Pass It On CENTER ... the National AT Reuse Center

Lessons Learned from the AT Reuse Demonstration Projects: *Outcomes*

Dec. 13, 2011

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ATIA Orlando 2012

We'll be at ATIA Orlando in January. We'd like to see at the AT Reuse Strand:

- "I" Am Ready; "Apps" for Emergency Preparedness
- Optimizing AT Resources in Schools: School Swap and More
- Meeting Community Needs Through Reuse Programs
- The Trend of Reused AT for Sensory Disabilities
- Filling the Gap! AT Reuse Helps School and Community Transitions
- Including AT, AT Reuse and Emergency Preparedness in Pre-Service Training
- At Reuse is Making Environmental and Community Access Possible

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Webinars 2012

Webinars resume in February 2012 on the last Tuesday of each month from 2:00 p.m. to 3:30 p.m. EST.

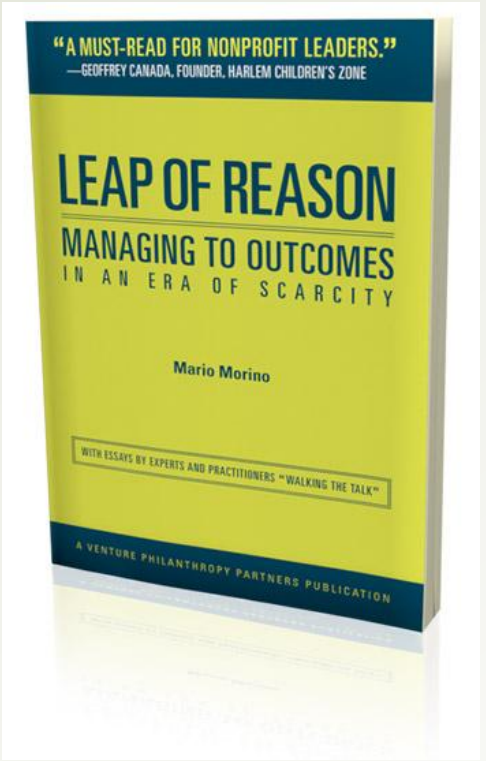
Watch for the announcements!

Recommended Reading

Excerpts from the Executive Summary are used in this presentation

LEAP OF REASON: Managing to Outcomes in an Era of Scarcity

by Mario Morino



Published by Venture Philanthropy Partners and available free at

www.Leapofreason.org

Our Speakers Today

- **Joy Kniskern**, Principal Investigator, Pass It On Center
- **Lindsey Bean Kampwerth**, Manager, AT Reuse Program, Paraquad, Inc., and Consultant to the Pass It On Center
- **Trish Redmon**, Consultant to the Pass It On Center

Objectives

- To share project experiences
- To understand the importance of gathering data on outcomes from AT reuse
- To identify methods of measuring outcomes
- To examine the use of outcomes to drive program decision-making
- To explore the implications of outcomes measurement to leverage funding

The Demonstration Projects

In 2006, the Rehabilitation Services Administration made grants to:

12 AT Reuse Programs as Demonstration Projects (3-year grants)

1 National Technical Assistance Center – the Pass It On Center (5-year grant)

The purpose and nature of the projects were varied

- Delaware: Delaware AT Initiative
- District of Columbia: DC Shares
- Georgia: STAR Network
- Idaho: AT Reuse Project
- Kansas: Expanding Reuse, AT for Kansans
- Mississippi: Project START

Demonstration Projects

- Missouri/Illinois: Paraquad, AT Reuse for Independent Living
- New Mexico: AT Reutilization Model
- Oklahoma: AMBUCS Share4Life Komputers (ASK) Project
- Texas: Project MEND
- Virginia: Virginia Reuse Network
- Wisconsin: Agricultural AT Equipment Reuse (AATER), WI Easter Seals

Outcomes: A Quick Look

As growing fiscal pressures force draconian budget cuts, nonprofits will have to do more to show real, measurable results in order to compete for funding. These pressures will lead to an increasing migration of public and private funders from organizations with stirring stories alone, toward well-managed organizations that can demonstrate meaningful impact.

Leap of Reason

Executive Summary

DC Shares

Managed by District's AT Act Program

Project: Expansion of reuse of DME and computers in collaboration with other local nonprofit organizations

- Capacity measurement shows dramatic increases in AT available for reuse during the grant period

CATEGORY	2007	2008	2009	2010	TOTAL
Individuals Served	224	829	888	897	2,838
Devices refurbished:					
Vision		3			3
Hearing		1			1
Speech		1			1
Mobility	138	660	751	1117	2,666
Daily Living	98	406	387	479	1,370
Environmental adapt.		2	19	36	57
Vehicle mods				12	12
Computers	37	64	41	10	152
Recreation		1			1
Total Devices	**273**	**1,138**	**1,198**	**1,654**	**4,263**
Value of Devices*	**$ 62,779**	**$422,025**	**$504,359**	**$351,672**	**$1,350,835**

Visit DC Shares via video online at www.youtube.com/PassItOnCenter

Delaware: AT Reuse Initiative

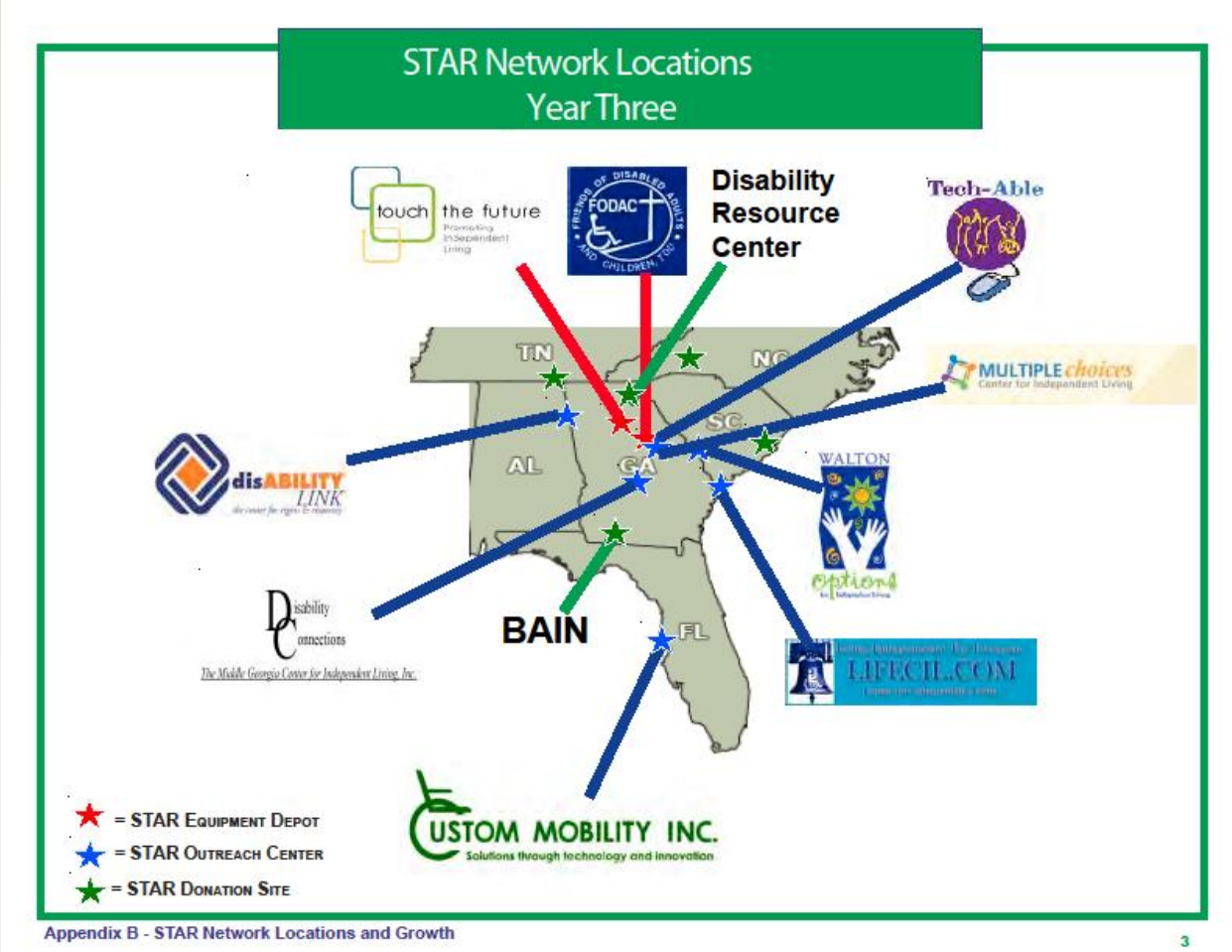
Started later than other projects, so still in development stages

- Medicaid-based model
- Primary partner is Goodwill Industries, passing donated DME to the reuse program and providing support through its transportation network

Georgia: STAR Network Building Regional Infrastructure

SOUTHEASTERN TECHNOLOGY ACCESS AND REUSE (STAR) NETWORK: A project to build regional infrastructure to support AT reuse

- 2 Enterprise Depots:
  - FODAC
  - TTF
- Regional Access Centers
- Outreach Centers
- Donation Sites



STAR Network

- Greater focus placed on infrastructure building and training to support network than on number of devices collected during grant period
  - Developed comprehensive policies and procedures manual
  - Devised tool kits for outreach centers
  - Prepared and delivered training
  - Fees for participation:
    - Membership: one-time fee $1,000; annual maintenance $1,500
    - Out-of-state fees could be greater depending on location, service and organization category

Measure	
Partnerships established	13
Site visits for collaboration and training	228
Miles traveled	27,207
DME devices collected	5,374
Computer and related devices collected	2,008

Visit FODAC and REBOOT via video online at www.youtube.com/PassItOnCenter

Results bring additional support

- FODAC, STAR Network's DME refurbishing depot, started in an individual's basement in 1986 and was supported by a local church.
- Now a large nonprofit, its success in serving the Atlanta Metro area, Georgia, neighboring states and responding to international disasters garnered additional funding through local governments and organizations for major expansion/renovation
  - New facility is 54,000 square feet
  - Upgraded, expanded sanitization and refurbishing area

Idaho AT Reutilization Project

Project aimed to create awareness and referral, and to establish an effective statewide reuse network

- Increased referrals and volume of equipment available for reuse
- Networked organizations and resources throughout the state
- Established program to provide computers to students for secondary transition
- Devised billable Medicaid services for AT reuse

Kansas: Expanding AT Reutilization Efforts

AT Act Program, focused on aggressive expansion of reuse in multiple projects by collaborating with other organizations engaged in AT reuse

An aggressive list of objectives, implemented with a high level of success made Kansas a leader in lessons learned and shared about AT Reuse.

- Collaborated with Medicaid: Devices are stickered for return to reuse program, refurbishment and reassignment. Experience shared with many states.
- Networked existing loan closets and reuse orgs. in the state to receive devices after 90 days in Medicaid inventory

Year	AT Devices	Value
2008	620	$675,880
2009	678	871,471
2010	698	940,004
TOTAL	1,996	$2,487,356

More lessons learned from Kansas

- How to conduct effective collections drives
  - Focus on short times, multiple location drives
  - Partnering with Red Cross blood drives
  - Being specific about desired donations: high value, lightly used and bariatric equipment
- How to plan major events
- How to create public awareness for a reuse program
- The value of a sophisticated inventory program for managing the program and outcomes

See the Topeka Donation Drive via video online at www.youtube.com/PassItOnCenter

Mississippi Re-Tech Project

State AT Act Program

Focused on expansion of AT reuse to serve large underserved rural populations; collaborated with community organizations, agencies, churches

- Focus on education and awareness of AT for underserved areas of state
  - 1,130 customers acquired DME and received training
  - 3,450 residents received training on AT through partnerships
  - Education and awareness campaign reached 17,244 residents
  - AT Distribution Centers were created in Methodist Churches, Health Depts. And MDRS/AbilityWorks sites

New Mexico

DME and computer reuse project

- Built a sustainable AT reuse project through partnership between NM Technology Assistance Project (AT Act program) and Adelante, a community nonprofit that provides the repair and refurbishing services
- Primarily serves urban areas

Paraquad (MO, IL): AT Reuse for Independent Living

Nonprofit, major center for independent living based in St. Louis serving Missouri and Illinois

Focus on outcomes research

- Developed AT sanitization videos, clinical assessment video to share with ILC partners
- Developed repair training module in video for public sharing
- Defined outcomes measuring methodology and completed retrospective study
- Shared best practices through conferences, webinars, knowledge base

Visit Paraquad via video online at www.youtube.com/PassItOnCenter

AMBUC's Share4Life Komputers Oklahoma

A project of the Sooner Chapter of AMBUCS, a national service organization

Refurbished computers for students.

Project closed in May 2010.

- Project started eight years prior to grant.
- Able to move to a larger facility with heat, water, but the building was sold and project was unable to locate space
- Upgraded products and services provided
- Unable to expand capacity as anticipated.
- Original staff was volunteers from small chapter of AMBUCS; addition of some paid staff created issues; volunteers were burned out.

Year	Computers
2007	419
2008	514
2009	484
2010	502
Total	1,919

Project MEND, Texas

Medical Equipment Network for the Disabled (MEND), nonprofit based in San Antonio; providing DME and fitted mobility devices to South Texas

- Expanded DME reuse services
- Major contributor to development of policies, procedures, quality indicators for AT reuse, best practices, training for other programs
- Served as a model for nonprofit sustainability: partnerships, diversified funding, Board development

Year	Clients	DME Items	Value of Devices
2007	723	1268	$ 465,731
2008	1,186	2,546	$ 1,026,140
2009	1,767	5,292	$ 723,141
TOTAL	**3,676**	**9,106**	**$ 2,215,014**

Visit Project MEND via video online at www.youtube.com/PassItOnCenter

Virginia's Reuse Network

AT Act Program, partnered with FREE Foundation and Voc Rehab to create a statewide network of AT services

- FREE Foundation and the reuse network affiliates serve individuals with disabilities, persons with spinal cord injuries or traumatic brain injuries, veterans with disabilities and vocational rehabilitation clients.
- Goodwill donates all collected AT to reuse network.
- The Woodrow Wilson Rehabilitation Center is a key partner.
- FREE was among the first programs to collect outcomes data to leverage funding for AT reuse.

Visit FREE via video online at www.youtube.com/PassItOnCenter

Year	Customers	AT Devices	Value
2007	1,283	1,441	$ 519,949
2008	2,645	3,073	1,291,706
2009	2,534	3,548	1,209,975
2010*	420	523	187,292
TOTAL	**6,882**	**8,585**	**$3,208,922**

*Extension with remaining grant funds

Agricultural AT Reuse (AATER)

Wisconsin Easter Seals created a web site for farmers with disabilities to exchange AT used in farming

- Farm workers with disabilities often acquire AT through WI Easter Seals, about 450 items per year
- Project analyzed 335 case files and surveyed farmers regarding potential for reuse of devices. Consulted with AgrAbility Advisory Council on design.
- Craigslist-style website promotes exchange of serviceable agricultural assistive technology
- Provides venue for reuse of high-value items

http://farm.eastersealswisconsin.com/content/agriculture-reutilization-resource

Measuring Outcomes

Only a fortunate few [nonprofits] have a reliable way to know whether they're doing meaningful, measurable good for those they serve.

LEAP OF REASON

Why measure outcomes?

- All organizations capture some form of raw data, such as number of devices distributed. That measures an output.
- Our goal should be to measure achievements or outcomes:
  - To see if we are achieving the desired results
  - To aid in program evaluation
  - To demonstrate the effective use of the resources provided to us

Measuring Customer Outcomes

- **Did customers get what they needed?**
  - Track number of customer requests that were filled
- **Did they get the needed device in reasonable (??) time?**
  - Define timely, track time from request to assignment
- **Were they satisfied with the service?**
  - Number of customers satisfied with services
- **Did the equipment increase independence, participation in work, school or community?**
  - Follow-up surveys

Outcomes: Quantitative Measures

Quantitative outcomes measures use numerical data under standardized conditions

- Volume tracking (donations, devices assigned, value of donated devices) is measuring
- Tracking of needs met (applications and requests fulfilled)
- Calculation of avoided costs (e.g., lost work time avoided, healthcare expenses avoided, environmental impact minimized) based on customer feedback
- Use of business tools: From cost-benefit to ROI analysis

Tracking Volumes

- Projects tracked:
  - Number of usable devices donated
  - Value of donated devices
  - Number of devices reassigned
  - Number of individuals served
  - Value of reassigned AT
- Most helpful tool: a good inventory system with flexible reporting capabilities (Kansas, Paraquad, Project MEND and others)

Outcomes Assessment

Impact on the beneficiaries of AT reuse

- Some objectives require qualitative measurement:
  - customer satisfaction
  - individual impact of reused AT
- Some of the outcomes data may be combined with other numeric data to quantify the effect of the outcomes

Outcomes Research

Examples of data collection instruments can be found in the PIOC Knowledge Base

- **Programs surveyed customer satisfaction**
- **Some programs implemented follow-up to identify individual results and effect**
  - Paraquad used portions of academically-designed instruments: CORE, PARTS/G, SPARC to collect outcomes data
  - FREE Foundation (VA) designed monthly survey of outcomes to assess impact of AT
- **Complex rehab survey in GA (Cohen and Perling, 2010) confirmed barriers to acquiring AT**

Surveys of Customer Satisfaction

- Idaho surveys users of AT4ALL to evaluate and improve web exchange site
  - PIOC Knowledge Base, User Services, *Measuring Customer Satisfaction*
- Paraquad conducts an annual survey of participant satisfaction with users of repair and reuse services
  - See, *Measuring AT Reuse Outcomes at Paraquad*

Assessment of Outcomes at Paraquad by Carla Walker and Kerri Morgan

- **Type: Retrospective Outcome Study**
  - To determine whether recipients were using AT, and in what activities
  - Reasons for not using
  - Reduction in falls
  - Satisfaction with device and program services
- **Methodology**
  - Survey instrument is combination of modified versions of Characteristics of Respondents Survey (CORE), Participation Survey/General (PARTS/G) and Quebec User Evaluation of Satisfaction with Assistive Technology (QUEST)
  - Three survey versions created: mobility devices, shower chair/bench, toilet seat/commode
  - Mailed surveys to 338 customers

Ongoing Outcomes Research: Paraquad

- **Converted retrospective study instruments into tools for ongoing outcomes research to:**
  - Improve device-fitting practices during initial evaluation
  - Identify reasons for device abandonment if it occurs
  - Address follow-up service needs
  - Assess the impact of the device on the person's participation in activities in their home or the community
- **Customers are asked to participate at end of device-matching appointment**
  - Complete pre-survey upon receipt of device, follow-up survey after 30 days
  - Participants receive $10 when post-survey is completed

See Pass It On Center Knowledge Base. Forms attached to *Measuring AT Reuse Outcomes at Paraquad*

Identifying Avoided Costs

- **What did the availability of an AT device avoid?**
  - Healthcare costs:
    - Falls
    - ER visits
    - Stays in skilled nursing facilities
  - Lost income due to missed work
- What other costs did reuse of the device avoid?
  - Landfill costs for disposal

FREE Assesses Avoidable Outcomes

Problem

- 20% of Virginians were uninsured persons, no access to healthcare or needed AT
- Some insured persons unable to get needed equipment or get in a timely manner

Consequences

- Unable to recover fully
- Falls
- Repeated hospital stays, Dr. visits
- ER visits
- Stays in SNFs and ALFs
- Lost wages of patient and caregivers

Measurable Costs

- Typical office visit
- Average daily cost of hospital stay
- Average cost of an ER visit
- Cost of typical stay in SNF for recovery
- Financial impact of a job loss

FREE's methodology

- Objectives in collecting data:
  - Show equipment donors the therapeutic and financial impact
  - Show financial supporters the impact of funding
  - Test and monitor the service model
- Surveyed AT recipients to determine if they:
  - Had become more independent
  - Had fewer falls
  - Reduced number of medical visits, services
  - Been able to remain at home

FREE's survey results (partial)

For every 100 persons served:

- **26 hospital stays were avoided.**

  26 (average 5 days x $1,149) = $149,370

- **29 Emergency Room visits were avoided.**

  29 x $1,896 = $54,984

- **11 moves to skilled nursing facilities were avoided.**

  11 (average 50 days) x $10,150 = $111,650

- **11 moves to assisted living facilities were avoided.**

  11 (average stay 50 days) x $4,879 = $53,669

Georgia Research: Barriers to getting AT

Premise: If safe, appropriate AT reuse could be a first choice when readily available to Medicaid beneficiaries, it could free funding desperately needed for complex rehabilitation.

Pass It On Center survey of 49 individuals seeking refurbished DME from FODAC in 2010 corroborates other findings about barriers to getting AT:

- Systems are too complex to navigate
- Many have inadequate insurance coverage
- Some are not aware of insurance or other benefits

L. Cohen and R. Perling, 2010

Lesson learned: Confirmed value of/need for funding navigators

Using Business Analysis: Return on Investment

Demonstrate what's possible. . . Help nonprofits and funders alike understand the "value proposition". . .

LEAP OF REASON

Using Business Analysis

- Kansas led the way in recommending that programs apply a standard business practice and calculate Return on Investment
  - This calculation requires only the total program expenses and the value of equipment made available for reuse.
  - Calculation:
    - Divide NET value (value of reused equipment minus total program expenses) by expenses to derive return percentage or return for each dollar invested

Example of simple ROI

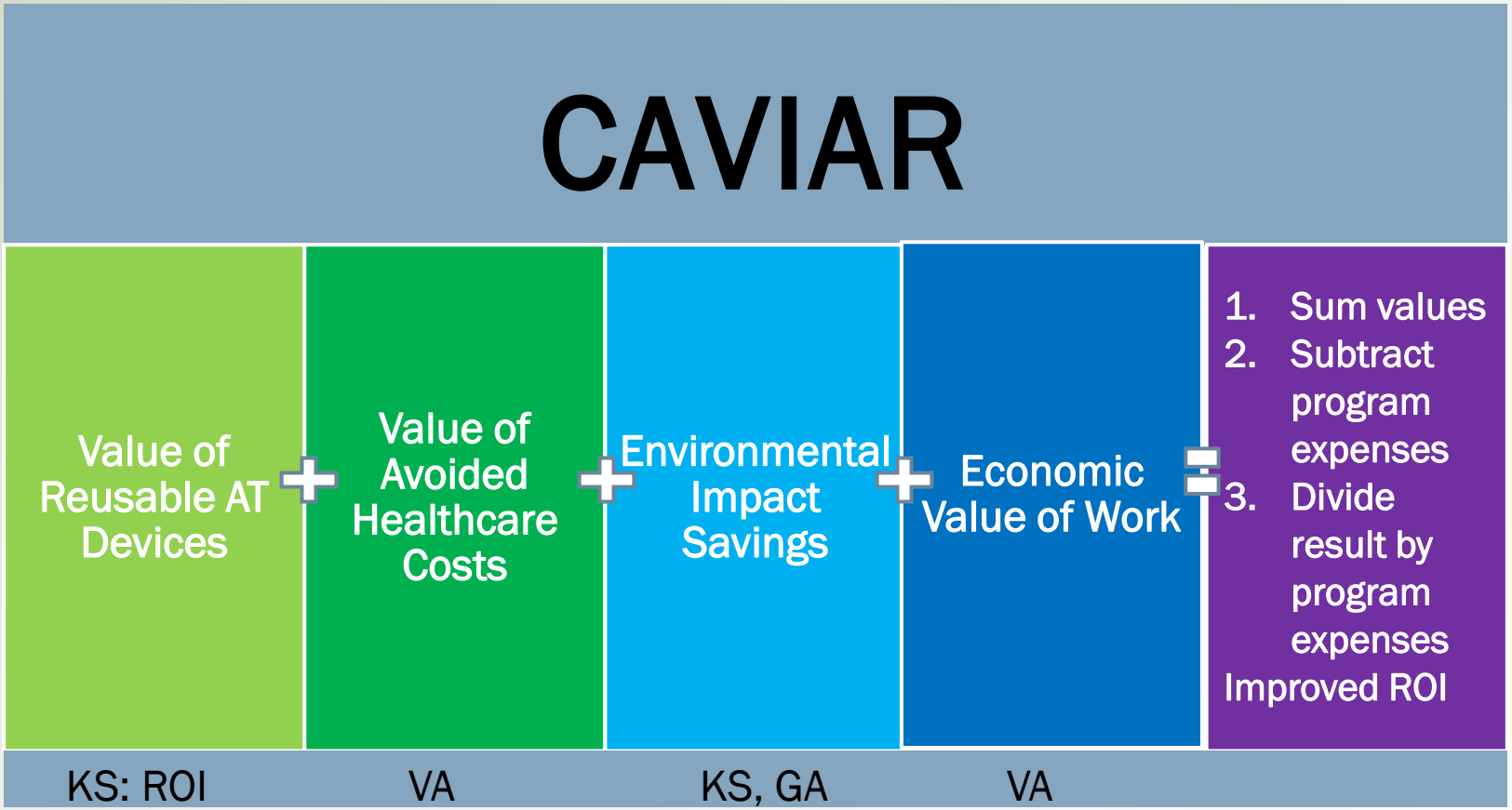
- Sara Sack's application of business model of return-on-investment analysis
- ROI: (Value of donated equipment minus program expenses) divided by program expenses
  - Example: $960,004 - $271,487 = $668,517

    divided by $271,487 = 2.46

    or a return of $2.46 for each dollar invested

Expanding ROI to include more than the value of reused equipment

Calculation of Approximate Value of Investment in AT Reutilization



Compiling values for CAVIAR

- Value of Reusable AT
  - Track value of donated AT devices in a standardized manner (e.g., MSRP)
- Value of Prevention
  - Use specific healthcare costs for customer population
  - Collect survey data to show avoided expenditures

Compiling values for CAVIAR

- Environmental Impact Savings
  - Track the weight (use some standard tables for simplicity and ease of calculation) of AT diverted from landfill (that is, used)
  - Determine cost (per ton) of landfill disposal in your area

NOTE: Revenue from end-of-life recycling should be reflected in program income, not here.

- Economic Value of Work
  - Determine number of lost work days avoided
  - Use minimum wage for your state or use federal poverty guideline to be conservative

Example: Recalculating KS ROI

- Sum available data:
  - Equipment value $940,004
  - Prevention value
    Assume 1% of 698 served avoided going into assisted living 174,993
  - Environmental impact savings
    37.657 tons x $38.80 1,461
  - Economic value of work n/a

TOTAL VALUE	**$1,116,458**
– PROGRAM EXPENSES	**271,487**
NET RECOVERED VALUE	**844,971**
÷ PROGRAM EXPENSES	**271,487**

= an ROI of $3.11 vs. $2.46, or 26.4% greater

Note: KS data provided by Sara Sack, October 2011

Leveraging Outcomes

We need to do much more to make performance data – not just operational and financial data – available to donors. Our fiscal crisis will force greater decision-making rigor on governments, with a powerful spillover effect for private funders.

LEAP OF REASON

Analyzing Avoided Costs

- FREE Foundations and Virginia Reuse Network use calculation of avoided healthcare costs to lobby for funding for the reuse program.
- You can collect the data from your customers and use the calculations appropriate to your area to develop a financial impact analysis.
  - *See Knowledge Base for questionnaire.*
  - *See Webinar archive for March 2011 Webinar on Making the Business Case for AT Reuse*

Using FREE's methodology

Collect data for your service area; survey your customers

- This affords the greatest degree of specificity and accuracy – and will probably have the greatest impact
- See the survey instrument

Use Virginia as a benchmark

- Use Virginia's results and make a conservative assumption to estimate the impact in your service area

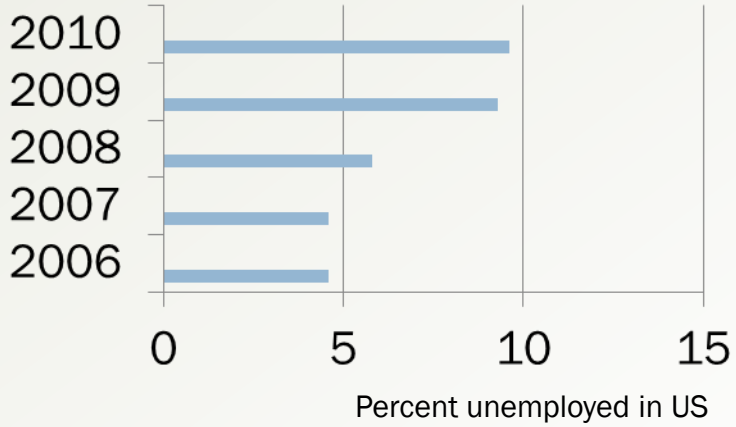
The Broader Impact

Develop models for outcomes-driven collaborations. … a focus on long-term outcomes should bring with it an inexorable pull toward multi-organization collaborations capable of delivering a comprehensive set of services.

LEAP OF REASON

The changed landscape

- Greatly escalated need for affordable AT since grants were made in 2006
  - Rising unemployment resulted in loss of insurance coverage (and access to AT) for millions of Americans



Lessons learned: Bottom lines

- We have seen that the success and sustainability of projects is heavily dependent on the partnerships, collaboration and relationships formed to optimize the use of resources.
- If we collect specific outcomes data, we can use business analysis to show the effectiveness of investment in AT reuse and leverage funding to sustain programs that serve those in need.

Examining Outcomes

Work Group

- Would your program be interested in collecting data to use the CAVIAR calculation for return on investment
- Would you share the data for a study?

For more information

- E-mail:

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