



STATE OF CONNECTICUT
GOVERNOR DANIEL P. MALLOY

Governor's Cabinet on Nonprofit Health and Human Services

Consolidated Recommendations

Thursday, October 30, 2014

Work Group Process

- ▶ A collaboration between state agencies and nonprofit organizations
- ▶ Ongoing opportunities for participation

Recommendations have resulted in:

- ▶ Collaborative problem-solving approach toward meeting the health and human service needs of Connecticut residents
- ▶ Greater uniformity in Purchase of Service contracting
- ▶ Increasing stakeholder input in developing new or innovative service models

Work Group on Business Practice

Co-Chairs:

Amy Porter, Commissioner

Bill Hass, President & CEO

Business Practice – Task #1

Identify models, best practices and incentives for collaboration and partnership among nonprofit organizations.

Recommendations:

1. The Business Practice Work Group should continue its work to compile and share a set of foundational components that support effective collaboration (include examples of successful collaborations).
2. The Business Practice Work Group should continue its work to gain a better understanding of existing practices that facilitate or discourage collaboration.
3. OPM should work with state agencies to identify opportunities for collaboration by strengthening relationships across state agencies in order to increase effectiveness and efficiency of working with nonprofit providers.

Business Practices – Task #1 (cont.)

Identify models, best practices and incentives for collaboration and partnership among nonprofit organizations.

Recommendations:

4. The Contract Procurement and Administration Work Group of the Cabinet should evaluate the effectiveness of the current criteria that drive re-procurement (timeframes, quality standards, cost thresholds), and make recommendations to improve those criteria is necessary.
5. The Contract Procurement and Administration Work Group of the Cabinet should encourage the involvement of nonprofit organizations in the development of the state's enterprise contract management system.
6. OPM should expand the scope and flexibility of the Nonprofit Collaboration Incentive Grant Program to better support the needs of nonprofit organizations.

Business Practices – Task #2

Identify processes for streamlining nonprofit Business practices using tools such as the Lean model

Recommendations:

1. The concept of using and supporting process improvement models should continue.
2. The nonprofit community's capacity to engage in the Lean model should be increased, through training and through the exploration of additional funding mechanisms.
3. That OPM identify cross-sector process improvement projects that can be jointly engaged in by state agencies and nonprofit organizations alike to facilitate the ease of working together.
4. That OPM work with state agencies to develop incentives for nonprofit organizations that have implemented a process improvement model (e.g. offer additional points on proposal scoring, technical assistance).

Business Practices – Task #3

Evaluate the potential for engaging in innovative or emerging business practices such as Social Impact Bonds and Social Enterprise.

Recommendations:

1. The continued development and implementation of Pay-for-Success models in the delivery of all services.
2. Support legislation that promotes use of Social Innovation Financing (such as Social Impact Bonds) and Pay-for-Success models in CT.
3. The nonprofit community expand efforts to use B-Corporations and Social Enterprise models.
4. DECD become a greater resource for nonprofit organizations developing social enterprises, with a focus on job creation.
5. Enhance the Small Business Express program so as to increase the participation of nonprofit organizations. Toward that end, consideration should be given to raising the threshold of the number of employees for eligibility and highlighting the positive economic benefits of nonprofit participation.

Business Practices – Task #4

Make recommendations on the technical resources that nonprofit organizations need in order to collect and analyze data that will drive performance delivery and budget decisions.

Recommendations:

1. The Business Practice Work Group should compile and disseminate information about successful data management systems, including the common elements that exist in the more successful systems. (Highlight models such as the Department of Children and Families RBA Model, the Department of Social Services RBA Project, the Judicial Branch Court Support Services Division provision of technology, personnel and technical support, and the Department of Mental Health and Addiction Services Provider Dashboard, and share the inventory to help us frame and align the work between state agencies and nonprofit organizations).
2. The State assure funding to support nonprofit organizations that are required to provide data utilizing one or more state data systems.
3. The State develop resources to provide technical assistance to nonprofit organizations on how to analyze and use their data to improve services.

Business Practices – Task #4 (cont.)

Make recommendations on the technical resources that nonprofit organizations need in order to collect and analyze data that will drive performance delivery and budget decisions.

Recommendations:

4. The Business Practice Work Group should work with the State's Open Data Portal to identify the information that nonprofit organizations would like to see on the Portal.
5. The Business Practice Work Group should identify the frameworks for performance measures that are currently being used, with the ultimate goal of agreement on a common framework for performance measures, allowing nonprofit organizations to group measures into like clusters and to evaluate contributions toward population results.
6. The Cabinet work to ensure that the provider voice is at the table for implementation of the State's data efforts, including the Department of Social Services legislative charge to develop healthcare data-sharing mechanisms across agencies.
7. The continued support of nonprofit provider capital needs through issuance of grants through the Nonprofit Grant Program.

Business Practices - Additional

Consider the Business Practice Needs of Nonprofit Organizations

Recommendations:

1. The Cabinet reiterates its support for the 2013 Cabinet recommendation for “Retention of Unexpended Funds.”
2. The State provide consistency in fees, competitive wage rates and true costs for doing business for nonprofit organizations contracting with the State.

Work Group on Nonprofit Employment Data

Co-Chairs:

Cheryl Cepelak, Deputy Commissioner

Luis Perez, President & CEO

Nonprofit Employment Data - Charges

1. Work with the Department of Labor (DOL), Office of Policy and Management (OPM), and relevant state agencies to collect data on the Purchase of Service (POS) and the Judicial Branch Court Support Services Division's (CSSD) contracted workforce in the nonprofit sector.
2. Assess and report on a process to develop and implement a statewide data system that captures nonprofit sector workforce needs and trends.
3. Assess the impact of wage/pay equity, specifically as it relates to the predominately female workforce employed by nonprofit organizations, building on the work of the Gender Wage Gap Task Force.
4. Coordinate linkages between the Cabinet and other venues that relate to the nonprofit workforce, including:
 - a. The State Innovation Model (SIM) and its Work Group Task Force, and
 - b. The Veteran's Cabinet
5. Provide recommendations to the Cabinet about the current workforce and areas for future enhancement.

Nonprofit Employment Data – Employee Core Competencies*



* Created by the Core Competencies Work Group, 2014.



Nonprofit Employment Data - Findings

Health and Human Service Positions and Corresponding Salary in Connecticut

Occupation Title/Category	Representative Sample	Average Hourly Rate	Average Annual Income
Personal Care Aides	13,150	\$11.85	\$24,666
Community & Social Services Occupations	8,530	\$19.07	\$39,667
Social & Human Service Assistants	3,200	\$15.94	\$33,152
Home Health Aides	2,330	\$13.82	\$28,741
Social & Community Service Managers	1,230	\$29.08	\$60,484
Child, Family & School Social Workers	1,210	\$22.16	\$46,103
Substance Abuse & Behavioral Disorder Counselors	960	\$21.82	\$45,387

(Source: U.S. Department of Labor, Bureau of Labor Statistics. "May 2013 State Occupational Employment and Wage Estimates, Connecticut." Accessed at www.bls.gov/oes/current/oes_ct.htm#00-0000 in June 2014.)



Nonprofit Employment Data - Recommendations

1. Identify and implement opportunities for nonprofit organizations and others to partner with community colleges that will allow for affordable educational opportunities and career paths, including:
 - a. Certificate Programs
 - b. Degree Programs
 - c. Continuing Education Trainings
 - d. Internships
2. Identify and implement opportunities to create loan forgiveness programs for students pursuing degrees in the health and human service field.
3. Implement strategies to make child care and transportation more affordable for residents enabling them to pursue education and employment.

Nonprofit Employment Data - Recommendations

4. Implement strategies across the nonprofit field to recruit, train and retain staff in health and human service positions, including:
 - a. Paying a living wage,
 - b. Providing training and supports necessary for employees to move and grow along a career path,
 - c. Offering benefits to retain employees, including health care, retirement plans and life insurance,
 - d. Offering ongoing educational opportunities to promote advancement in the industry.
5. Offer state-planned training opportunities to nonprofit organizations to provide leadership learning to the private sector at little or no additional costs.
6. Develop and implement a standardized human services data collection database for nonprofit organizations that draws from existing or enhanced contract information.

Work Group on Contract Procurement and Administration

Co-Chairs:

Kathleen Brennan, Deputy Commissioner

Kathleen Stauffer, CEO

Contract Procurement & Administration – Fair Rental Allowance

Prioritization of the Nonprofit Grant Program and adopt the draft for modifying the DDS Revolving Loan Fund

A. Agency Bond Funds for Health; Safety and Deferred Maintenance Capital Projects

1. Continue to appropriate bond funding directly for DMHAS, DCF, and DDS for health, safety and code capital projects.
2. Consider appropriating bond funds to DOC for health and safety projects for its community providers.
3. With respect to the Nonprofit Grant Program, further target and enhance the priority given to capital projects proposed by nonprofit providers that directly impact services being provided to State agency clients through programs primarily funded by and operating under State POS contracts and agreements (i.e. rate letters and similar agreements for POS services).

Contract Procurement & Administration – Fair Rental Allowance (cont.)

Prioritization of the Nonprofit Grant Program and adopt the draft for modifying the DDS Revolving Loan Fund

A. Agency Bond Funds for Health; Safety and Deferred Maintenance Capital Projects

4. While OPM shall continue to manage the overall NGP application and selection process, State POS agencies shall be given an enhanced role in reviewing and providing feedback on projects primarily impacting their clients.
5. For capital projects funded by these State bond funds, replace the lien requirement with similar contractual provisions regarding provider repayment and other requirements related to providers that cease operations or services to a State agency.

Contract Procurement & Administration – Fair Rental Allowance (cont.)

B. Modifications to DDS Residential Revolving Loan Program

1. DDS, DSS and CHFA should review and considering revising the 6% interest rate for the loan program to more closely reflect market rates
2. DDS, DSS and CHFA should review the timeliness of when the first loan payment is scheduled to be paid and when the corresponding increase to the provider's room and board rate is effective. The Departments should consider changing the two effective dates to be more aligned with each other.
3. For capital projects requested to be completed over a specified amount and time period, DDS and CHFA should consider developing a process to reimburse providers based on an identified payment plan based on completion targets.

Contract Procurement & Administration – Affordable Care Act

No Recommendation, re: Cost Standards.

Recommendation for Future Work:

- I. Compile data regarding the cost of providing healthcare to employees for Providers, as well as data regarding Provider strategies for payment of those costs. For example: What does healthcare cost a provider? How best might the costs be reimbursed? What are the methods of paying for healthcare costs now being utilized by providers?

Contract Procurement & Administration – Revenue Retention Pilots

Evaluate Department of Developmental Services and
Department of Mental Health and Addiction Services
Revenue Retention Pilots

Recommendations:

1. Assess the DDS plan for revenue retention currently awaiting approval by OPM.
2. Evaluate the framework of the DMHAS plan.
3. Report on both to the Cabinet.

Contract Procurement & Administration – Private Market Capital

To what extent is access to private market capital, i.e. Repair funds, Capital loans, etc., becoming an issue for private providers?

Recommendation for Future Work:

- I. Create a survey to be distributed by the Governor's Nonprofit Liaison and Trade Associations to Nonprofit Providers/Members for the purpose of collecting data. It is recommended that this survey be completed by February 17, 2015, and – based on results – acted upon (if necessary) by July 1, 2015.



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More Information at our Website, including archived meeting materials:

<http://www.ct.gov/opm/cwp/view.asp?a=2998&Q=490946>

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