COMMUNITY BENEFITS REPORTING FORM

Pursuant to RSA 7:32-c-l

FOR FISCAL YEAR BEGINNING 07/01/2015

to be filed with:
Office of the Attorney General
Charitable Trusts Unit
33 Capitol Street, Concord, NH 03301-6397
603-271-3591

Section 1: ORGANIZATIONAL INFORMATION

Organization Name One Sky Community Services, Inc.

Street Address 755 Banfield Road, Suite 3

City Portsmouth County 08 - Rockingham State NH Zip Code 3801

Federal ID # 20368955 State Registration # 1705

Website Address: www.oneskyservices.org

Is the organization's community benefit plan on the organization's website? No

Has the organization filed its Community Benefits Plan Initial Filing Information form? Yes

IF NO, please complete and attach the Initial Filing Information Form.
IF YES, has any of the initial filing information changed since the date of submission?
Yes IF YES, please attach the updated information.

Chief Executive:	Chris Muns	(603) 436-6111	103
	c.muns@oneskyservices.org		
Board Chair:	Dick Bagley	(603) 501-0939	
	dickbagley@aol.com		
Community Benefits Plan Contact:	Chris Muns	(603) 436-6111	
	c.muns@oneskyservices.org		

Is this report being filed on behalf of more than one health care charitable trust? No

IF YES, please complete a copy of this page for each individual organization included in this filing.

Section 2: MISSION & COMMUNITY SERVED

Mission Statement: We assist people with developmental disabilities or acquired brain disorders to live as valued and participating members of their communities.
Has the Mission Statement been reaffirmed in the past year (*RSA 7:32e-I)*? Yes

Please describe the community served by the health care charitable trust. "Community" may be defined as a geographic service area and/or a population segment.

Service Area (Identify Towns or Region describing the trust's primary service area):
As delineated in He-M 505.04 Designation of Area Boundaries, One Sky Community Services is designated as the Area Agency for Region VIII which includes the following 24 cities and towns of Upper Rockingham County: Brentwood, Deerfield, East Kingston, Epping, Exeter, Fremont, Greenland, Hampton, Hampton, Falls, Kensington, Kingston, New Castle, Newfields, Newington, Newmarket, North Hampton, Northwood, Nottingham, Portsmouth, Raymond, Rye, Seabrook, South Hampton and Stratham.

Service Population (Describe demographic or other characteristics if the trust primarily serves a population other than the general population):
Individuals with developmental disabilities and/or acquired brain disorders and their families.

Section 3: COMMUNITY NEEDS ASSESSMENT

In what year was the last community needs assessment conducted to assist in determining the activities to be included in the community benefit plan?
2014 *(Please attach a copy of the needs assessment if completed in the past year)*

Was the assessment conducted in conjunction with other health care charitable trusts in your community? No

Based on the needs assessment and community engagement process, what are the priority needs and health concerns of your community?

	NEED (Please enter code # from attached list of community needs)
1	606
2	531
3	611
4	122
5	121
6	501
7	372
8	374
9	601

What other important health care needs or community characteristics were considered in the development of the current community benefits plan (e.g. essential needs or services not specifically identified in the community needs assessment)?

	NEED (Please enter code # from attached list of community needs)
A	
B	
C	
D	
E	
F	
G	

Please provide additional description or comments on community needs including description of "other" needs (code 999) if applicable. *Attach additional pages if necessary*:
As an Area Agency operating under contract with the NH Dept of Health and Human Services/Bureau of Developmental Services, we have been permitted to submit our Area Plan in lieu of completing the remainder of this form. The Area Plan is required by RSA 171-A; 18, V which specifies that it must:

(1) Clearly identify the extent to which the are agency has involved its consumers, the Regional Family Support Council, the general public residing in the area and generic serive agencies in the planning and provision of services for individuals.

(2) Demonstrate that services proposed by the area agency are intended to establish and maintain a comprehensive services delivery system that is:

(a) Based on the nature and extent of the services needs of the individuals and their caregiving families, and

(b) Consistent with RSA 171-A and the agency's and the Bureau's mission statements and priorities.

Strategic Plan for Fiscal Years 2015 – 2017

Region VIII Area Plan

July 1, 2014 - June 30, 2017

Executive Summary

This plan was developed in the midst of major system transformation, necessitating planning for a future that contains substantial areas of uncertainty. One of those unknowns is the role and responsibilities of area agencies under a managed care system.

In 2011, the Legislature passed and the Governor signed a law mandating a managed care system for Medicaid services, including those provided by area agencies. The state subsequently contracted with managed care organizations to administer the new system. The first phase of that process is the conversion of medical services, which has been largely completed. The second phase is the inclusion of area agency long term services under the umbrella of the MCO's. One of the uncertainties at this point is the date of that changeover from state contracts to contracting with MCO's. It is likely to occur during the period covered by this plan.

The Board of Directors of One Sky believes its principal responsibility is to the individuals and families we serve through an institution- free system. We support sensible reform of the current service system, but believe the unique public-private partnership model with local control through area agency boards is an integral part of responsive community-based services.

One Sky utilizes a participative planning model, and the stakeholder input this year reflected the uncertainty experienced by all groups. In contrast to previous strategic plans where we received a lot of input on *what* services people wanted, this one drew out a preponderance of concern on *how* services would be delivered. Understandably, people will want to understand and influence the changes being made to the system they rely upon.

The Assumptions section of the plan is based upon the latest available information and reflects the opinions of numerous experts, state leaders, and knowledgeable individuals from the disability community.

The seven priorities reflect this: The first deals with the changes in our business model that we'll need to make in order to operate successfully in the emerging MCO system; the second recognizes the increasing reliance being put on data and information technology and calls for an investment of time and resources there. The third concerns the changing needs of those we serve and calls for new and expanded services in areas like autism and employment, while the fourth calls for a plan for growth and sustainability for our in-house service provider, One Sky *Futures.* Priority five reflects the Board's interest in fundraising. The sixth calls for exploring strategic working relationships with other agencies to strengthen our agency and its services in a changing environment, while the seventh ensures that families understand the changes going on in the service system and have every opportunity to participate in policy and funding decisions being made at the state level.

About One Sky Community Services, Inc.

Originally incorporated as Community Developmental Services in 1983, we were one of twelve Area Agencies created to serve as a community based service system for individuals with developmental disabilities and their families. New Hampshire soon became the first state in the nation to have an institution-free disability system, becoming a model for others and garnering national and international attention. CDS/One Sky has been proud to be a part of that progress.

One Sky is the designated area agency for Region VIII, serving the 24 cities and towns of Upper Rockingham County. Starting out with a handful of individuals transitioning out of Laconia and relatively few dollars, we have grown into a comprehensive service agency serving over 400 adults and 600 families with an annual budget of over twenty million dollars.

The area agency model is a unique public-private partnership. While incorporated as a private non-profit organization, it receives its designation from the Department of Health and Human Services and operates under very specific rules and regulations, and receives nearly all operating funds through the state. It is essentially a hybrid organization.

This plan reflects that dichotomy. While on the one hand it is the strategic plan for the agency, it is also the "area plan" required by RSA 171-A; 18, V, which specifies it must:

(1) Clearly identify the extent to which the area agency has involved its consumers, the regional Family Support Council, the general public residing in the area and generic service agencies in the planning and provision of services for individuals.
(2) Demonstrate that services proposed by the area agency are intended to establish and maintain a comprehensive service delivery system that is:
    (a) Based on the nature and extent of the service needs of individuals and their caregiving families; and
    (b) Consistent with RSA 171-A and the agency's and Bureau's mission statements and priorities.

The state of NH is midway through a multi-year conversion to a managed care model. The role and responsibilities of area agencies is expected to change in ways impossible to predict at this time.

Planning at One Sky: A Participative Approach

In 1993, One Sky (then known as Community Developmental Services) committed itself to a participative planning process developed by Marvin Weisbord called the *future search model.* It is based upon the premise that growth comes from building upon strength rather than analyzing weakness and looks forward rather than back. It brings many stakeholders together, and is very similar to the capacity building planning models used with individuals with disabilities and their families.

We found that this approach built trust and cooperation throughout our region, and ensured that all points of view were considered, while the wisdom, experience, and skills of our stakeholders were brought to bear on the challenges we face. We received recognition for our work in participative management in the form of the Award for Excellence in Management from the Corporate Fund and the NH Charitable Foundation.

Every two to four years since then we have invited our stakeholders to come together in a facilitated planning retreat to determine how well we are meeting the needs of the individuals and families of the region, and to suggest new directions for the future. In addition to our staff, Board, and Family Support Council members, participants have included individuals and families we serve, our subcontractors, state legislators, representatives of local schools, community agencies, our mental health center, other area agencies, and the Bureau of Developmental Services.

This year's retreat brought together 84 individuals from the many Region VIII stakeholder groups. Their recommendations:

1. Better communication and collaboration between all parties – the state, area agencies, subcontractors, MCO's, and individuals and families.
2. Education about the coming changes and their implications for agencies, individuals, and families.
3. Greater consistency in systems and practice between area agencies and subcontractors.
4. Decreased duplication within the service system.
5. Improved data use and availability (especially IT capacity and application).
6. Assistance to families in understanding MCO processes.
7. Increased support for advocacy by clients and families.
8. Improvement in the Individual Service Agreement (ISA) process.
9. More resources devoted to employment for those we serve.
10. New or expanded services to serve unmet needs (elders, autism, etc.).

Strategic Planning timeline and activities:

- Joint planning meeting between the Board Strategy Committee and the Management Team, May 20, 2014. Reviewed accomplishments of the 2011-2014 Strategic Plan; agreed upon assumptions for 2014-2017; discussed the current state of One Sky.
- Region VIII Stakeholder Retreat, June 18, 2014. A facilitated half-day retreat with 84 invited stakeholders to obtain their feedback and recommendations.
- Meetings with knowledgeable individuals were held to gain their perspectives: Board of Directors met with Don Shumway on 6/5/14; Bob James met with Helms & Co. principals on 6/24/14.
- Critical Priorities Retreat, July 30, 2014. A full day facilitated retreat with Board of Directors and Management Team to review assumptions, discuss feedback from stakeholders and others, and determine the priorities for the 2014-2017 Plan.
- Workgroup activity for each of the seven priority areas during August 2014.

- Board of Directors voted to approve this plan on September 15, 2014.
- Submitted to the Bureau of Developmental Services on September 17, 2014.

The One Sky Mission:

We assist people with developmental disabilities or acquired brain disorders to live as valued and participating members in their communities.

Recognizing the inherent value of each person, we are committed to:

- Helping people to choose for themselves where they live, work, and spend time;
- Using existing resources, and creating and maintaining supports and services, which are flexible and responsive to the circumstances of each individual;
- Assisting families in ways they view as supportive.
- Promoting community understanding, acceptance, and support of people with disabilities;
- Fostering the inclusion of people in community relationships and affairs;
- Working together with citizens and professionals to realize this mission.

Critical Issues facing One Sky

1. **Major systems change is underway in New Hampshire that will directly affect our agency.** The Department of Health and Human Services is midway through a major transformation of all Medicaid services. The role, responsibilities and number of area agencies are expected to change. Contracting with multiple MCO's rather than the state will require a change in business model – possibly as early as July 1, 2015. Delays in implementation of managed care, a lack of information about the shape of the new system, and a lawsuit filed by plaintiffs objecting to the change combine to make for a difficult situation for governing, managing, planning, and working.
2. **One Sky has experienced significant reductions in funding.** Realignment adjustments and budget reductions totaling $ 456,000 in annualized funding over the past two years have resulted in our first budget deficits in nearly twenty years (FY 13: $ 143k; FY 12: $ 83k). Although we have substantial net assets we are operating on a thin margin. As one of the smaller area agencies this makes us vulnerable.
3. **The population we are serving is presenting more complex needs.** Autism, mental health issues, and behavioral challenges are increasing, often requiring more staff time and funding.
4. **The individuals we support and their families are aging.** This requires more resources and specialized knowledge.
5. **The growing shortage of direct care workers is getting worse.** This is part of a national demographic trend that will actually worsen in coming years as baby-boomers transition from being service providers to becoming service recipients.

Assumptions

1. Medicaid Managed Care long term supports and services (Step 2.3) will begin to be implemented within the coming two years – possibly as early as July 1, 2015. The process will unfold in stages as the many complex system changes are executed.

2. Strong grass-roots advocacy will be needed in 2014-15, with potential changes to RSA171-A, MCO contracts, and funding the new biennial budget at the top of the list. Continued advocacy to protect the gains that have been made will be essential.

3. A change from a single state contract to multiple contracts with managed care organizations will require One Sky to adopt a new business model with more emphasis on timely data reporting and managing our costs.

4. Funding for developmental disability services in NH will be reduced.

5. Vendors will contract directly with MCO's in the future. The loss of vendors will require One Sky to restructure.

6. We will continue to have difficulty recruiting and retaining direct support staff.

7. Federal and state trends: more consumer direction, individualized budgets that are equitable across the state, integrated services via health homes, and payment reform that eliminates or reduces "silos."

8. The complexity of need of those entering our services will continue to increase, requiring more resources and specialized expertise in areas like autism and clinical services.

9. The percentage of families choosing to manage their own services will grow, creating opportunities for those agencies which provide the best support for the model.

10. State and national policy will continue to emphasize employment for our consumers, providing growth opportunities for agencies able to deliver these services within the reimbursement framework that exists.

11. One Sky will benefit from its reputation for delivering high quality services, particularly in the areas of service coordination, family supports, client benefits, and consumer directed models of service.

Priority Areas for the Next Three Years
July 1, 2014 – June 30, 2017

Dates listed are completion dates. Person responsible is the lead person, usually working with others.

Priority 1: Successfully managing system change.

Overall goal: To be able to operate successfully under changing conditions that include but are not limited to the state's conversion to a managed care model. Be prepared to enter into contracts with managed care organizations (MCO) on July 1, 2015 should that be necessary.

1. Identify changes to be made in our business model, including assessing risk, accurate pricing, payment structure, and use of data. Date: April 1, 2015. Person responsible: Executive Director with Director of Finance.
2. Establish strong working relationships with each MCO. Date: January 15, 2015. Person responsible: Executive Director.
3. Collaborate with other area agencies/CSNI in contracting for actuarial data and consultation on working with MCO's. Date: October 2014. Person responsible: Executive Director.
4. Identify steps we will take if MCO's contract directly with vendors, assessing revenue change, impact on agency and services, and restructuring needed. Date: April 1, 2015. Person responsible: Executive Director with staff and consultant(s).
5. Closely monitor biennial budget process and prepare contingency and communication plans for Region VIII as needed. Budget process runs 1/15/15 – 6/30/15. Date: Ongoing with monthly review with Management Team and Board. Person responsible: Executive Director with staff, coordinating with CSNI Policy Director and Governmental Affairs specialist.

Priority 2: Data and Information Technology

Overall goal: To assure the information needed by families, staff, managers, and the Board is timely, reliable, and readily available. This includes information needed to provide services, comply with regulations, assess satisfaction, assure quality, provide data requested by funders, negotiate with and report to MCO's, maximize revenues by timely billing, and manage costs.

1. Assess the current and projected data needs of One Sky by January 1, 2015.
2. Take action to assure current backlogs, if any, are corrected by February 15, 2015.
3. Make recommendations to assure additional information needed is available by March 1, 2015

4. Minimize/eliminate large scale problems in computer systems including system failures, lost data, and lack of functionality. Ongoing.
   Persons responsible: Cathy King, with Frank Truman and Karen McLaughlin.
   Consultants: John Rossett, Dave Jenkins.

Priority 3: Development of new or expanded services.

Overall goal: To provide services that will meet unmet needs and increase our revenues. These areas were chosen to research and make recommendations on. Reports will be presented to the Management Team and subsequently to the Board, and will include a feasibility review, estimated costs and revenues, and recommendations for implementation.

1. Provide family support, service coordination and participant directed and managed services (PDMS) to elder services and other populations that receive services through the CFI waiver. Report Date: January 15, 2015. Persons responsible Directors of Family Support and Service Coordination.
2. Increase employment and benefits consultation services. Report Date: January 1, 2015. Person responsible: Director of *Futures* and Director of Administrative Support Services.
3. Expand clinical services such as Applied Behavioral Analysis and counseling. Date: September 15, 2015. Person responsible: Associate Director.
4. Create a position of Employment Specialist to coordinate all employment services in Region VIII, including those at One Sky and our subcontractors, in order to achieve regional goals and meet the expectations of BDS. Date: November 1, 2014. Persons responsible: Executive Director and Director of Service Coordination.

Priority 4: Strengthen One Sky *Futures.*

Overall goal: To support the growth and sustainability of this program.

1. Review 2007-2014 plan.
2. Review current financials and level of service (including staffed homes).
3. Develop financial projections for coming 3 years.
4. Identify steps to support growth and ensure the sustainability of the program.

   Date for report and recommendations: December 15, 2014. Persons responsible: Executive Director, with Associate Director, Director of Finance, and Director of *Futures.*

Priority 5: Development of a fundraising program.

Overall goal: To establish a Board – run development program that will raise funds and promote One Sky in the community.

1. Review past fundraising efforts at One Sky.
2. Evaluate the feasibility of creating a development position at One Sky.
3. Develop a plan that may include planned giving, special events, annual appeal, web-based donations, etc.
4. Present recommendation to full Board.

   Date for report and recommendations: January 2015 Board meeting. Persons responsible: Board members Nancy Clayburgh, Dick Allen, Dick Bagley, Dave Brown.

Priority 6: Explore strategic relationships with other organizations.

Overall goal: To ensure financial stability for the agency and the provision of high quality services to individuals and families during a time of system change and possible funding reductions we will explore potential working relationships with other organizations who share our values and goals.

1. A joint Board/Management team is established to carry out this initiative.
2. Review of strengths and liabilities of One Sky.
3. Identification of/ initial contact with potential partners.
4. Authorization from full Board for further meetings and negotiation
5. If agreed to by both organizations, next steps include due diligence, legal review, and possible DHHS approval.

   Date: Begin process in January of 2015 when more agency and system information is available (Critical Priorities 1, 2, and 4 of this plan; DHHS plan for Step 2.3 to be released November 2014; Governor's proposed biennial budget January 15, 2015). Persons responsible: Executive Director and Board President will create joint committee.

Priority 7: A family education and advocacy plan

Overall goal: To support the participation of individuals and families in policy and funding decisions that affect the developmental disabilities and acquired brain disorder service system.

1. A educational program will be developed and offered to One Sky families that helps them understand the legislative and state budget process, how to participate in hearings, and how to communicate with their representatives. Date: November 15, 2014. Person responsible: Director of Family Support with support from CSNI Policy Director.

2. The process in place for conveying important information to our families regarding bills and hearings will be reviewed and a written practice developed that includes both mailings and electronic communication as well as person-to-person contact. Date: October 15, 2014. Persons responsible: Director of Administrative Support Services, Director of Service Coordination, Director of Family Support.
3. The vacant legislative liaison position will be filled, whose duties will include acting as the liaison with the CSNI Policy Director and the One Sky communication plan (#2 above) and as a support for the program described in # 1. Date: October 15, 2014. Person responsible: Executive Director.

How we will implement this plan

This area plan is being submitted on or before October 1, 2014, as required by the state of NH. It covers the three year period of July 1, 2014 through June 30, 2017. Several important developments that will affect our agency and its services lie in the future, so we see this as a living document that is likely to be changed as circumstances warrant.

A review of progress in each priority area will be conducted monthly by the Management Team and reported by the Executive Director at each Board of Directors meeting beginning in November 2014.

Quarterly reviews by the Board Strategy Committee will be held beginning in January 2015.

The Joint Board of Directors/Management Team will hold a yearly retreat to review the plan, adjust goals or add new ones.