



HAMILTON COUNTY
DEVELOPMENTAL DISABILITIES
SERVICES

2024 TAX LEVY REVIEW COMMITTEE

Agenda

- Agency Overview
- Updates on 2019 Recommendations
- Trends and Future Considerations
- Financial Overview





HCDDDS OVERVIEW

- In 2023 we supported **nearly 10,000 people** with DD at **of all ages**
- Help people and families **navigate life at every stage**
- Identify needs, **deliver quality supports** and connect people to services and resources
- **Pay matching funds** to ensure access to critical Medicaid waiver services
- **Empower more than 1,300 providers** to deliver high-quality services
- Provide oversight to **keep people healthy and safe**
- Be a **trusted community resource** on disability related issues



Eligibility Criteria

- Diagnosed with a developmental disability (a group of severe, long-term conditions which can be intellectual, physical, or both)
 - Examples include autism, intellectual disability, Down syndrome, cerebral palsy, etc.
- Impacts major life activities like language, mobility, learning, self-help, and independent living (assessment shows substantial impact in at least 3 areas)
- Begins before the age of 22 and is expected to last a lifetime

A LIFETIME OF SUPPORT



Early Intervention

Service Coordination, in-home coaching and support (0-2)



School Age

Two schools, itinerant support, transition services (3-22)



Adult

Housing, benefits assistance, waiver services, employment, day services, home modifications and equipment (18+)



Aging

Service and Support Administration (SSA, aka case management), behavioral/mental health support, waiver services, personal care, transportation, provider support/compliance (3+)

Eligibility, family engagement, advocacy & empowerment, life-course planning, person- and family-centered services, community inclusion, collaboration with partners, health & safety (all ages)



MEDICAID WAIVERS

- Funding source that supports people to receive services in community settings
- About half of people served by HCDDS are enrolled on waivers
- Three types of waivers with different funding levels, requirements, and eligible services
- Waiver services include personal care, transportation, employment support, day programs, in-home support, home modifications, respite, and more
- Waivers are a lifetime commitment. Once someone is enrolled on a waiver, they can only be disenrolled for limited, needs-based reasons
- The services, eligibility requirements, rules and rates are established by Medicaid

SINCE 2019...

- COVID-19 Response
 - PPE and Vaccine Distribution
 - Support for individuals and families
 - Supplemental provider support: \$13.2 million
- Operational efficiency
- Promoting access to technology
- Expansion of empowerment and advocacy work
- Direct Support Professional (DSP) wage increases: \$6.2 million annually
- EI Service Coordination
- Support Navigation
- Four new specialized housing developments
- Growth of outreach activities



2019 RECOMMENDATIONS

HCDDS as an organization and its clients have benefited from the institutional knowledge of HCDDS's leadership. Several high-ranking members of the organization will be retiring within the next levy cycle. To ensure a continuity of services with the least disruption a succession plan should be instituted immediately.



Updates

- New Superintendent in 2020
- New Director of Budget and Operations in 2021
- New Assistant Budget Director in 2021
- Business services has documented its processes to ensure continuity
- Enhancing agency-wide leadership development and management training

2019 RECOMMENDATIONS

A detailed analysis or study of HCDDS' operation of the Rost and Fairfax schools in conjunction with partnering school districts to identify the tuition cost to sustain enrollment so that the agency does not operate a deficit. It should be noted that the TLRC believes the services provided at the Rost and Fairfax schools are invaluable. Even if the schools operate at a minimal deficit, so long as the deficit does not impact other operations, two schools should continue to provide educational services. However, there are services that HCDDS are offering offsite that could be monetized and should be evaluated as potential income sources.

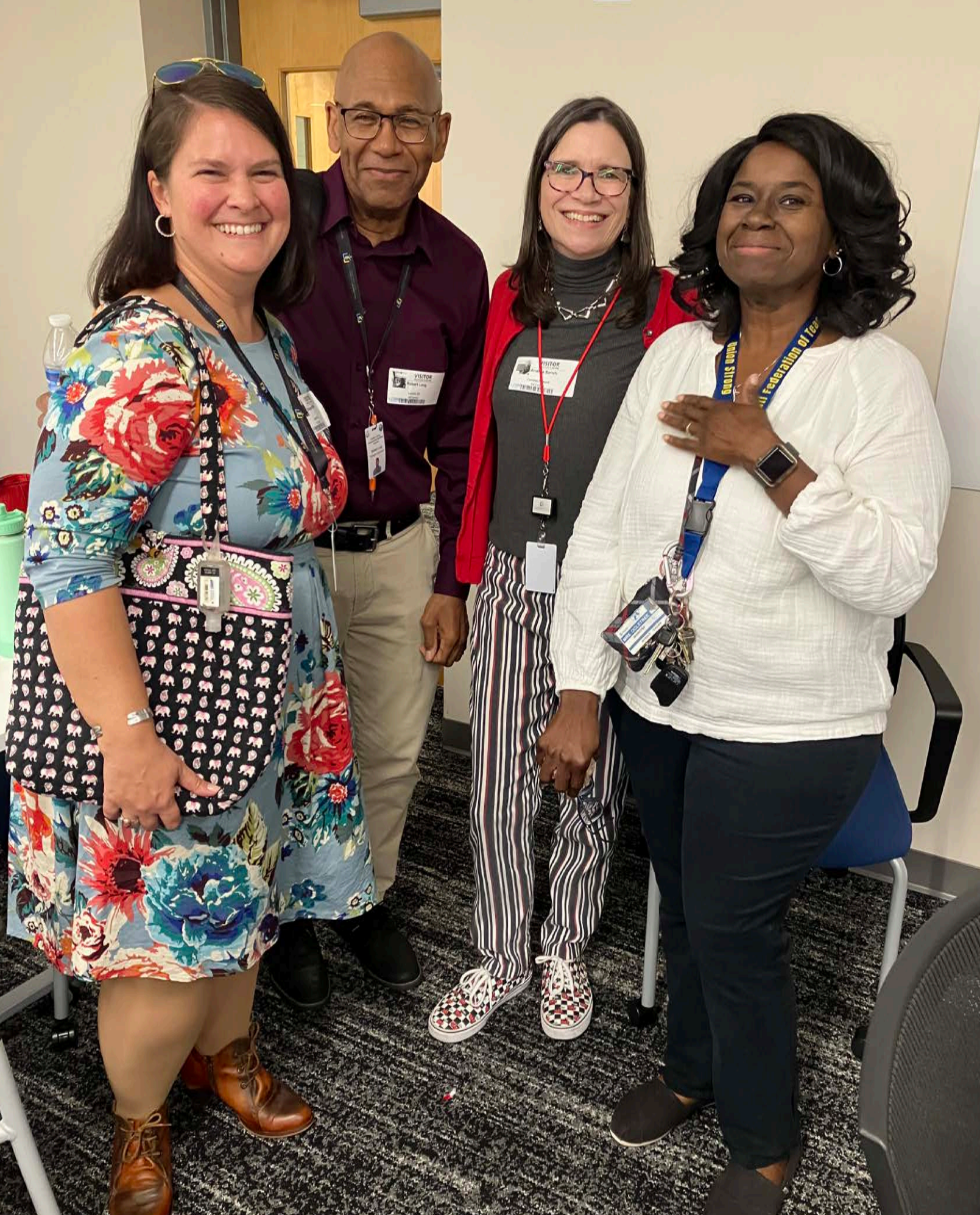
Updates

- Schools continue to provide a safety net of services for students throughout the county with the most complex educational support needs.
- Overarching focus during this period on safety and responding to the pandemic. Schools were not closed any longer than mandated.
- Total enrollment decreased by 12. Current enrollment is 58 students. Tuition has remained the same.
 - Pandemic caused local school districts to focus on financial stability
 - Some districts taking more responsibility for educating students with disabilities in their home districts
 - Balance tuition cost with what schools can pay
- Extensive outreach to schools
- Continue to evaluate other services and better uses of space at the two schools
- New school revenue source(s)



2019 RECOMMENDATIONS

HCDDS look for additional funding sources as it is reliant on the levy fund balance to maintain regular operations. The forecasted 2020-2024 budget has between 83-86% of HCDDS' funding coming from the levy. Any significant change in revenues derived from the levy could be detrimental to the organization's operations.



Updates

- Accessed state and federal funding sources
- Maximized Medicaid billing through technology and process improvements
- Drew down Medicaid matching funds and other dollars that do not flow through HCDDS but do bring funds into Hamilton County and benefit people served
- Focused on better financial projections to responsibly respond to significant revenue changes without leaving those we serve vulnerable and without stressing other county services

The design of Ohio's DD system is unique in that it relies heavily on local levy dollars to provide these mandated services. HCDDS is currently at about 80-83% and in line with peer counties.



2019 RECOMMENDATIONS

HCDDS hire additional staff to determine eligibility for services for individuals on the wait list. Once HCDDS gets a grasp on the increased number of clients, a more accurate forecast can be created to assist HCDDS in its budget planning. Additionally, moving individuals from the wait list to services is necessary and taxpayers will appreciate the organization's commitment to accelerating the eligibility determinations for the provision of services.



Updates

- Completed in 2020, ahead of schedule
- Hired one additional staff member to help process assessments
- Eliminated our waiting list and complete new and updated assessments on time
- The financial impact of the waiting list project resulted in an annual cost of approximately \$7.7 million
- New rule requires waiver enrollment for those assessed to have “immediate needs”

FUTURE CHALLENGES & OPPORTUNITIES:

- Growing demand and more complex needs require more EI staff and SSAs
- Earlier referrals for children with more complex needs and fewer options available for both children and adults
- Population living longer, aging caregivers
- Provider staffing, finances, DSP wages
- Difficult for families to find providers
- Waiver modernization: unknown financial impact

NEEDED INVESTMENTS

- Accessible, affordable housing options, including highly-specialized
- Support options for people with complex needs
- Assistive technology and remote support
- Accessible, affordable, flexible transportation options
- Deferred investment in staff, facilities
- Childcare and respite options, particularly for families of those with complex medical needs

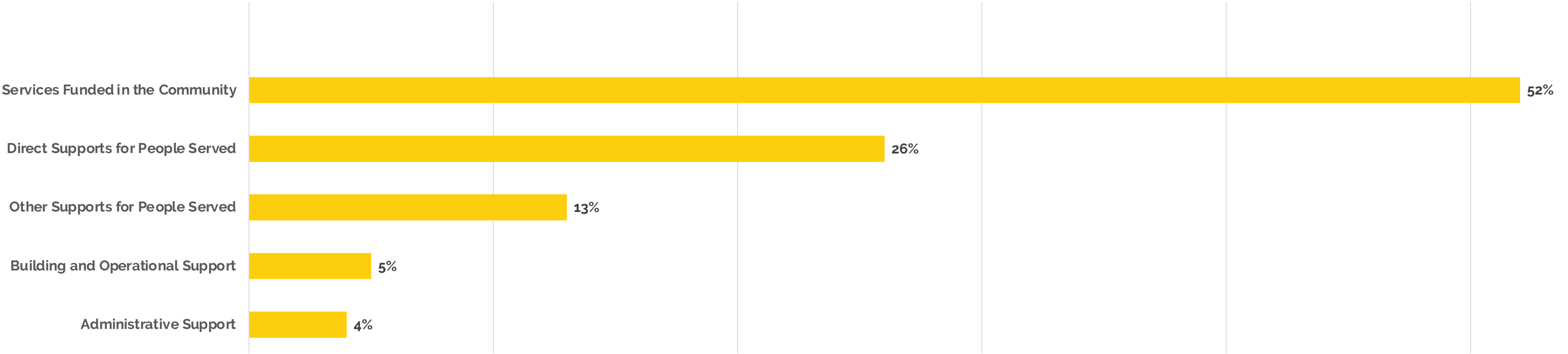


FINANCIAL OVERVIEW

2023 Revenue Sources



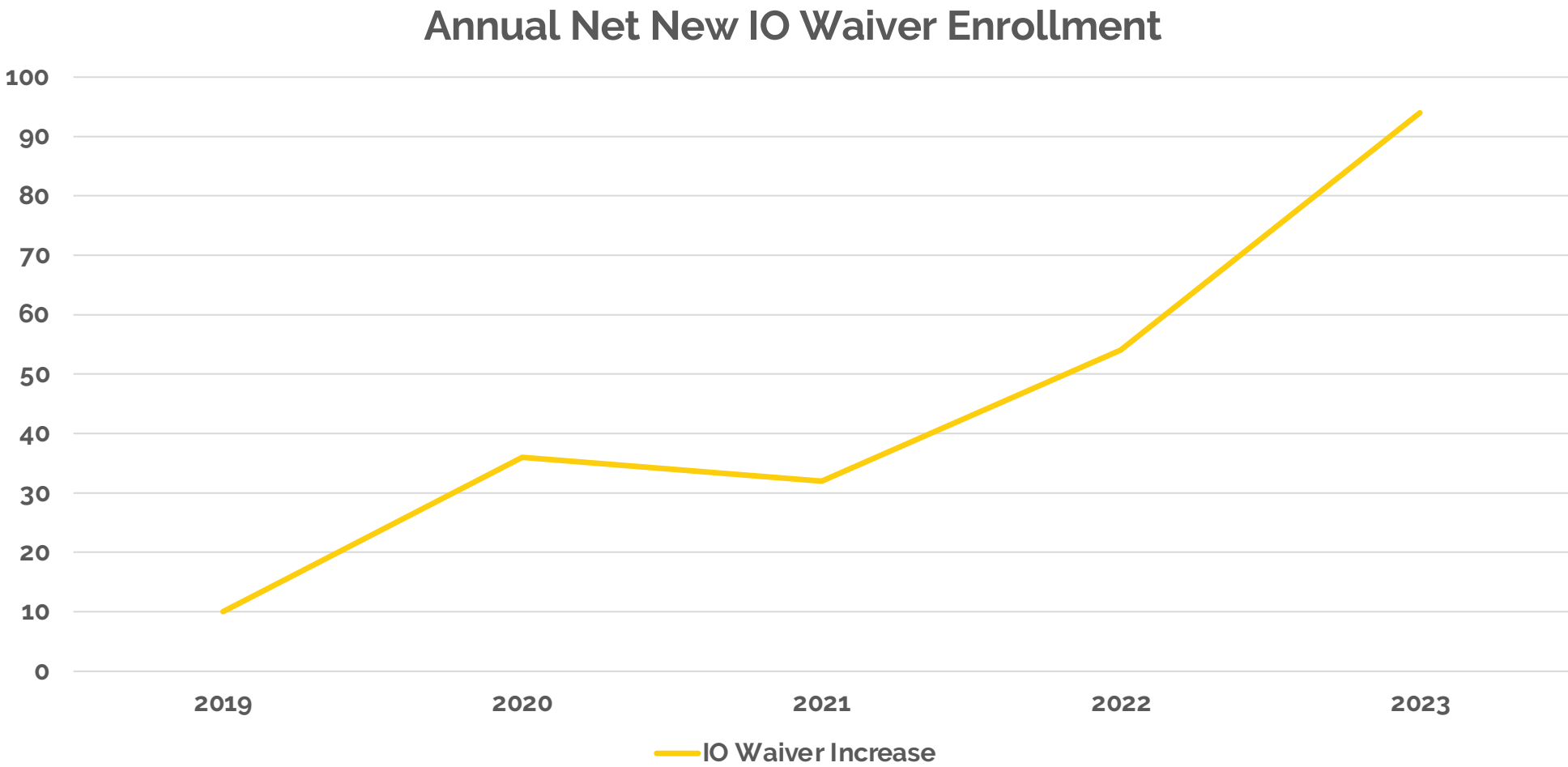
2023 Expenses



Waiver Enrollment Trends

Year-End (12/31)	IO	LV1	SELF
Enrollment	2,129	852	18
Average Cost	\$102,159	\$17,177	\$22,119

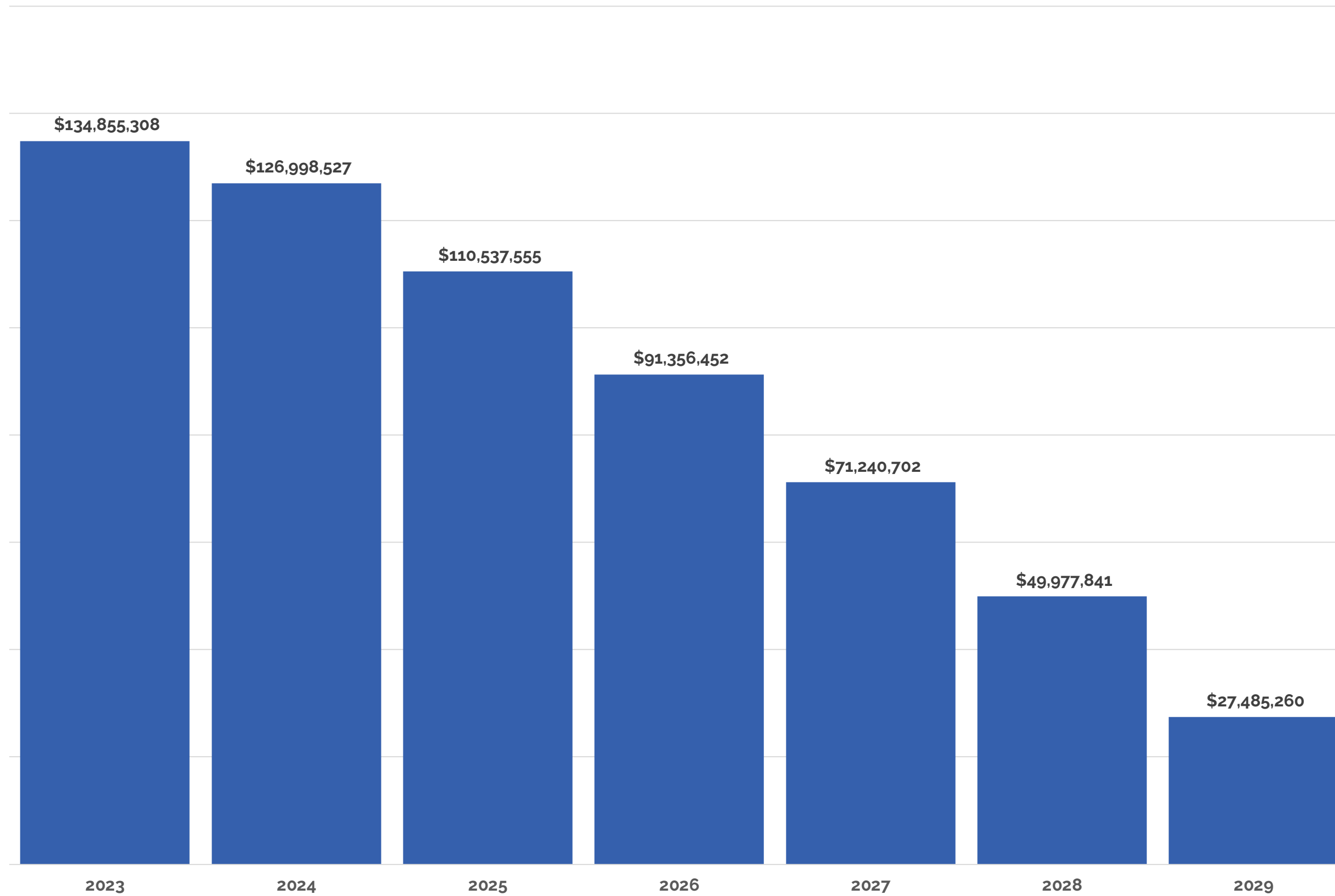
Year-End (12/31)	IO	Y/Y Δ
2018	1,903	
2019	1,913	10
2020	1,949	36
2021	1,981	32
2022	2,035	54
2023	2,129	94



Medicaid Waivers: Budget Considerations

- Funding waivers is a core responsibility for county boards as the designated local Medicaid administrative authority
- Single largest expense in HCDDS budget
- Waivers require a local match to unlock federal funds. Each \$1 in levy funding draws approximately \$5 in combined state and federal dollars into Hamilton County
- Eligibility rules, services, and rates are established by Medicaid at the state and federal level; HCDDS cannot alter or supplement
- Average costs per IO waiver is \$102,159
- Waivers are a lifetime commitment





Cash Balance Projection

Cash Balance Projection

	2023 Actual	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
Revenue	\$ 96,510,485	\$102,783,486	\$99,843,770	\$98,335,588	\$100,280,820	\$102,320,277	\$104,197,372
Expense	\$94,556,549	\$110,640,267	\$116,304,741	\$117,516,691	\$120,396,570	\$123,583,138	\$126,689,952
Net Income/ (Deficit)	\$1,953,936	\$(7,856,781)	\$(16,460,972)	\$(19,181,103)	\$(20,115,750)	\$(21,262,861)	\$(22,492,580)
Ending Operating Cash Balance	\$134,855,308	\$126,998,527	\$110,537,555	\$91,356,452	\$71,240,702	\$49,977,841	\$27,485,260
Ending Cash Balance as % of Next Year Expenses	121.9%	109.2%	94.1%	75.9%	57.6%	39.4%	21.2%



Cash Balance Update

- Cash balance has increased
 - Initially, this was in preparation of unknown costs from the waiver waiting list changes
 - Most significantly, COVID resulted in an increased balance through the enhanced federal Medicaid Match and decreased utilization
- This balance allows us to be fiscally responsible
 - Meet growing needs and maintain critical services in the event of unexpected expenditures, emergencies, or revenue losses
 - Avoid stressing other essential county services or looking to the county for emergency support
- Want to avoid the difficult budgetary position following Great Recession
 - Difficult cuts to staff and services
 - Underinvestment in staff and operations has continued since then

Cash Balance Considerations: Ohio's County Board System

- Ohio's system is unique in that it relies heavily on local funding sources to pay for disability services
- Ohio county boards operate on fixed-rate millage meaning the amount collected does not rise with inflationary increases in property values
- County boards are required by state law to provide mandated services, including continuing to fund local waiver commitments, which cannot be cut, altered or reduced by county boards
- County boards typically carry substantial fund balances to ensure critical care needs are met, because they serve a vulnerable population reliant on care and the risk posed by unexpected expenditures or revenue losses is high and often unpredictable

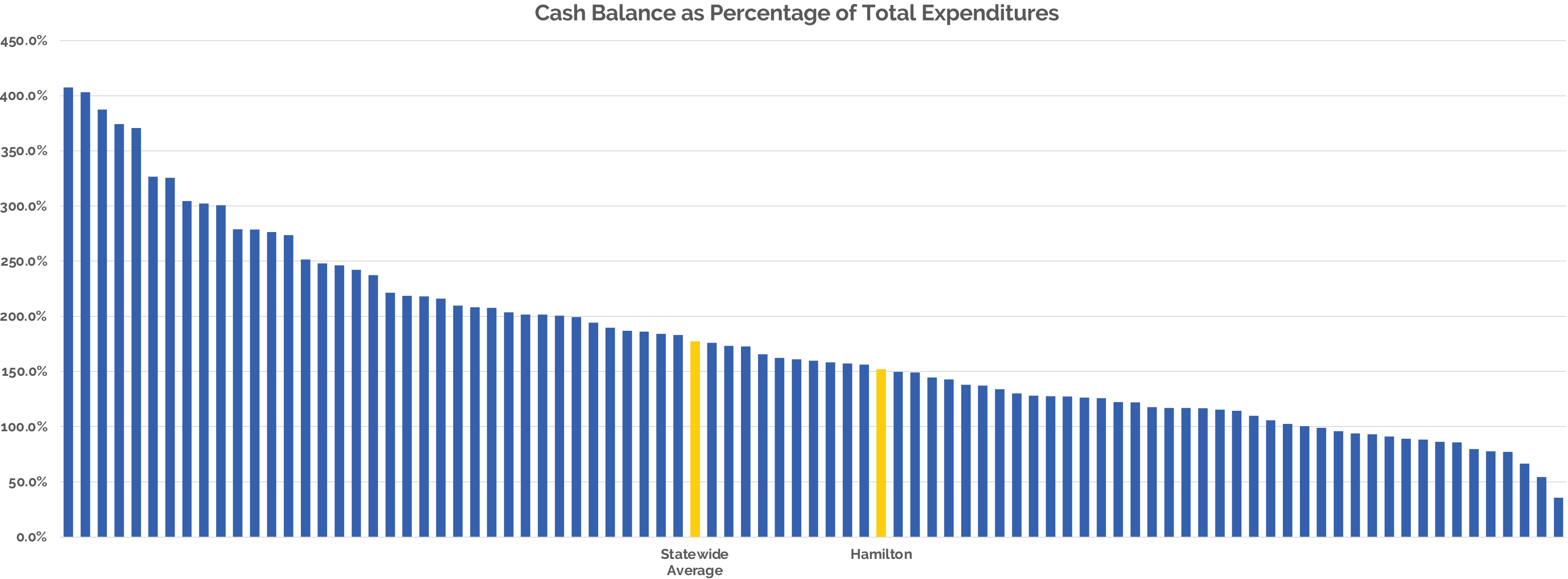


Cash Balance Considerations: Hamilton County Specific

- HCDDS operates on a single 5-year term levy
- 84 of Ohio's 88 county boards (95%) have a continuing levy, more than one levy, or both
- The current effective millage for the HCDDS levy is based on 2009 property values
- HCDDS spends more than \$50 million in the first quarter each year before receiving any levy revenue
- If a levy were to fail, we would receive no levy revenue for at least 12-18 months. Without a sufficient balance to fund critical services, a levy failure would be catastrophic.
- HCDDS' current cash balance as a percentage of total expenditures is in line with peer counties and lower than the statewide average



Statewide Comparison



Source: DODD (as of 2022)



LEVY REQUEST

A flat renewal of the Developmental Disabilities Services Levy will allow HCDDS to continue to provide quality services to people and families in our county through 2029.



LOOKING AHEAD

- Community outreach, equitable access, and engagement
- Investment in staff to meet growing and new needs
- Technology, housing, and transportation
- Empowerment and advocacy
- Supporting people with complex needs and their families
- Partnership and collaboration
- DSP wages and provider support





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