to the developing brain that may occur before, during or after birth and that result in the loss of impairment of control over voluntary muscles. For the purposes of this definition, cerebral palsy does not include those symptoms or impairments resulting solely from a stroke.

CIO: Chief Information Officer

CIP: Capital Improvements Program Plan

Client: Any person determined eligible by the Agency for services as defined in Chapter 393, Florida Statutes (statute covering developmental disabilities).

CMS: Centers for Medicare and Medicaid Services. CMS is the federal agency with oversight of Medicaid State Plan and Medicaid Waiver services.

D3-A: A legislative budget request (LBR) exhibit, showing expenditures by budget entity, appropriation category and program component, and presents a narrative explanation and justification of specific issues for requested years.

Data Processing Services: The electronic data processing services provided by or to state agencies or the judicial branch which include, but are not limited to, systems design, software development, or time-sharing by other governmental units or budget entities.

DCF: Florida Department of Children and Families

DDC: Developmental Disabilities Centers

DDDP: Developmental Disabilities Defendant Program (DDDP) is a secure residential facility providing competency training and testing for persons with developmental disabilities who are alleged to have committed a felony and who are court ordered into the facility. (See Forensic.)

Demand: The number of output units, which are eligible to benefit from a service or activity.

Developmental Disability: A disorder or syndrome that is attributable to spina bifida, autism, cerebral palsy, Prader-Willi syndrome, Down syndrome, and mental retardation, that manifests before the age of 18, and that constitutes a substantial handicap that can be expected to continue indefinitely. (See individual definitions).

Developmental Disabilities Centers (DDCs): State owned and operated facilities, formerly known as developmental disabilities institutions, for the treatment and care of individuals with developmental disabilities.

Down Syndrome: A disorder caused by the presence of an extra chromosome 21.

EOG: Executive Office of the Governor

Estimated Expenditures: Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on current year appropriations adjusted for vetoes and special appropriations bills.

Expense: The usual, ordinary, and incidental expenditures by an agency or the judicial branch, including, but not limited to, such items as commodities and supplies of a consumable nature, current obligations, and fixed charges, and excluding expenditures classified as operating capital outlay. Payments to other funds or local, state, or federal agencies are included in this budget classification of expenditures.

Family and Supported Living Waiver (FSL): A specific Medicaid waiver no longer in use by the Agency. The FSL waiver was discontinued with the implementation of the 4 tier waiver system (see Waivers). Consumers previously receiving services under the FSL waiver are now being served under Tier 4.

Fixed Capital Outlay (FCO): Real property (land, buildings, fixtures, etc.), including additions, replacements, major repairs, and renovations which extend useful life, materially improve or change its functional use. Furniture and equipment necessary to furnish and operate a new or improved facility are included in the definition.

FLAIR: Florida Accounting Information Resource Subsystem

FMMIS: Florida Medicaid Management Information System

Forensic: Programs that are supported by state funds and provide a secure setting for persons who are alleged to have committed a felony and who are court ordered into such a facility (See MRDP).

F.S.: Florida Statutes

FTE: Full-Time Equivalent

GAA: General Appropriations Act

GR: General Revenue Fund

Group Home Facility: A residential facility licensed under Chapter 393, F.S., which provides a family living environment including supervision and care necessary to meet the physical, emotional, and social needs of its residents.

HCBS: Home and Community-Based Services

iBudget (Individual Budgeting): Individual Budgeting is an Agency initiative and current legislative requirement to enhance and improve the method by which a budget is derived for all individuals enrolled on the Home and Community-Based Services waivers and Consumer Directed Care Plus (CDC+) waivers (see Waiver). Individual budgeting is an approach to allocating funding within existing Agency resources for those services used by a consumer with a developmental disability. A mathematical formula (also known as an algorithm) is developed through statistical analysis to equitably distribute available funds based on historical funding patterns. This formula considers individual consumer characteristics which are statistically proven to correlate with costs and generates a budget amount for each person prior to the support planning process.

Intermediate Care Facility/Developmental Disabilities (ICF/DD): Residential facilities for the treatment and care of individuals with developmental disabilities.

Indicator: A marker or sign expressed in a quantitative or qualitative statement used to gauge the nature, presence, or progress of a condition, entity, or activity. This term is used commonly as a synonym for the word “measure.”

Information Technology Resources: Includes data processing-related equipment, software, materials, services, telecommunications, personnel, facilities, maintenance and training.

Input: See Performance Measure.

Intellectual Disability: A term used when a person has certain limitations in mental functioning and in skills such as communicating, taking care of him or herself, and social skills. These limitations will cause a person to learn and develop more slowly. People with intellectual disabilities may take longer to learn to speak, walk, and take care of their personal needs such as dressing or eating. They are likely to have trouble learning in school. They will learn, but it will take them longer. As defined in Chapter 393, F.S. Intellectual disability is defined by a significantly sub average general intellectual functioning existing concurrently with deficits in adaptive behavior that manifests before the age of 18 and can reasonably be expected to continue indefinitely. Significantly sub average general intellectual function for the purposes of this definition means performance which is two or more standard deviations from the mean score on a standardized intelligence test specified in the rules of the Agency. Adaptive behavior for the purpose of this definition means the effectiveness or degree with which an individual meets the standards of personal independence and social responsibility expected of his or her age, cultural group, and community.

IOE: Itemization of Expenditure

IT: Information Technology

Judicial Branch: All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

LAN: Local Area Network

LAS/PBS: Legislative Appropriations System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

Legislative Budget Commission (LBC): A standing joint committee of the Legislature. The Commission was created to: review and approve/disapprove agency requests to amend original approved budgets; review agency spending plans; and take other actions related to the fiscal matters of the state, as authorized in statute. It is

composed of 14 members appointed by the President of the Senate and by the Speaker of the House of Representatives to two-year terms.

Legislative Budget Request (LBR): A request to the Legislature, filed pursuant to s. 216.023, F. S., or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or it is requesting authorization by law, to perform.

L.O.F.: Laws of Florida

Long-Range Program Plan (LRPP): A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of people served and proposing programs and associated costs to address those needs, as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing an agency's legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

Long Term Care: Those services provided on an ongoing basis to people with developmental disabilities in a residential setting such as a developmental disabilities center.

MSP: Medicaid State Plan

Medicaid Waiver: See Waiver

NASBO: National Association of State Budget Officers

Narrative: Justification for each service and activity required at the program component detail level for the Agency's budget request. Explanation, in many instances, will be required to provide a full understanding of how dollar requirements were computed.

National Core Indicators (NCI): Nationally standardized performance indicators that include approximately 100 outcomes related to consumer, family, systemic, cost, and health and safety – outcomes that are important to understanding the overall health of public developmental disabilities agencies. Associated with each core indicator is a source from which the data is collected. Sources of information include consumer survey (e.g., empowerment and choice issues), family surveys (e.g., satisfaction with supports), provider survey (e.g., staff turnover), and state systems data (e.g., expenditures, mortality, etc.). (Source: Human Services

Research Institute.) Florida has joined over 30 states that are using the National Core Indicators, gaining the capacity to compare Florida among other states and with national trends.

Nonrecurring: Expenditure or revenue limited to a fiscal year, or not expected to be needed or available after the current fiscal year.

OPB: Office of Policy and Budget, Executive Office of the Governor

Operating Capital Outlay (OCO): Equipment, fixtures and other tangible personal property of a non-consumable and nonexpendable nature, the value or cost of which is \$1,000 or more and the normal expected life of which is one year or more; hardback-covered bound books that are circulated to students or the general public, the value or cost of which is \$25 or more; and hardback-covered bound books the value or cost of which is \$250 or more.

Other Personal Services (OPS): The compensation for services rendered by a person who is not a regular or full-time employee filling an established position. This shall include but not be limited to, temporary employees, student or graduate assistants, fellowships, part time academic employment, board members, consultants, and other services specifically budgeted by each agency in this category.

Outcome: See Performance Measure.

Output: See Performance Measure.

Outsourcing: The act of contracting with a vendor for the delivery of a service or item. There is a transfer of management responsibility for the delivery of resources and the performance of those resources. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services, which support the Agency mission.

Pass Through: A situation in which funds flow through an agency's budget to other entities (e.g. local governments) without the Agency having discretion on how the funds are spent. The activities (outputs) associated with the expenditure of the funds are not measured at the state level. NOTE: This definition of "pass through" applies ONLY for the purposes of long-range program planning.

Performance Ledger: The official compilation of information about state agency performance-based programs and measures, including approved programs, approved outputs and outcomes, baseline data, approved standards for each performance measure and any approved adjustments thereto, as well as actual agency performance for each measure.

Performance Measure: A quantitative or qualitative indicator used to assess state agency performance. Input means the quantities of resources used to produce goods or services and the demand for those goods and services. Outcome means an indicator of the actual impact or public benefit of a service. Output means the actual service or product delivered by a state agency.

Personal Outcome Measures: The Personal Outcome Measures were developed by the Council on Quality and Leadership (CQL) in 1991. They were replaced by National Core Indicators (NCI) to measure Florida's performance against other states.

Policy Area: A grouping of related activities that reflects major statewide priorities. Policy areas summarize data at a statewide level by using the first two digits of the ten-digit LAS/PBS program component code. Data collection will sum across state agencies when using this statewide code.

Prader-Willi syndrome: A complex genetic condition that affects many parts of the body. In infancy, this condition is characterized by weak muscle tone, feeding difficulties, poor growth, and delayed development. Beginning in childhood, affected individuals develop an insatiable appetite and chronic overeating. As a result, most experience rapid weight gain leading to obesity. People with Prader-Willi syndrome, typically have mental retardation or learning disabilities and behavioral problems.

Primary Service Outcome Measure: The service outcome measure, which is approved as the performance measure, which best reflects and measures the intended outcome of a service. Generally, there is only one primary service outcome measure for each agency service.

Privatization: Occurs when the state relinquishes a function, service, or responsibility, or reduces its role in the delivery of a service or specific activity.

Program: A set of services and activities undertaken in accordance with a plan of action organized to achieve agency mission, goals, and objectives based on legislative authorization. Programs are identified in the General Appropriations Act by a title that begins with the word "Program". In some instances, a program consists of several services, or in other cases the program represents one service. The LAS/PBS code is used for purposes of both program identification and service identification. "Service" is a "budget entity" for purposes of the LRPP.

Program Purpose Statement: A brief description of approved program responsibilities and policy goals. The purpose statement relates directly to the agency mission and reflects essential services needed to accomplish the agency's mission.

Program Component: An aggregation of generally related objectives. Because of their special character, related workload and interrelated output, these objectives could logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Questionnaire for Situational Information (QSI): This questionnaire is the approved method or tool utilized by the agency for evidence-based client assessments. It is designed to gather key information (physical, behavioral and functional areas) about an individual's life and need for supports from APD. The QSI is administered by APD employees who are certified in its use.

Regions or Regional Office: Refers to the structure of the Agency's field offices from consolidation of 14 area offices into six (6) regions.

Reliability: The extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for the intended use.

Salary & Benefits: The cash compensation for services rendered to state employees for a specific period of time, and the corresponding state sponsored benefits (retirement, health insurance, etc.) or federally required taxes (Social Security, FICA, etc.) paid on behalf of the employee.

Service: See Budget Entity

Service Provider: An individual or business determined eligible to deliver Medicaid services and has an agreement with APD to provide services to people with developmental disabilities.

SL: Supported Living

Spina Bifida: A birth defect (a congenital malformation) in which there is a bony defect in the vertebral column so that part of the spinal cord, which is normally protected within the vertebral column, is exposed. People with Spina bifida can have difficulty with bladder and bowel incontinence, cognitive (learning) problems and limited mobility. Spina bifida is caused by the failure of the neural tube to close during embryonic development. The neural tube is the embryonic structure that gives rise to the brain and spinal cord.

SSI: Supplemental Security Income (through the Social Security Administration)

Standard: The level of performance of an outcome or output.

STO: State Technology Office

SWOT: Strengths, Weaknesses, Opportunities and Threats

TCS: Trends and Conditions Statement

TF: Trust Fund

Tier: A term used to describe specific waivers that consumers are assigned, based on criteria defining service needs. The tier system was replaced by iBudget.

TRW: Technology Review Workgroup

Unit Cost: The average total cost of producing a single component, item, service, or unit of output for a specific agency activity.

Validity: The appropriateness of the measuring instrument in relation to the purpose for which it is used.

VR: Division of Vocational Rehabilitation (VR) is a federal-state program within the Department of Education that helps people who have physical or mental disabilities get or keep a job.

Waiver: A home and community based services waiver authorized under Title IX of the Social Security Act and is an alternative program to institutional care. The waiver is funded by state and federal matching funds and is designed to provide services to individuals to live in their community rather than live in an institutional setting.

WAN: Wide Area Network (Information Technology)