Using Public Private Community Partnerships to Expand Reuse

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Learning Objectives

- To explore public community partnership models
- To identify factors that are key to the success of the partnerships
- To consider opportunities for replication of the models, or for expansion by using a variation on the models examined today
Need for AT reuse is growing

50.7 million Americans under 65 are uninsured\(^1\)

\[^1\text{US Census, 2009 data}\]
Identifying Successful Models

Pass It On Center is:

- Reviewing the experiences of the 12 model demonstration grants
- Describing those models and a variety of others for publication
- Identifying successful models for new and expanding programs
- Looking for innovation to improve existing models
Public Private Partnerships (PPP or P3 and PPCP)

- PPPs represent the delivery of services through private entities with some government funding or contribution in kind.
- When the partnership includes a community group, it becomes a public private community partnership (PPCP).
Why pursue PPPs or PPCPs?

- Limited government resources, and the reality of diminishing funding, point to need for increased private and community involvement
- Shared allocation of risk
- Increased sustainability for programs
- Enhanced community support
Today’s Successful PPCP Models

- A state served by a variety of public private community partnerships
  - Major nonprofits that provide services to people with functional needs
  - Faith-based ministry committed to community
  - Rehab center partnered with individual inspired to help others

- A state served by a major public private community partnership
  - Prison-based refurbishing
National Nonprofits in Reuse

- Some local affiliates of major nonprofits engage in AT reuse
  - United Cerebral Palsy
  - Easter Seals
  - Goodwill

- If you have affiliates in your community, do they engage in AT reuse?
- Should you be partnering with these organizations in reuse?
Prison-based Refurbishing

- Joni and Friends’ Wheels for the World Christian ministry has trained inmates in 16 states to refurbish wheelchairs for developing nations
- Texas Dept. of Corrections refurbishes computers for public schools
- Bridge Disability Ministries (Bellevue, WA) trained inmates in a state correctional facility to refurbish DME for internal use, and to expand to external reuse later
Are prison partnerships a reuse opportunity?

- 1.4 million people in state prisons
- 200,000 people in federal prisons

This possibility deserves examination, and Pass It On Center will explore it further.

Today, we’ll hear about a long-standing working example and learn about some of the special challenges to a successful partnership.
Alabama: STAR: Public Private Community Partnerships

Helen Baker, Executive Director
STAR, Alabama's Assistive Technology Resource

A program of the Alabama Dept. of Rehabilitation Services
Alabama’s Vulnerable Population

- 1.2 million uninsured in 2007-2008 (and the number has grown with increased unemployment)
- 31.9% of those under 65 are uninsured
- 17.5% are below poverty level (compared to 14.3% of U.S. population)
- 204,573 workers with disabilities receive SSDI
- 169,320 receive SSI
Alabama’s AT Reuse Partnerships

WASTE NOT (2002)
Huntsville
United Cerebral Palsy of Huntsville & Tennessee Valley

3-R Project (1999)
Anniston
Opportunity Center – AL Easter Seals

ReMEDy (2010)
Birmingham
Birmingham Baptist Association

CARE Project (2007)
Montgomery
Easter Seals Central Alabama

Mobile Reuse Program (1997)
Mobile
Goodwill Easter Seals of the Gulf Coast

Dothan
Wiregrass Rehab Center
**Waste Not Program**

*UCP Huntsville & TN Valley (2007)*

- Started with a loan program, then expanded to refurbishing
- Had PT and OT on staff; added 1 PT person for reuse (position shared with UCP)
- Had relationships with vendors to assist with parts and labor
- Urban center of engineers, military (Redstone Arsenal, space program) surrounded by rural, low-income population
- Reuse program reaches individuals not served through traditional program, adults over 19, and rural areas
Mobile Reuse Program

*Goodwill Easter Seals of the Gulf Coast*

- At startup (1997), had donations through Goodwill retail operations, storage, knowledgeable staff
- 2 PT staff; technician, Rehab Engineer for consults, evaluations, fitting and repairs
- Donations delivered via Goodwill trucks; ADRS network for some transportation
- AT reuse adds to public awareness for GESGC; created strong community relationships with healthcare, social service organizations and schools
The 3-R Project

Anniston; A Program of the Opportunity Center, supported by ADRS/CRS, Alabama Easter Seals, United Way, Community Foundation

* AT reuse (started in 1999) is one program of multi-faceted vocational training center (50 years old)
* Two FT staff. AL’s largest reuse program.
* Most AT requests come from SAIL, Homebound, AL Head Injury Foundation, healthcare facilities
* Purchased building with adequate space for self-contained program w/warehouse storage
* Purchased box truck with hydraulic lift for equipment pickup and delivery
The CARE Project

Montgomery; Easter Seals Central AL

- ESCA history of 50 years service; adding reuse program was a natural fit
- Advantage of proximity to STAR office (housed at the facility)
- Provided space and 1 FT staff to start program; received grant funding to market program
- Located in state capitol, but serves 12-county area predominantly rural
- Rapid growth; 33% increase in devices loaned from 2009 to 2011
- Increased demand for specialized devices, especially for children
ReMEDy

*Birmingham Baptist Association (135 churches)*

Explored need for reuse program in 2007, started January 2010

- Affiliation with BBA’s history of 177 years of service (including Baptist Health System) increases sustainability efforts
- Started program to meet needs of seniors and low-income families in state’s largest city
- 2 PT staff
- Housed in impoverished area with need for economic development
- Program has heightened awareness of need in community
- Serves customers in other ways (information, other referral needs)
The R.E.A.L. Project

Dothan; Wiregrass Rehabilitation Center Program funded by Jon Lee Foundation, WRC and STAR (October 2010)

- Large rural service area
- 1 FT staff and volunteers from WRC
- Foundation raises money to support reuse center operations; increases public awareness through fundraising events (concerts, etc.)
- Program’s Manager has a disability and is sensitive to needs of customers
- WRC provides adequate warehouse space, utilities, some personnel to work with reuse
- WRC provides vehicle to pick up and deliver equipment
- Partnerships with VR, CRS and other community and civic agencies increases donations and referrals
A Memorandum of Agreement (MOA) is negotiated with each community partner. The MOA specifies “Terms and Conditions” with roles and responsibilities for what each party will provide to the reuse program, and specifies the reporting responsibilities of the partner to ADRS. ADRS and the partner agree upon a budget for the use of AT reuse funds.

See the Learning Package in the Knowledge Base for an example of the Memorandum of Agreement.
Reuse Program Budget May Include:

- Some support for Salaries or Contract Labor
- Equipment/Tools Expense
- Repairs Expense (Supplies and Spare Parts)
- Office Expenses and Postage
- Rental Space
- Mileage

See the Learning Package in the Knowledge Base for an example of the budget.
ADRS Support for Community Partners

- Financial support, although limited, is an ongoing contribution to program sustainability
- Accounting and IT support
- Promotion and public awareness of partner programs through Voc Rehab, Children’s Rehab, Public Health, Public Education, Senior Services
- Infrastructure for reuse data reporting, and sharing AT inventory
- Access to training and best practices through AT community and Pass It On Center
Community Partners Fill Reuse Needs

- Nonprofit partners provide community support for reuse through fundraising for sustainability and equipment donations
- Their existing facilities and sometimes shared staff would be unaffordable with limited AT Act funds
- Increase public awareness of STAR and reuse programs through their websites, Facebook, print media
- Programs make referrals to ADRS and other agencies for other services, often fill specific needs for ADRS customers
- Relationships with vendors increase referrals and donations
- Reuse programs help to promote the mission of assisting individuals with disabilities to overcome barriers to lead, maintain healthy and productive lives and increase independence
Reuse Benefits to the Partners

- Reuse programs bring additional community attention and support to the other services of partner organizations.
- Reuse program’s visitors and equipment donors learn more about what the organization does for the community.
- Equipment donors represent potential financial supporters; sometimes are given pledge envelopes, added to databases for publications, newsletters, etc.
Collaboration Among Programs

- Reuse Centers Subcommittee will provide a network and support system to increase acquisition of and access to AT
  - Identify ways to increase donations of most requested items
  - Network to problem solve, share information
  - Seek improvements and best practices
  - Generate new marketing ideas, venues
  - Assist with sustainability efforts
  - Participate in STAR Advisory Council efforts
Current Needs Identified by Partners:

- Improved STAR training manual
- Improved customer/inventory tracking system (that will be implemented when STAR joins AT4ALL in 2012)
- Additional expertise in gaining financial support to sustain all programs
STAR programs share inventory

- Reuse centers electronically submit current inventory
- STAR office aggregates information into Excel spreadsheet sorted by device type and category
- List is posted to website and e-mailed to a listserv
- List is mailed to some without computers.
- List is disseminated via conferences, churches, healthcare facilities, etc.
Most Requested Device Types

- Mobility, Seating & Positioning: 79%
- Daily Living: 20%
- Env. Adaptations
- Hearing
- Mobility, Seating
- Computers
## STAR Programs Reuse Data 2010

<table>
<thead>
<tr>
<th>Reuse Center</th>
<th>Devices Donated</th>
<th>Devices Reassigned</th>
<th>MSRP Value</th>
<th>ADRS Requests/Filled</th>
<th>Savings to ADRS</th>
<th>Total # Requests</th>
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<tbody>
<tr>
<td>North: UCP Waste Not</td>
<td>194</td>
<td>181</td>
<td>$137,866</td>
<td>20 (17)</td>
<td>$ 8,345</td>
<td>403</td>
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<tr>
<td>North Central: Opportunity Ctr. 3-R Project</td>
<td>434</td>
<td>731</td>
<td>747,740</td>
<td>103 (64)</td>
<td>69,950</td>
<td>1,178</td>
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<td>South: Goodwill Easter Seals Mobile Reuse Ctr.</td>
<td>639</td>
<td>535</td>
<td>150,680</td>
<td>25 (25)</td>
<td>6,530</td>
<td>688</td>
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<tr>
<td>South Central: Easter Seals CA CARE Project</td>
<td>299</td>
<td>322</td>
<td>304,686</td>
<td>70 (67)</td>
<td>73,830</td>
<td>380</td>
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<td>Central West: B’ham Baptist Asso. ReMEDy</td>
<td>114</td>
<td>59</td>
<td>65,291</td>
<td>6 (6)</td>
<td>1,640</td>
<td>152</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,680</strong></td>
<td><strong>1,828</strong></td>
<td><strong>$1,406,283</strong></td>
<td><strong>224/179</strong></td>
<td><strong>$160,295</strong></td>
<td><strong>2,796</strong></td>
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</tbody>
</table>
QUESTIONS?
Wheelchair Recycling Program

- The purpose of the Wheelchair Recycling Program-Mobility Store is to offer low cost, refurbished Mobility, and Durable Medical Equipment (DME) to those individuals who may lack the funds to obtain new equipment.
Filling a Need

- Offer affordable DME to individuals who are elderly and/or disabled to increase their quality of life and independence
- Prevent waste from going into landfills
- Offer an inmate work training program that provides work skills reducing recidivism
Where It Began

- 1988 grassroots volunteer project to ship wheelchairs to China for development of a rehab clinic in Beijing.
- News of the project spread and needs of Wisconsin residents poured in.
- Volunteers began rehabbing equipment to give to those in need.
- The numbers of items distributed continued to grow and efforts were supported 100% through DNR funding.
Evolution of Need

- 2001 Began partnership with Department of Corrections (DOC)
- 2003 Loss of funding (DNR)
- 2008 Development and Implementation of Fee for Service Business Plan including:
  - Opening of new store in Milwaukee - Population base for WI
  - 2008 Expanded partnership with DOC and eliminated in-house rehab
  - Setting standards to rehab - Invacare training model - certified staff and used with inmates
  - Setting of standards related to sanitization
  - Setting up “retail” environment
  - Expanded partnership to KING Veteran home - Wheelchair Repair shop
Where does the equipment come from?

- Individuals
- DME suppliers
- Nursing homes
- Clinics/Hospitals
- Goodwill, St. Vincent
Who does the WRP serve?

- Majority of clients are disabled and/or elderly over age 60

Why did they choose us?

- Uninsured – under insured
- Denied through insurance
- High co-pays
- Replacement equipment or back up equipment not covered due to timelines (Entitlement program limit new equipment to every five years)
- No age or income requirements

Funding options

- Equipment Advance Fund - short term loan to make payments ensuring people get what they need when they need it
- Partnerships with other agencies; i.e., National MS, CP Inc., WisLoan
As a Result

2009
Total Individuals Served: 1,278

- Mobility: 831 items, $121,383
- Daily Living: 1,307 items, $67,534
- Vehicle: 1 item, $1,200

2010
Total Individuals Served: 1,376

- Daily Living: 1,389 items, $62,160
- Mobility: 871 items, $132,626

166 tons of Equipment Kept out of Landfills
Business Model Basics

- Equipment flow sufficient to generate viable inventory. Not every piece is viable but is then used for parts.
- Volume with diversity – not just wheelchairs
- Warehouse and vehicle management
- Inventory control through an integrated database that holds inventory, generates sales receipts and links to web based catalog. Knowing your available raw materials (donations) and completed inventory ensures flow of equipment.
- Sanitization – “Be ahead of game”
  - No standards for restored DME
  - Use HUBSCRUBS both in house and in Institution (Meets Hospital Accreditation Standards)
  - Use of broad spectrum cleaners for hand cleaning
  - Maintain flow of equipment that prevents raw materials from contact with restored
- In kind services, i.e., Accounting, IT
Partnership with Department of Corrections – Badger State Industries

- Security is critical. All inventory taken in is checked and re-checked
- Multiple locations to ensure security – not be able to predict where donation will go
- Staff must meet their security clearance
- Parts of the wheelchairs that are not able to be recycled are sold to metal companies
Funding

Mobility Store - 2010 Revenue
$195,166 - Sales of Equipment
$ 28,003 - WisTech
$ 57,597 - Foundations/Grants/United Way/CHC
$ 54,434 - Change in Value of Donated Equip.
$ 95,153 - Donated Services (Accounting & IT)
$ 555 - Investment Income
$ 4,713 - Net Assets from Restrictions
$31,796 - Corp/Individual/Other
$467,417

Value of Inventory
2009 - $417,359

DOC

Utilizes

Institution
Unmet Need

- There has been an increase in demand for equipment due to current economic conditions, rising cost of equipment, increasing amount of non-insured, increasing elderly population, and DME is being recycled.

- Demand for additional store locations throughout the state.
Warranty

WRP will provide an exchange, within 2 weeks of purchase, of a “like piece of equipment” for equipment that does not function due to electronic failures. WRP will have discretion as to “like equipment” selection. An electronic failure is limited to the controls of the wheelchair and does not include the frame, wheels, or motors. This warranty is good for 2 weeks from the date of purchase. Customer agrees to install new batteries and complete trouble-shooting session(s) with WRP staff as needed prior to exchange. All out-of-state shipping costs will be responsibility of customer. For in-state sales where the equipment has been shipped, the customer is responsible for shipping to the Mobility Store, and WRP to pay the return shipping. Power lifts must be installed within 2 weeks and returned to WRP within 20 days of purchase.
Challenges

 Ability to secure partnership relationships
 Ability to address security needs of Institutions
 Warehouse management
 Vehicle management
 Program awareness – marketing resources
 Cross training of staff
 Hiring qualified and committed staff
QUESTIONS?
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