



**Senate Bill 2012**

Senate Appropriations Committee | HR Section  
Senator Dever, Chairman

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**Life Skills & Transition Center, Heather Jenkins– Superintendent**

*February 3, 2023*

NORTH  
**Dakota**  
Be Legendary.

Health & Human Services

# Life Skills & Transition Center (LSTC)

## Program Purpose and ND Century Code Reference

LSTC serves as a specialized resource to the network of approximately 120 private residential facilities and thousands of families who have a loved one with an intellectual or developmental disability for whom they are a caregiver or guardian.

Chapter	Chapter Name
25-04	Care of Developmentally Disabled

*Note: SB 2052 revises NDCC 25-04 to align language in statute with the operation, practice, and role LSTC plays in the state's DD system of care today*



# LSTC Program & Services

## What we do

Provide specialty care and support for people experiencing crisis and/or who need stabilization; work together with guardians to identify opportunities for each person to live in a community setting of their choice wherever and whenever possible.

### RESIDENTIAL Crisis / Stabilization (Specialized ICF)

Crisis Residential

Short-term Stabilization  
Residential

Transitioning to Community  
Residential

Vocational Services

Long-term specialized residential

### NON-RESIDENTIAL Statewide Stabilization Supports

Applied Behavioral Analysts

Statewide crisis/stabilization  
team

Therapeutic Clinic

Adaptive Equipment Center

LSTC is continuously working to develop its ability to support people with complex behavioral, developmental, and physical needs

**Reasons provided for admission by those referring the person**

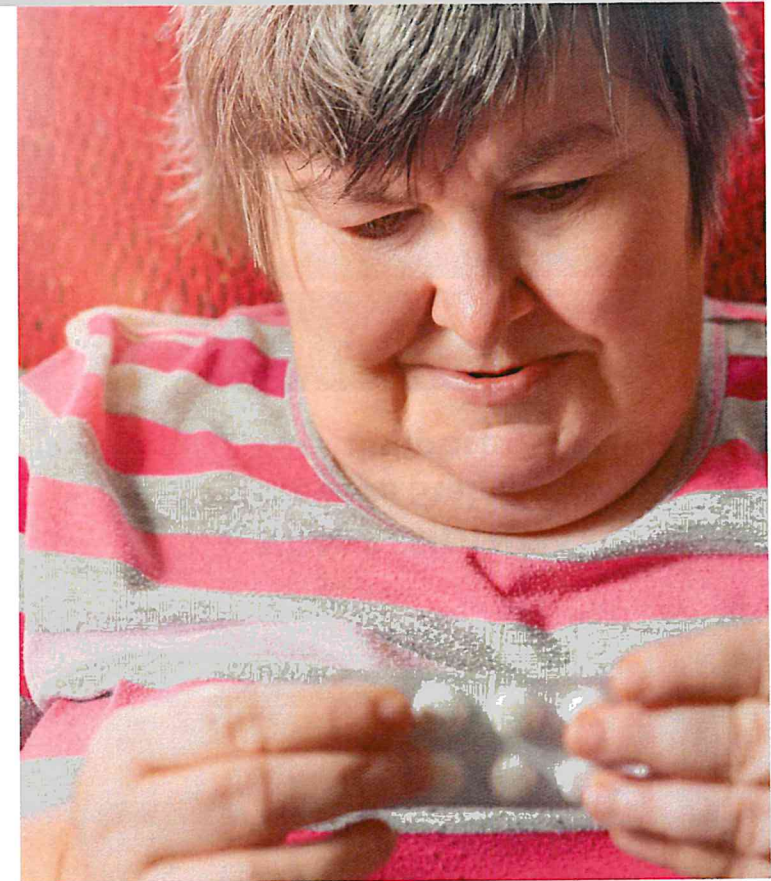
*(people admitted to LSTC as of July 2022)*

- Harm to Self – 25%
- Harm to Others – 82%
- Harm to Property – 4%
- Elopement – 6%
- Sexual Offending – 9%

“What can we do to help a caregiver choose to stay with someone through a crisis event?”

“What can we do to help make return home after a crisis / triggering event more probable? And more successful?”

“How can we support caregivers to feel better equipped to handle the situation they are experiencing?”



# Progress?

"Census" is More than a Number

64

July 2021



58

December 2022

# Progress?

"Census" is More than a Number...

+13

Admissions

-17

Transitions Completed

-5

Deaths

-31

Admissions  
Diverted

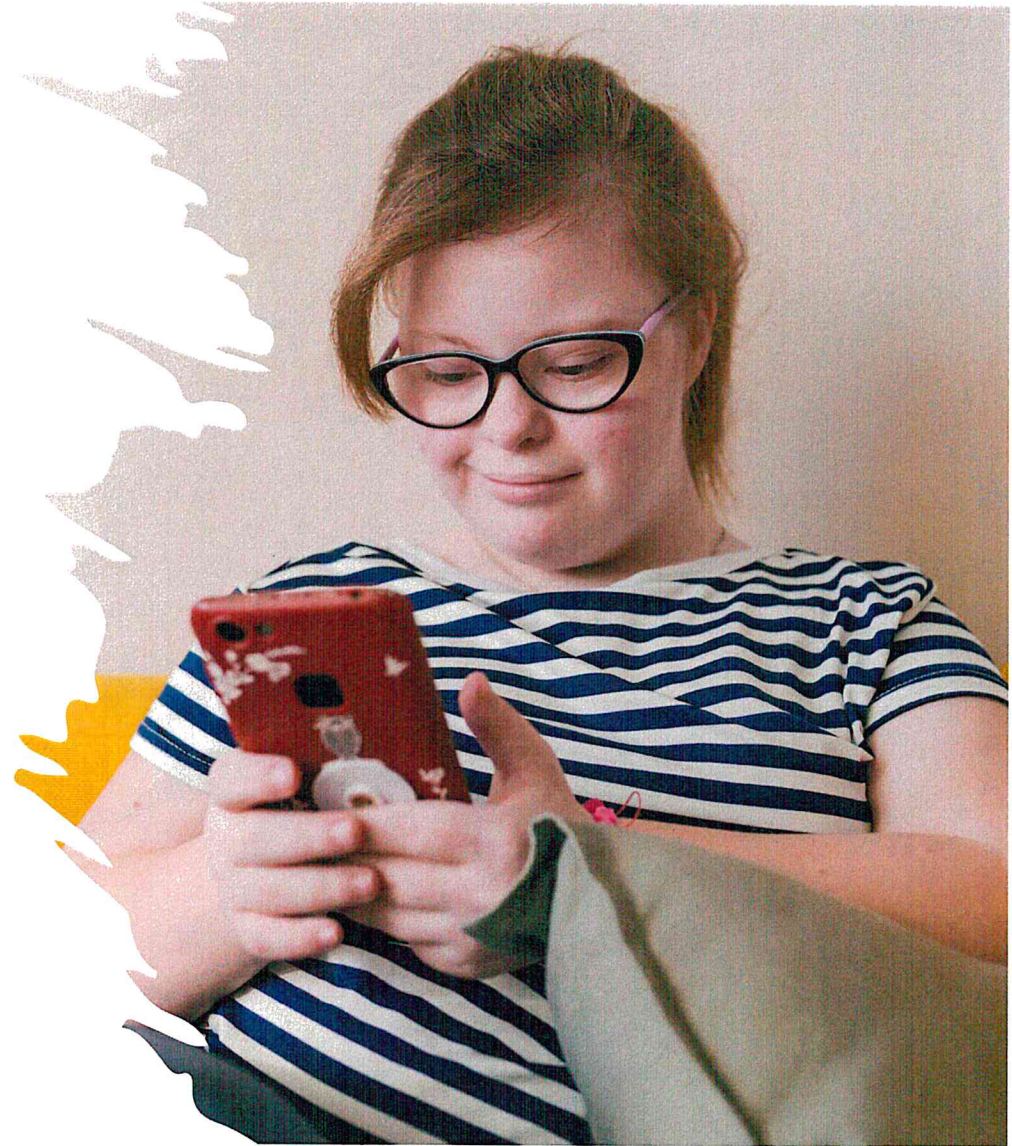
7

Transitions Planned /  
On Hold / Cancelled

\* Data from July 2021- December 2022

## Crisis/Stabilization Service: Meet Donna

- 20 years old
- Autism Spectrum Disorder, Intellectual Disability, Adjustment Disorder, History of Trauma
- History of significant trauma, aggression, elopement, disrobing, with emergency services involvement
- Came to LSTC in August 2021 for brief admission because community provider was unable to support her.
- A little over a year later she moved to a private group home.
- Post-transition LSTC provided:
  - 78 hours of transition support in the first 30 days,
  - 41 hours of crisis supports
  - 9 observations
  - 6 check-ins and
  - 9 follow up consultations



Crisis/Stabilization Service:

## Meet Eric

- 39 years old
- Impulse Control Disorder, FAS, Conduct Disorder, Moderate Intellectual Disability
- Significant aggression, property destruction, and frequent encounters with law enforcement
- Transferred from ND State Hospital to LSTC for 30 days of stabilization prior to moving to a private group home.
- Post-transition LSTC provided:
  - 19 check-ins
  - 12 follow-up consultations
  - 5 observations and
  - 170 transition support hours

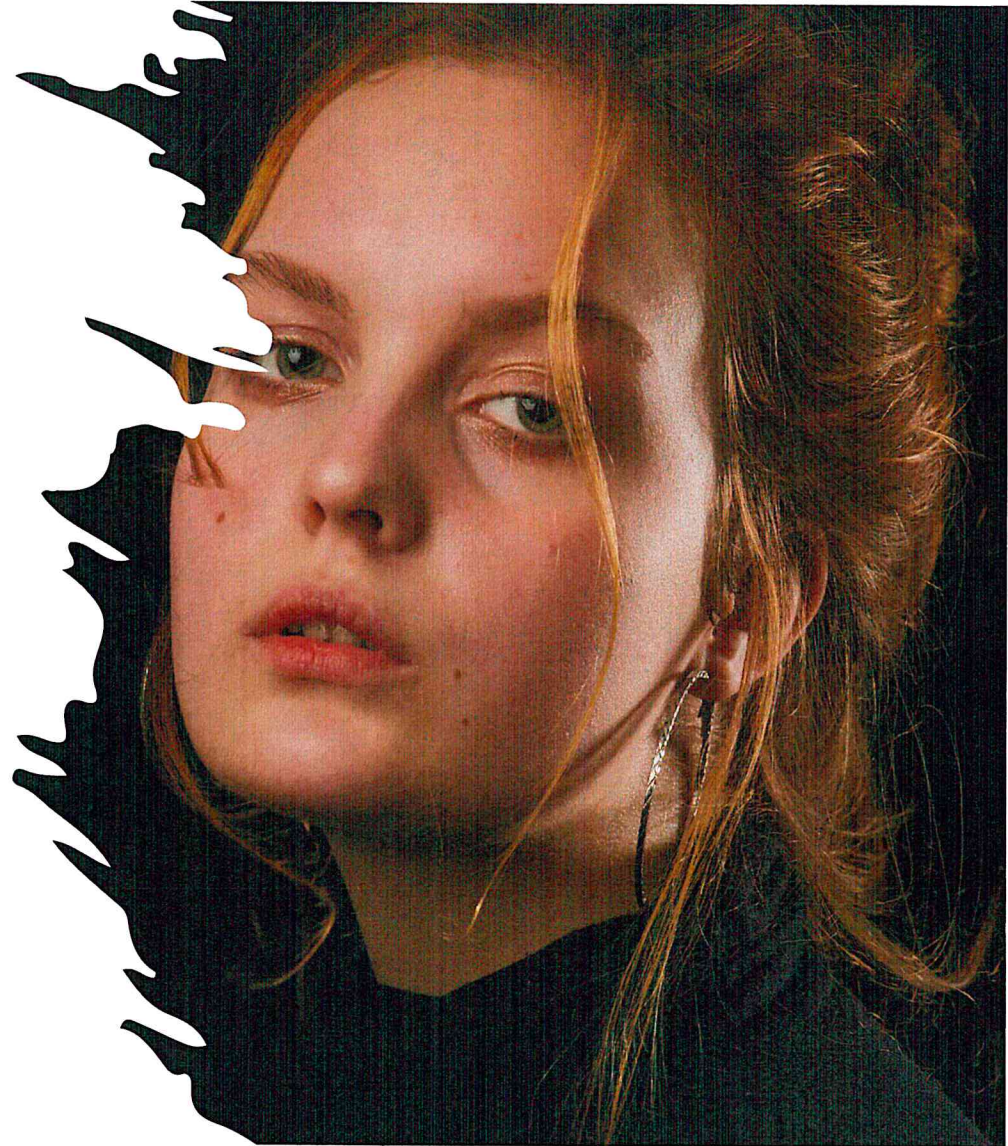




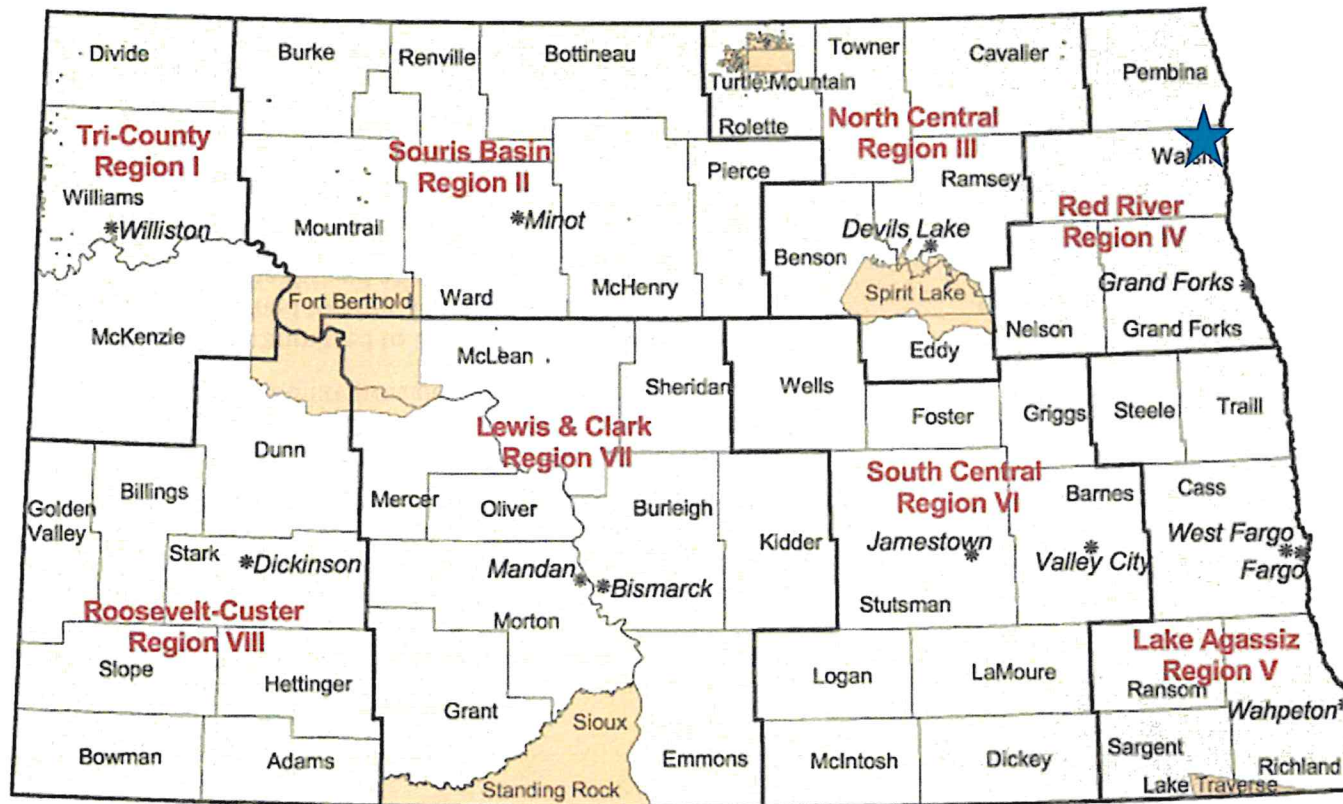
## Crisis/Stabilization Service:

# Elizabeth

- 18 years old
- Autism Spectrum Disorder, Apraxia, Epilepsy, Cerebral Palsy
- History of physical and verbal aggression, property destruction, disrobing, soiling, and trauma associated with unsuccessful moves to community providers
- Elizabeth was admitted to LSTC from her family home where she had returned to after an unsuccessful community placement. She thrived at the LSTC and eventually moved to a private group home.
- LSTC Statewide Crisis/Stabilization services provided 97 transition support hours to assist her in adjusting to the move.
- Elizabeth struggled in her new home; LSTC provided 161 hours of crisis support on 26 separate days; however, the placement could not be saved. Elizabeth was left with no supports and no place to live.
- LSTC CARES team assisted with staffing in a crisis apartment until she could return to her family home.
- In total, the LSTC CARES team provided 335 hours of support to try to help Elizabeth stay in her new home.



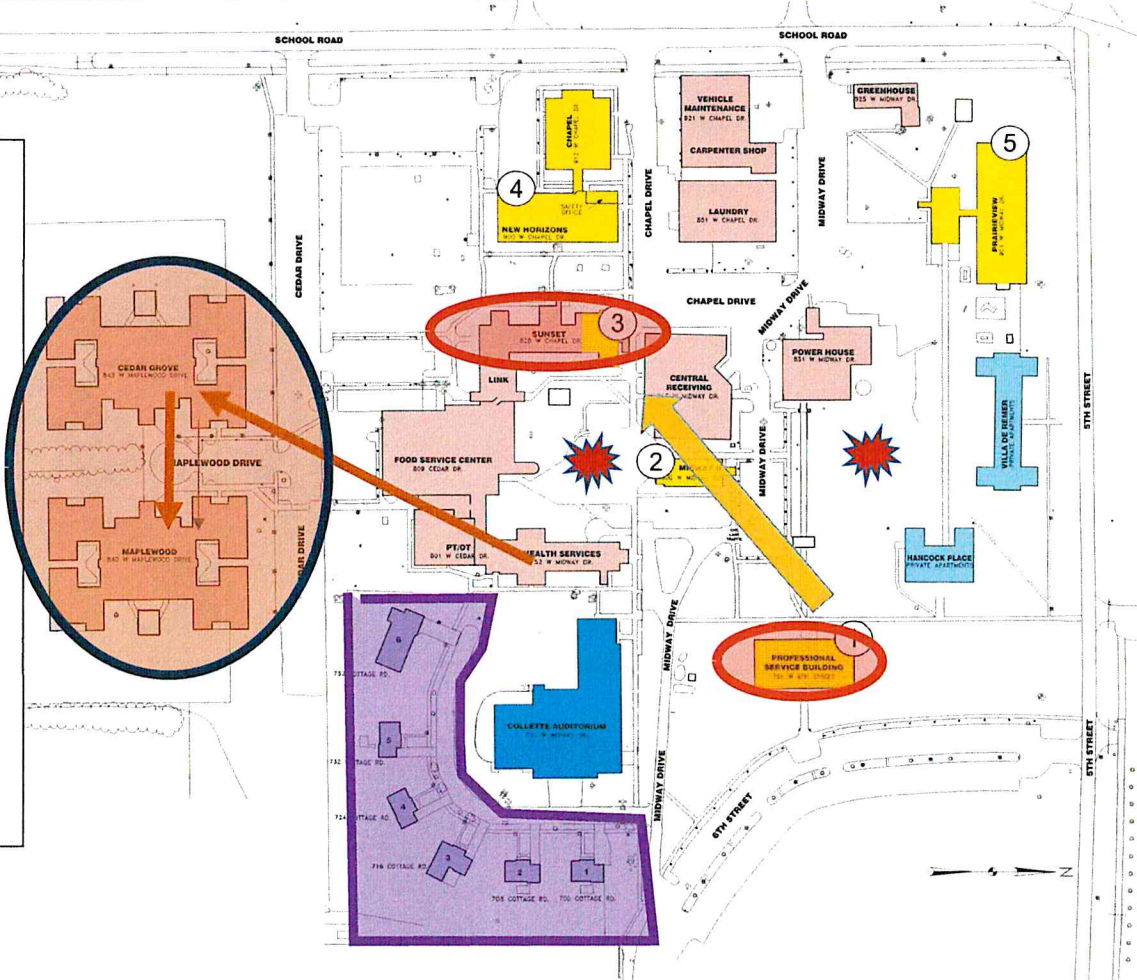
# Historically LSTC was a campus-based residential facility in Grafton



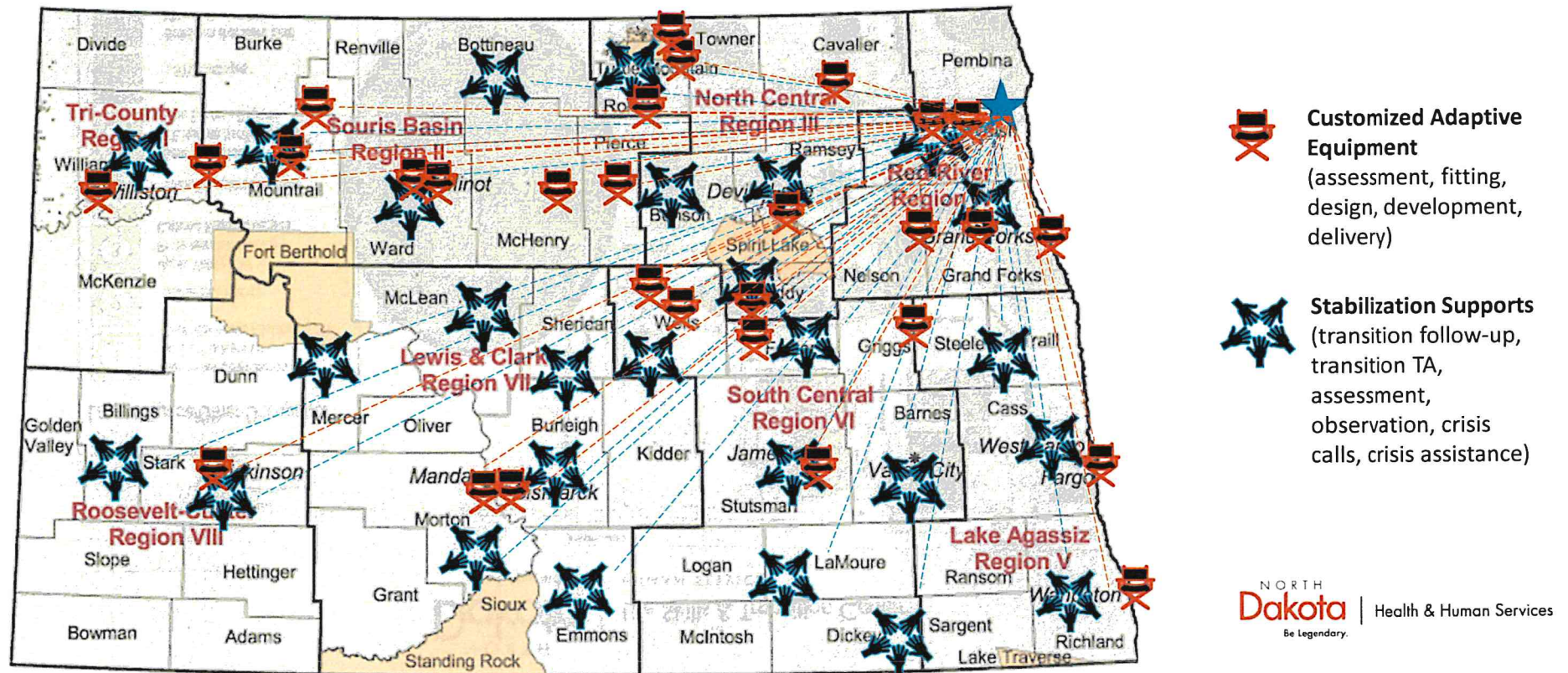
NORTH  
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**Leased Space/Other Occupants**

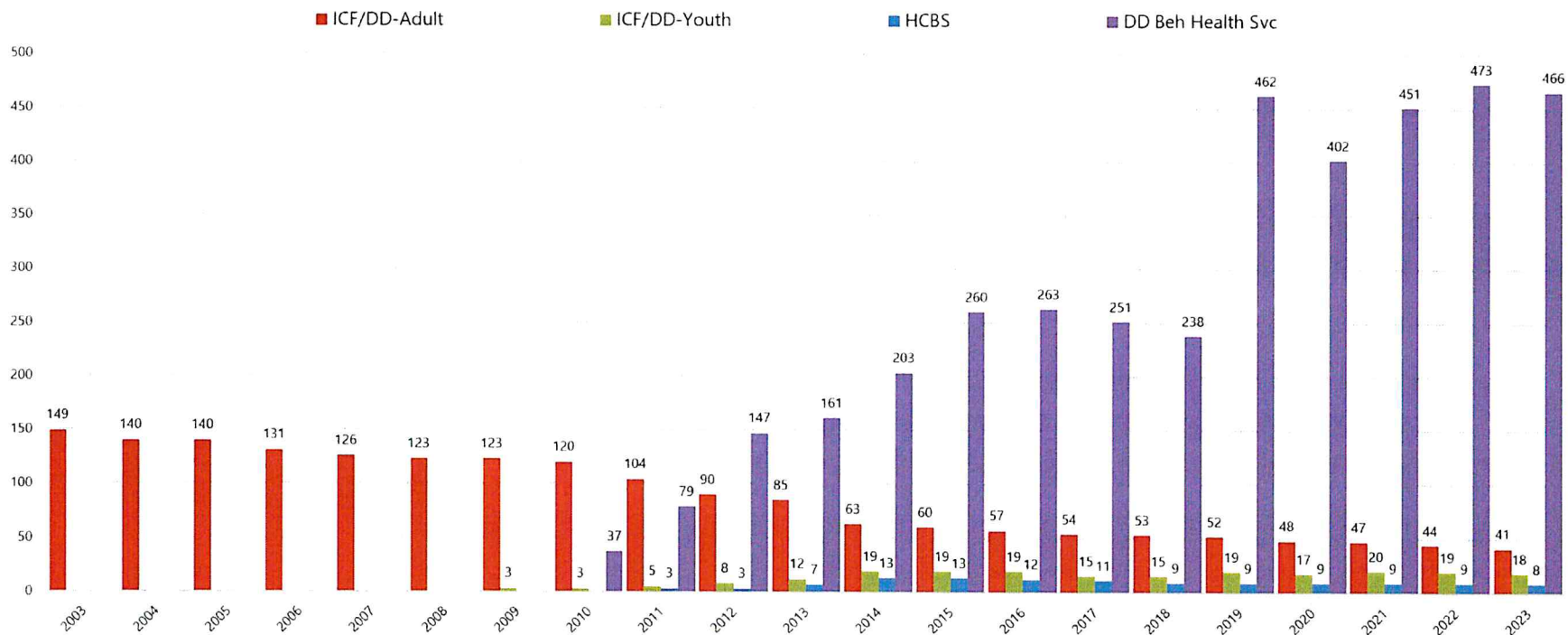
- 1 Securities Commission  
 NDDOT Drivers Lisc.  
 Dept. Economic Assistance ND
- 2 Domestic Violence
- 3 Upper Valley EDU  
 Protection & Advocacy  
 Catholic Family Charities
- 4 Little Adventures Daycare
- 5 Data Dynamics  
 NE Human Service Center  
 Kids Express Daycare
- LSTC Cottages
- Buildings that were Sold  
 Villa de Remer & Hancock Place
- LSTC Space
- Collette Community Center



# Today LSTC provides in-community transition and stabilization support across ND



# Role of LSTC in state DD system continues to evolve with greater investment in community supports



## Adaptive Equipment Service

### Meet Betsy: Replacing a manual chair with a power chair enables independence



- While at school Betsy (pictured here in her manual wheelchair) was unable to move about the building herself and was completely dependent on her school staff to move around in her environment.
- The AES team loaned her a power wheelchair to use in school to allow her to have independent mobility through the *AT4ALL Loan Program*
- Betsy immediately began to independently drive her power chair out into the hallway from the classroom and no longer required assistance for mobility. She was able to adjust the speeds independently as well.
- She was elated and was now able to be in control of her educational experience.

## Adaptive Equipment Service

### Meet Jamie: Building an activity Chair for complex seating needs



- Jamie has extreme sensory behaviors which was making it almost impossible for him to feed himself.
- This chair offers increased support and allows an upright safe position so Jamie could begin self feeding with greater independence.
- When commercial products are not available to meet people's needs, the AES team is able to modify existing equipment to better meet the needs of the person.

## Adaptive Equipment Service

Meet Laura: A creative walker-laundry-assist to support independence



- Doing laundry can be a challenge for people who use walkers.
- The AES team worked with Laura to build a custom laundry basket attachment to use with her reverse walker.
- The team took into consideration Laura's physical abilities, the layout of her laundry room, and the accessibility of her apartment building to design her walker attachment.
- With this piece of adaptive equipment, Laura can carry her laundry to the washer independently, cutting down on the amount of time she needs staff assistance.



## Adaptive Equipment Service

Meet Bill: Modifying a kitchen allows for independent access to drawers



- Bill has a physical disability that limits his ability to use his hands to open his drawers in his apartment.
- Due to the restrictions of his lease, Bill was unable to place commercial handles on the drawers as he was not allowed to drill holes into the cabinet.
- The AES team assessed his physical abilities, designed a removeable handle that he could use, and installed it.
- Now he can access his kitchen drawers independently and does not require staff assistance.

## Adaptive Equipment Service

Meet Shelly: Creating a fully customized seating system



- Shelly has extreme physical deformity and inability to bend at the hips to sit, her complex seating needs are beyond what is normally available by the commercial market.
- Shelly requires the use of a tilt-in-space wheelchair frame and a custom, single piece seating surface to accommodate her extreme physical deformities.
- This molded seating system now allows her the ability so be safely assisted in her home and community and be essentially pressure sore free.

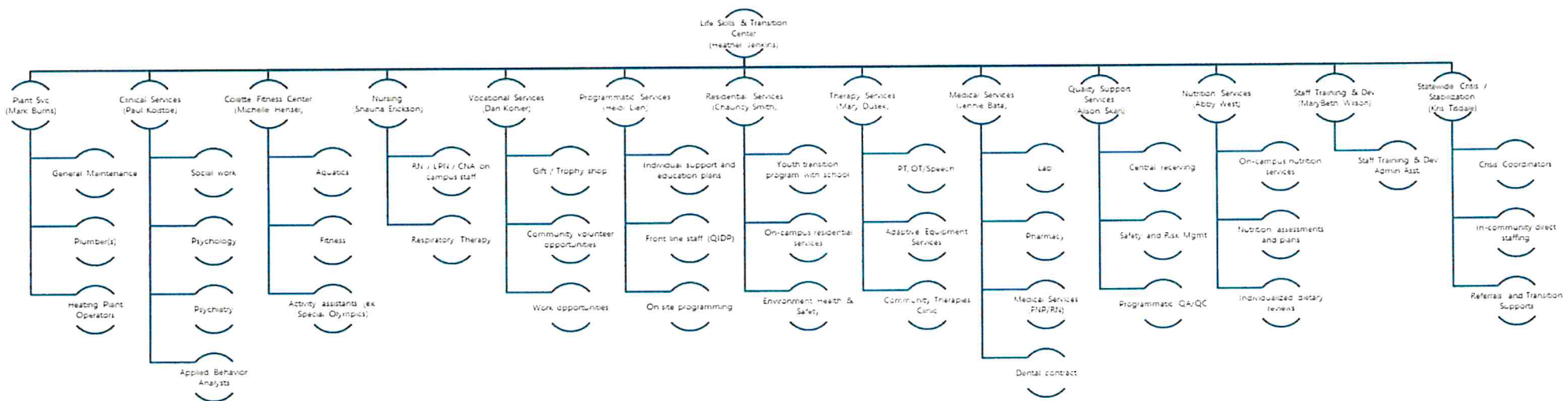
## Adaptive Equipment Service

### Meet Nora: Crafting a custom molded seating system



- Nora had been in a commercial wheelchair product which was uncomfortable and unable to meet her needs due to a significant spinal curvature.
- The AES team worked with Nora and her family in her home for the initial evaluation and all fittings to avoid the burden of transportation.
  - Nora is quite involved medically so the in-home service was appreciated.
- When the final product was delivered, Nora was able to sit upright for a full two hours without signs of discomfort.
- The chair supports her respiratory status (improved breathing and airway clearing) with the soft foam insert design and allows her to be more actively involved with her family members.

# Life Skills & Transition Center Team Structure and Staffing



Life Skills & Transition Center		
<b>21-23 Authorized FTE Base</b>	<b>23-25 Executive Budget FTE</b>	<b>12-31-22 Vacancies</b>
303.34	303.34	46.9

<b>Avg Age 47</b>	<b>Avg Years of Service 11</b>
<b>Turnover 2021 26.9%</b>	<b>Turnover 2022 17.6%</b>

# About LSTC Workforce Realities

## 303.34

**FTE**

# of full-time  
equivalent positions  
assigned to LSTC

## 3,383.5

**8-hour shifts to fill  
each month**

To fulfill the care needs of  
the current census at LSTC

**84.3%**

**Filled**

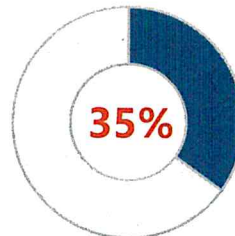
255.88

**15.7%**

**Vacant**

47.46

**October 2022**



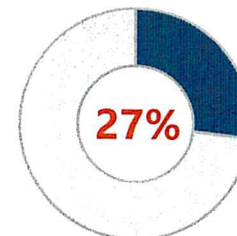
**Shifts unfilled**

After all employees scheduled

**1,225 hrs**

**Mandatory Overtime**

**November 2022**



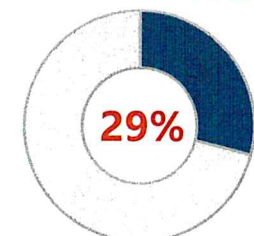
**Shifts unfilled**

After all employees scheduled

**1,454 hrs**

**Mandatory Overtime**

**December 2022**



**Shifts unfilled**

After all employees scheduled

**1,622 hrs**

**Mandatory Overtime**

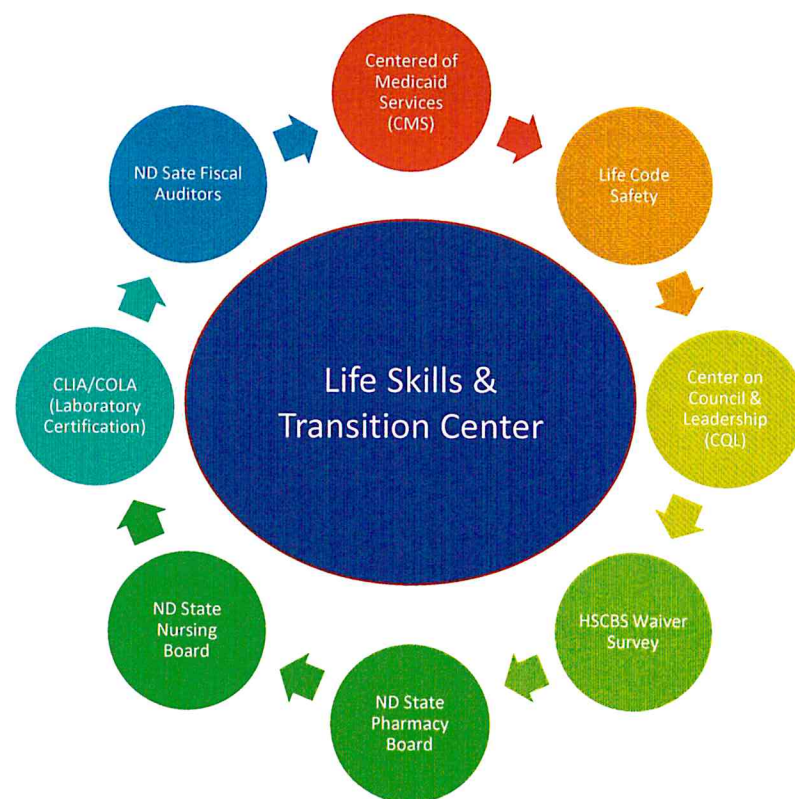
# LSTC has adopted a comprehensive approach to meeting the challenge presented by workforce constraints

- ✓ Required Mandatory Overtime both direct care and for professional level positions
- ✓ Utilizing Staffing Contracts to assist filling staffing needs
  - Worldwide Travel Staffing
  - Prime Time Healthcare
- ✓ Talent Acquisition, Retention and Employee engagement strategies
  - Recruitment bonuses for hard to fill positions
  - Retention Bonuses for current employees
  - Equity Study/Review to assure current employees are being paid fairly
  - Contracted Staffing Agencies
  - Outreach events (Career Fairs; School visits)
  - Sourcing Data collected during application process
  - Employee referral program activated
  - Midco Advertising campaign
  - Local Movie Theater Campaign
  - Increased Social media presence
  - Updated Webpage



# About Life Skills & Transition Center Audit Oversight

- Center of Medicaid services (Title XIX)
- Life Code Safety
- Center on Council & Leadership
- DD HCBS Waiver
- ND State Pharmacy Board
- ND State Nursing Board
- CLIA/COLA- Laboratory Certification
- ND State Fiscal Audit Report



# Life Skills & Transition Center : Overview of budget changes

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
Salaries and Benefits	\$ 40,600,567	\$ 14,670,358	\$ 55,270,925
Operating	7,787,912	1,591,286	9,379,198
IT Services	212,392	(15,500)	196,892
Capital Asset Expense	638,076	44,903	682,979
Capital Assets	208,055	(44,903)	163,152
Grants	-	-	-
<b>Total</b>	<b>\$ 49,447,002</b>	<b>\$ 16,246,144</b>	<b>\$ 65,693,146</b>

<b>General Fund</b>	<b>\$ 22,312,455</b>	<b>\$ 6,418,086</b>	<b>\$ 28,730,541</b>
<b>Federal Funds</b>	<b>24,572,832</b>	<b>9,471,983</b>	<b>34,044,815</b>
<b>Other Funds</b>	<b>2,561,715</b>	<b>356,075</b>	<b>2,917,790</b>
<b>Total Funds</b>	<b>\$ 49,447,002</b>	<b>\$ 16,246,144</b>	<b>\$ 65,693,146</b>

Full Time Equivalent (FTE)	303.34	-	303.34
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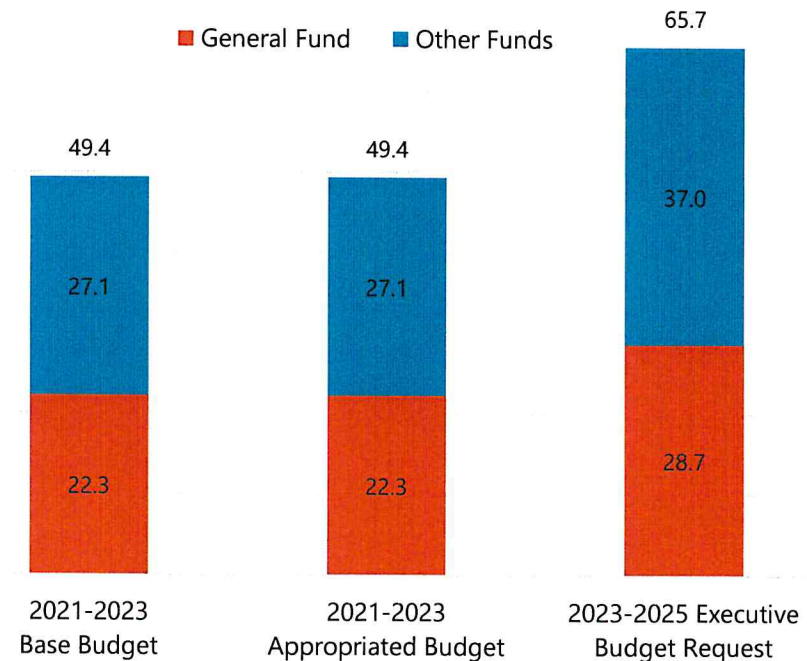


# Life Skills & Transition Center : Overview of budget changes

(IN MILLIONS)

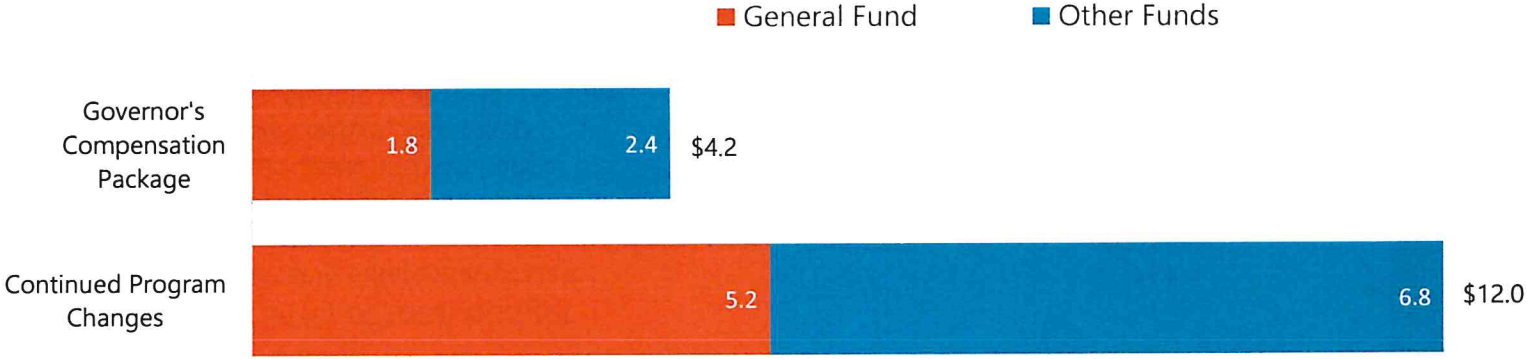
## LSTC Budget includes 303.34 FTE

- Salaries - \$55.2 million (84%) of total budget
  - Salaries-Other includes shift differential for staff working nights and weekends
  - Temp-status employees in a variety of positions (direct care staff who cover sick leave and vacations of the full-time direct care staff, activity assistants)
  - Salaries include no under-fund to allow for possible salary roll-up
- Operating costs - \$9.57million (15%) of total budget
  - Food & Clothing
  - Utilities
  - Operating Fees & Services (Contracts & Bed Assessment)
  - Pharmacy
- Capital repairs & equipment >\$5,000 - \$846,131 (1%) of budget



# Life Skills & Transition Center : Overview of budget changes

(IN MILLIONS)



# Life Skills & Transition Center: Budget Detail by Account

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
511x Salaries - Regular	\$ 21,013,703	\$ 11,489,871	\$ 32,503,574
512x Salaries - Other	610,128	556,028	1,166,156
513x Salaries Temp	1,240,800	-	1,240,800
514x Salaries Overtime	484,730	172,424	657,154
516x Salaries Benefits	17,251,205	2,452,036	19,703,241
<b>Total Salaries &amp; Benefits</b>	<b>\$ 40,600,567</b>	<b>\$ 14,670,358</b>	<b>\$ 55,270,925</b>
52x Travel	381,048	206,288	587,336
53x Supply	1,117,193	368,051	1,485,244
54x Postage & Printing	31,108	(3,000)	28,108
55x Equipment under \$5,000	108,973	6,321	115,294
56x Utilities	1,189,738	154,000	1,343,738
57x Insurance	64,121	12,289	76,410
58x Rent/Leases - Bldg/Equip	104,055	(39,975)	64,080
59x Repairs	224,565	(77,000)	147,565
61x Professional Development	126,936	(7,500)	119,436
62x Fees - Operating & Professional	4,440,176	971,811	5,411,987
67x Expenses	-	-	-
53x Supplies	32,081	1,500	33,581
60x IT Expenses	180,311	(17,000)	163,311
68x Land, Building, Other Capital	638,076	44,903	682,979
69x Over	208,055	(44,903)	163,152
69x Equipment Over \$5,000	-	-	-
71x Grants, Benefits, & Claims	-	-	-
72x Transfers	-	-	-
<b>Total Operating</b>	<b>\$ 8,846,436</b>	<b>\$ 1,575,785</b>	<b>\$ 10,422,221</b>
<b>Total</b>	<b>\$ 49,447,003</b>	<b>\$ 16,246,143</b>	<b>\$ 65,693,146</b>

## Life Skills & Transition Center : Overview of budget changes by Funding Source

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
<b>General Fund</b>	\$ 22,312,455	\$ 6,418,086	\$ 28,730,541
<b>Federal Funds</b>	24,572,832	9,471,983	34,044,815
<b>Other Funds</b>	2,561,715	356,075	2,917,790
<b>Total Funds</b>	\$ 49,447,002	\$ 16,246,144	\$ 65,693,146

# About Life Skills & Transition Center Contracts

## **Medical Contracts-** \$ 213,600

- Altru Health System
- Unity Medical Center
- Kern Dentistry
- Pharmacy

## **Plant Services Contracts -** \$1,370,991

- Montana Dakota Utilities
- Trane U.S. Inc.
- Johnson Controls, Inc.
- Schindler Elevator Corp.
- Nalco Company LLC.
- Rock's Electric Construction
- Ecolab Inc.

## **Trophy Shop-** \$23,520

## **Accreditation-** \$ 50,000

- The Council on Quality & Leadership

## **Religious Contracts-** \$15,000

## **Staffing Contracts-** \$722,000

- Worldwide Travel Staffing
- Prime Time Healthcare

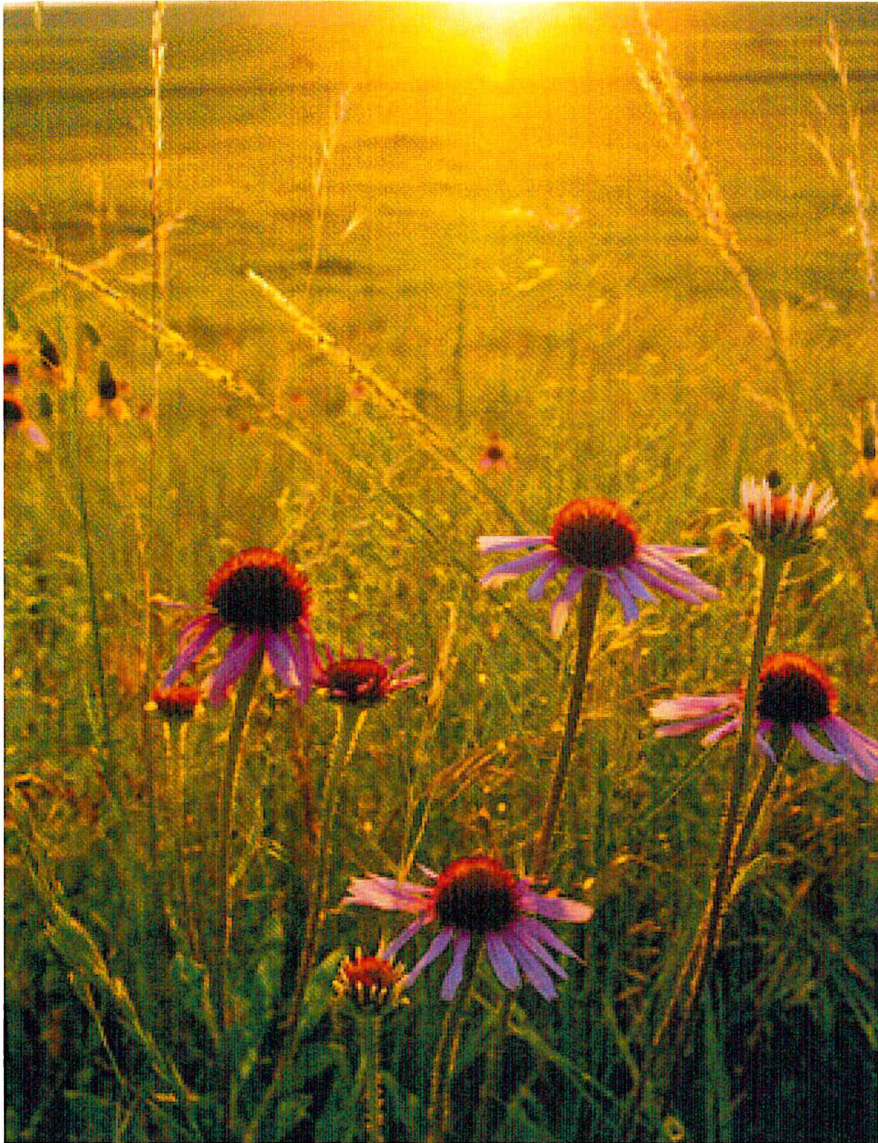
## **Other Contracts-** \$25,760

- Laaveg Law Office
- ASL Interpreting Services

# On the horizon for Life Skills & Transition Center



- Work together with system partners to create robust options for non-institutional living, optimizing autonomy, choice, self-direction and community integration to build capacity for LSTC to focus more Heavily on Stabilization and diversion
- Inter-connect and align discharge/transition/diversion planning for people to have the opportunity to learn about their options and make informed choices about the most integrated setting that is right for them
- Discontinue the Residential Habilitation Program at LSTC as this no longer aligns with the mission of services and utilize the resources throughout LSTC and continue to expand the Statewide Crisis/Stabilization supports
- Continue to collaborate on how to make use of the under-utilized buildings on LSTC campus
- Continue to re-look at and re-align Services to match the needs of ND citizens with ID/DD and fill the gaps



## Contact information

# Heather Jenkins

Superintendent, Life Skills Transition Center

[hcjenkins@nd.gov](mailto:hcjenkins@nd.gov)

[www.hhs.nd.gov](http://www.hhs.nd.gov)