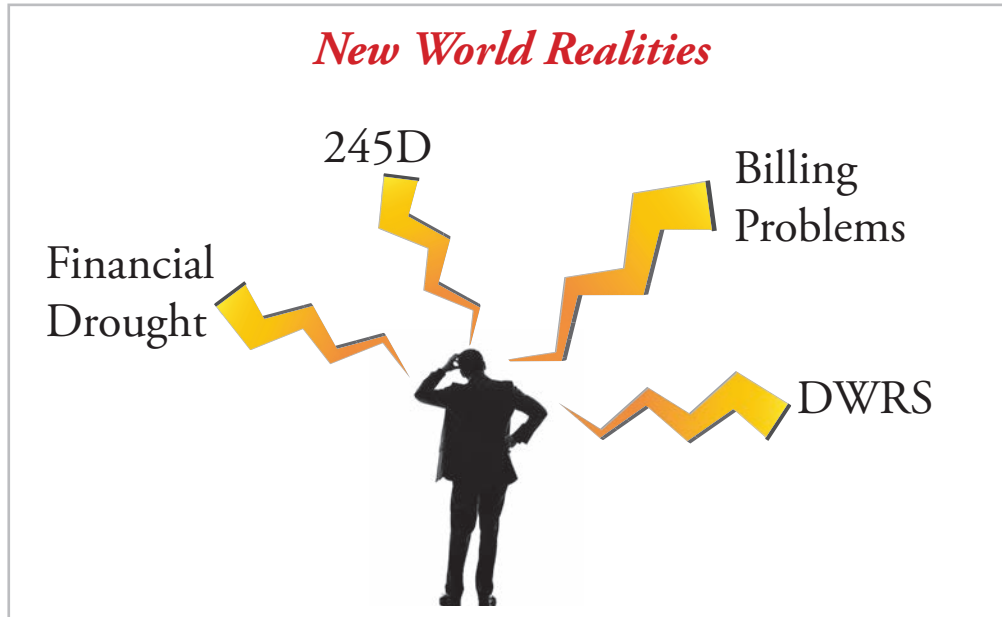




# Annual Meeting Report • May 13, 2014

June 2013 to May 2014

## Leading members through monumental changes



### *ARRM's Support & Resources*

**Billing**  
 Intervention with DHS  
 Technical assistance  
 Legislative action

**5% Campaign**  
 Coordinated campaign  
 Grassroots mobilizing  
 Work with media  
 Influence at The Capitol

**DWRS**  
 Constant guidance  
 Intervention with DHS  
 Technical expertise  
 Training  
 Legislative solutions

**245D**  
 Constant advisories  
 11 trainings across MN  
*ARRM Answers* weekly  
 Technical guidance  
 Intervention with DHS  
 Legislative action



ARRM

## Leading members through monumental changes



Never in ARRM's 44-year history have we experienced such monumental changes in both how services for people with disabilities in Minnesota are funded and how those services are regulated. While the shift from a county-based system to state-directed system was mandated by CMS (Centers for Medicare & Medicaid Services), ARRM has played key roles from system development to detail-by-detail assistance to our members.



Indeed, many members have commented that they don't know how they could manage through the changes without ARRM's training, constant communication, technical assistance and intervention with government officials.



The past year was also one of seizing a disappointment – a small one percent rate increase adopted in 2013 – and turning it into the high-powered, multifaceted 5% Campaign. The outcome is not only a five percent rate increase in 2014 – we've also harnessed energy and built a campaign structure to maintain momentum and political support into the future.

Behind the scenes are other strengths: We're financially secure, poised for new challenges that are sure to come. And we're increasingly sophisticated with strong database tools that pinpoint our education and advocacy efforts and power our new website with direct routes for members to access the information they need.

## Major Issues

### Disability Waiver Rate System (DWRS)

- The DWRS Coalition: For the second year in a row, ARRM's voice was bolstered with DHS due to our Coalition's high credibility with legislators. The Coalition includes ARRM, MOHR, MnDACA, The Arc Minnesota, Minnesota Disability Law Center, Courage Kenny Rehabilitation Institute, and Mental Health Legislative Network.
- Conversions and implementation: ARRM continually worked with counties and DHS – and ultimately the legislature – to maintain dollars in the system and fix many of the implementation problems for individual members and all waiver providers.
- Training and communication: ARRM continually advised members via Daily Dispatch Blogs, Alerts, First Friday Phone-In, our Leadership Conference, Annual Conference and two CFO workshops.
- One-on-one technical assistance: Members were assisted by ARRM staff virtually every day regarding issues with counties and DHS.
- Intervention with the government on members' behalf: When members didn't know who to call or had difficulty getting responses from government entities, ARRM was there to make those contacts, direct members to the right person, and push for related policy changes.
- Payment Methodology Subcommittee: ARRM members provided on-the-ground expertise and countless hours to sort through difficult issues, figure out remedies, create new policies, and negotiate with DHS during the legislative session and interim.
- Legislative remedies: Working with our Coalition, ARRM was successful in bringing a good measure of clarity and workability to the DWRS in 2013. Again

in 2014, the legislature is poised to adopt the Coalition's legislation as negotiated with DHS.

- Next year: We will continue to assist members and seek solutions to assure that members have the resources they need to provide services to the people with disabilities they support.

### 245D

- Training and communication: In 2013 Barb Turner conducted 11 trainings to nearly a thousand people across the state. She explained the details of the totally new enrollment processes and its standards.
- "ARRM Answers:" Three Fridays every month Barb Turner answered member questions to help them implement the new standards in their agencies.
- One-on-one technical assistance: ARRM staff addressed specific member questions nearly every day.
- Intervention with government officials on members' behalf: When members couldn't cut through the red tape, ARRM often could and did.
- Negotiating solutions with DHS: ARRM convened meetings among stakeholders and DHS to develop and agree to clarifying legislation.
- Building support among stakeholders: ARRM's outreach to find common ground for administrative and legislative fixes included family spokespersons, the mental health community, other provider associations, advocacy organizations, DHS and the Minnesota Department of Health.
- Legislative remedies: ARRM introduced agreed-to legislation to address many of the unintended or negative consequences in the 2013 law.
- Behavior modifications: ARRM worked with DHS to reduce the burden of reporting for some of the

incidents required under 245D. ARRM also worked with DHS to propose legislation that creates a process for providers to use for individuals who have plans to eliminate the use of prohibited procedures, but who need time beyond the end of 2014.

- Next year: ARRM plans to bring forward further changes to 245D in 2015 as well as a broad reform package to further enable providers to address people's needs with flexibility. It will also promote operations under standards that focus on quality outcomes for individuals with disabilities across the state.

### **The 5% Campaign**

- Building the coalition: Within days after the 2013 legislative session, ARRM met with other disability stakeholders and facilitated a meeting to organize the bipartisan campaign. ARRM staff and members played central roles throughout the campaign to build the coalition and secure a five percent increase.

- Mobilizing and unleashing grassroots power: ARRM's Sara Grafstrom was a guiding force in mobilizing the key to victory – calling on and assisting members, caregivers and the people they support to continually contact all 201 legislators, stay “on message” and to achieve each objective on the way to reaching our goal of a five percent increase.

- On the communications side, ARRM's Amy Wartick played a significant role in creating campaign graphics, drafting mass communications to supporters, bolstering public relations efforts, and leveraging social media.

- Legislative outcome: A five percent rate increase on July 1, 2014 is included in the Omnibus Finance Bill with the support of Governor Dayton.

- Future years: We have begun discussions with key players in the disability community to continue building the campaign's infrastructure and momentum for

another rate increase in 2015 and future years.

## **Other Issues**

### **Minimum Wage**

- 2014 outcome: For large employers the minimum wage goes to \$8.00 an hour on Aug. 1, 2014, \$9.00 on Aug. 1, 2015, and \$9.50 on Aug. 1, 2016. Subsequent increases will be based on inflation up to 2.5 percent a year, with an allowance that the governor keep the current rate based on the state's economic picture. ARRM's measure to keep sleep time wages at the federal level (\$7.15 an hour) did not survive.

- ARRM's 2015 legislation: We are well positioned to advance legislation in 2015 that would have Medicaid pay for all employees (awake and asleep) whose wages are increased due to the new minimum wage. Our bill will also address wage compression by increasing the wages of employees at or just above the new minimum wage. This issue will be high on this summer's research agenda.

### **Bed Closures**

- Administrative headway: The 2012 law that called for the closure of up to 128 corporate foster care beds has mostly been met through voluntary closures (despite DHS's late and limp rollout of ARRM's voluntary closure process law). According to DHS, 35 remain to be closed by July 1st, at which time DHS is ostensibly required to close the remaining beds. We're confident that no beds will be involuntarily closed. We're approaching the issue by counting beds or the financial equivalent.

- 2014 legislation: ARRM's 2013 legislation lays out a process to include counties and providers and criteria for closing beds that would protect recently opened beds – should bed closures occur.

## Training & Communications Menu

- Daily Dispatch Blog and ARRM Alerts: Each week we shared “members only” updates and advisories to 800 people from the ARRM membership. Topics included the latest developments and breaking news – as well as calls for action with local legislators and the governor.
- First Friday Phone-In: Many members tuned in to our calls once a month to receive first-hand updates from ARRM staff and have their questions about current developments answered.
- ARRM Answers: Three times a month Barb Turner answered deep-in-the-details 245D and other questions from members.
- What’s New(s) Blog: On our public blog we provided a wide range of news about people, ARRM events, The 5% Campaign, and issues affecting people with disabilities.

In July we launched “All in a Day’s Work: A Series of Minnesota Caregiver Stories.” The weekly posts to legislators and members highlighted the difficult, rewarding, and often very complex work that direct support professionals (DSPs) do every day for very little pay.

- Member-to-Member best practices: Starting in September of 2013, with support from the Public Relations Committee, ARRM added this monthly member benefit to allow providers to share their expertise on specific topics with one another. The “Member to Member” series is archived in the members-only section of our website.
- Legislative Action Center: Sara Grafstrom developed ARRM’s web-based legislative action center that allows members to direct ARRM Alerts with their own

commentary to their legislators while enabling ARRM to track which legislators have been contacted. It also provides users with easy access to local media contacts.

- Website: Over the past year, our website content has grown dramatically to include new pages such as Rate Setting, 245D, Member to Member, ARRM Answers, a Training Archive, The 5% Campaign, and more. As a result, website visits and new visitors each increased by more than 1,000%.

Soon after this Annual Meeting, ARRM’s new website will be launched. Kudos to Finance & Database Director Shelley Heutmaker and Communications Director Amy Wartick for building the infrastructure, creating content, and developing many new features. Members will have personalized accounts to do business with ARRM, the ability to register online for events and sponsorships, and more easily access the information they need.

- Annual Conference: The 2013 conference was held in Duluth with rave reviews of the content, locale and 866 people in attendance. Due to this success, ARRM plans to hold the conference in Duluth every three years. Members with services in other states noted that this conference, organized by ARRM’s Director of Membership and Education Nancy Peterson and the Conference Committee, is the best disability provider conference in America.
- Leadership Conference: 210 members attended last September’s Leadership Conference at Ruttger’s with a focus on operationalizing the major systems changes, including the Affordable Care Act.
- 245D trainings: Following the 2013 legislative session, Barb Turner brought a massive amount of new information to members across the state with nearly a thousand people attending 11 workshops.

- CFO Workshops: 287 individuals from the ARRM membership attended two CFO workshops that focused on rate setting, the Affordable Care Act, 245D and legislative outcomes and initiatives.

- ACA webinars: ARRM brought employer-specific updates and operational information pertaining to the Affordable Care Act to members in ongoing webinars.

- Technology Showcase: The second annual two-day conference drew state-wide providers, case managers, county and state staff, and vendors. Together they focused on ways technology can be used to enable people with disabilities to live more independent lives, allow providers to bend the cost curve, and address quickly changing demographics.

- Social media: ARRM's social media is increasing awareness of our value and boosting the engagement of members, legislators, media and the disability community. We've already surpassed our 2014 goal of 1,000 followers on Facebook, and have gained more than 150 Twitter followers in a year. One of the keys behind the successful 5% Campaign was creating energy and positive action through social media.

## Infrastructure

- Finances: As the audited financial statements show, ARRM is in a strong financial position with adequate reserves to address new and immediate issues through litigation, policy consulting or research. For the past many years, ARRM's Finance and Database Director, Shelley Heutmaker, has managed ARRM finances through the year and prepared year-end financials that were deemed spot-on in our annual audits.

- Database: During the past year, Shelley led a staff team to continue building our database information and analytical tools. This will enhance research capacities and advocacy, streamline business operations and – significantly – provide the foundation for new website. The new site will provide members with better, more direct access to the information they need and simplify conducting business with us.

- Advocacy Team: ARRM's team includes CEO Bruce Nelson, COO Barb Turner, Director of Advocacy and Community Relations Sara Grafstrom, and capitol veterans Bob Vanasek and Rob Vanasek.

- ARRM Board and Committees: In 2013 over 300 volunteers individuals from the ARRM membership served on our Board, committees, subcommittees and task forces. As a volunteer organization, ARRM's successes in finding solutions to policy and fiscal problems, making them happen with state and local government, and developing best practices for members are the result of these individuals.

# ARRM Board of Directors

## Executive Committee

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Darlene Scott, President & CEO  
The Phoenix Residence

### Treasurer

Bob Hafdahl, Chief Executive Officer  
Capstone Services, LLC  
Financial Resources & Finance Committee Chair

### Immediate Past President

Devin Nelson, Chief Executive Officer  
Habilitative Services, Inc.

### Vice President

Jon Nelson, Executive Director  
Residential Services, Inc.  
Service Innovations Committee Vice Chair

### Secretary

Karin Stockwell, Senior Director  
Dungarvin Minnesota  
Service Innovations Committee Chair

### Board Development Coordinator

John Kehr, Volunteers of America– MN  
Public Relations Committee Chair

## Current Board Members

Shannon Bock, CCRI, Inc.  
Service Design & Delivery Committee Vice Chair

Rod Carlson, Living Well Disability Services  
Public Affairs Committee Vice Chair

David Doth, REM Minnesota, Inc.

John Estrem, Hammer Residences, Inc.  
Financial Resources Committee Vice Chair

John Everett, Community Involvement Programs  
Financial Resources Committee Vice Chair

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Barb Hoheisel, Mains'l Services, Inc.  
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Conference Committee Vice Chair

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Payment Methodolgy Sub-Committee Vice Chair

Sam Orbovich, Fredrikson & Byron, P.A.

Rhonda Peterson, Integrity Living Options, Inc.  
Service Design & Delivery Committee Chair

Don Priebe, Homeward Bound, Inc.  
Payment Methodolgy Sub-Committee Chair

Vicki Sieve, MBW Company  
Workforce Development Committee Vice Chair

Kris Wainright-Tadych, REM Minnesota, Inc.

Lisa Zaspel, Fraser  
Service Innovations Committee Vice Chair

Susann Zeug-Hoese, Mount Olivet Rolling Acres  
Conference Committee Chair

# ARRM Staff

## **Sara Grafstrom, Director of Advocacy and Community Relations**

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

[sgrafstrom@arrm.org](mailto:sgrafstrom@arrm.org)

## **Shelley Heutmaker, Finance & Database Director**

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

[sheutmaker@arrm.org](mailto:sheutmaker@arrm.org)

## **Bruce Nelson, Chief Executive Officer**

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

[bnelson@arrm.org](mailto:bnelson@arrm.org)

## **Nancy Peterson, Director of Member Services and Education**

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

[npeterson@arrm.org](mailto:npeterson@arrm.org)

## **Barb Turner, Chief Operations Officer**

Primary staff for the ACA Task Force, the Service Design and Delivery Committee, the Service Innovations Committee, and the Technology Subcommittee. She provides leadership, with Bruce, in coordinating staff work plans and addressing critical issues affecting the industry. She works with the CEO on strategic planning and is second in command.

[bturner@arrm.org](mailto:bturner@arrm.org)

## **Amy Wartick, Communications Director**

Primary staff for the Public Relations Committee and responsible for the marketing side of member relations. She manages sponsorships, content for the website, blogs and social media, and public relations projects. Also supports ARRM's grassroots advocacy initiative and the Technology Subcommittee.

[awartick@arrm.org](mailto:awartick@arrm.org)

## **Vacancies**

### **Administrative Assistant Chief Fiscal Analyst**