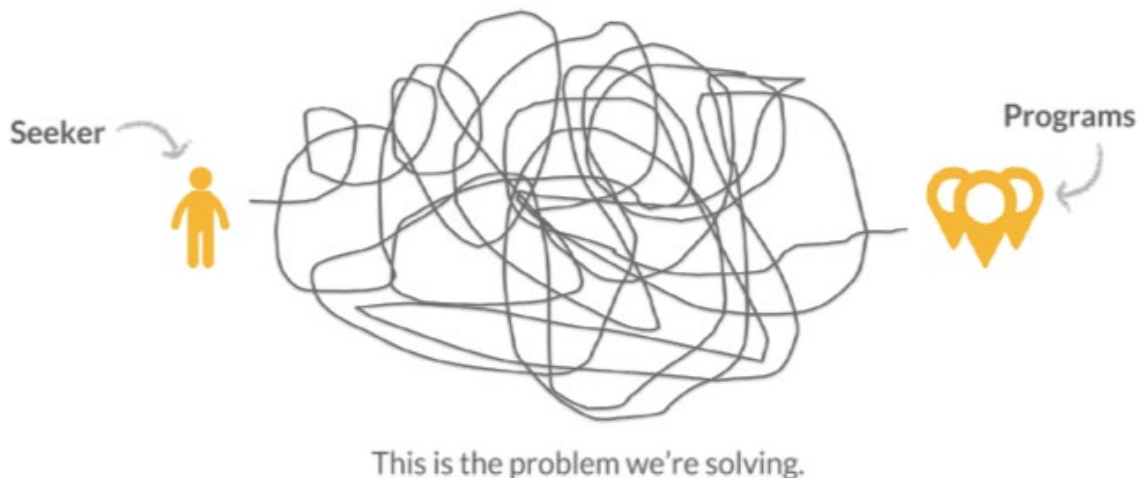




**The Morgan's Wonderland Multi-Assistance Center (MAC):
Center for Comprehensive Services for Special-Needs Individuals**

Background:

All too often, individuals with special needs get fragmented and uncoordinated health and social services from providers spread out all over the community. They often feel they don't have the support or knowledge needed to identify and navigate through their services options. As a result, they become overwhelmed by the complexities facing them and sometimes fall through the cracks. Many eventually give up. When this happens, instead of improving their health status and quality of life, they regress or remain in limbo.



The solution to this problem is a unique and innovative one-stop-shop model that provides all the medical and non-medical services needed for individuals with special needs. Such services will be offered through partner organizations and coordinated through specially-trained staff members known as Navigators. Service delivery is designed to be coordinated, comprehensive, complementary and synergistic, thus ensuring better outcomes through improved coordination and communication among the different providers. The MAC model will be person- and family-centered, efficient, holistic and integrated. Everything a person with special-needs requires will be offered in a multi-story, 120,000-square-foot structure known as the Multi-Assistance Center, or "The MAC", next door to the world-renowned Morgan's Wonderland theme park in San Antonio, TX.

The MAC is an outgrowth of several successful ventures by Morgan's Wonderland in San Antonio, also known as "Inclusion City USA" by proclamation of the San Antonio City Council. They include the non-profit and Ultra-Accessible™ Morgan's Wonderland theme park and Morgan's Inspiration Island splash park.



The Approach: A Community Driven Collective Impact Model

Given the broad range of services required by individuals with special needs, there is no one single organization that can address all the services by themselves. In order to effectively address the special needs population, the whole community needs to band together into a collective impact model where collaboration between community organizations in an efficient MAC model will yield better outcomes that will improve the lives of our special-needs population and make it easy for them to receive services. The MAC will be comprised of partner organizations from the community working together. The providers of services will be both non-profit and for-profit organizations. Bringing together many organizations into one efficient, coordinated model allows for greater synergy and follow-through for better care. The MAC will be data-driven, and outcomes based. Measuring and reporting outcomes will be key to assessing effectiveness of the model and moving The MAC forward.

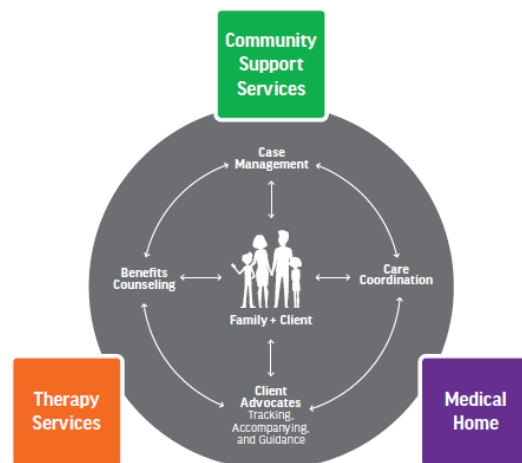
Guiding principles for the Morgan's Wonderland Multi-Assistance Center (The MAC):

- The MAC will provide comprehensive and integrated services geared toward individuals with special-needs of all ages.
 - "Special need," for the purposes of the population served by The MAC, is defined as a person of any age with a long-term impairment of cognitive, sensory, motor and/or communication function(s), either congenital or acquired, that is not readily rehabilitated. Furthermore, a special need substantially limits an individual's ability to perform activities in the range of what is considered typical for a person of the same age and cultural context. A special need may result in associated social, behavioral or mental health complexities requiring specialized intervention by a professional.
- The services provided at The MAC and through its network of affiliated organizations will be focused on addressing the social determinants of health such as transportation, income status, education level, food insecurity, socialization, etc. This approach looks at the person holistically and aims to keep them healthy and empowered with tools to live a life of higher quality.



Research has shown that focusing on social determinants of health improves outcomes and can even save money.

- The MAC will provide both medical and non-medical services.
 - The medical services will be anchored by a Medical Home clinic providing primary care and specialist services focused on managing the health of individuals with special needs. This clinic will have expert clinicians with a skillset focused on the special-needs population, something not seen in most health care settings.
 - At The MAC, there will be coordinated medical services not offered elsewhere for individuals with special needs. These include sedated dental procedures, optometric and ophthalmic exams, audiological testing, blood-drawing and other sedated procedures. The MAC will have an ambulatory surgery center infrastructure as part of the Medical Home in order to perform these sedated procedures in a coordinated way.
- The MAC will provide therapy services such as physical, occupational, speech, recreational, massage, music and behavioral.
- There will be many community organizations with a presence at The MAC providing services such as social, legal, housing, job training, education and peer support. These services not only will help individuals with special needs but also their families.
- The MAC will be unique in the scope and breadth of services provided. Currently, there is no facility in the USA offering the wide array of coordinated and tracked services for individuals with special needs as The MAC will do.
- Even though there will be many partner organizations at The MAC, there will be one centralized web presence, one centralized phone system and one centralized Welcome Center.
- The MAC Care Model can be summarized in the graph below:



Advocates assigned to all MAC clients

- MAC clients to undergo intake by an advocate to address needs
- Advocates will coordinate needs with all agencies and do periodic follow-up
- Advocates will concentrate on social work and case management
- Software to link all services and all organizations in The MAC.



Community Support Services

(Social Determinants of Health)

Day Care Centers, Sports, Benefits Counseling, Transportation, Spiritual/Chaplaincy, Educational Sessions and Workshops, Peer Support Groups, Legal Clinics, Housing Programs, Job Training Programs, Food Assistance Programs



Therapy Services

Physical Therapy, Occupational Therapy, Speech Therapy, Massage Therapy, Recreational Therapy, Behavioral Therapy, Music Therapy, Assistive Technology Lab, Counseling and Mental Health Services, Dietary Counseling and Education



Medical Home

Primary Care, Subspecialty Care, Dental Services, Eye Clinic, Audiology Clinic, Podiatry, Telemedicine, Lab, Imaging, Pharmacy



Navigation – Key to The MAC’s Success:

As the gray circle in the graphic above demonstrates, navigation at the MAC will be a system with different functions and conducted through a team-based approach with coordinated and tracked functions where medical care coordination, case management, benefits counseling and client advocacy are all working collaboratively and placing the client and family first. Navigation will be done through a team comprised of individuals performing the functions mentioned above and all working for different organizations but located at The MAC and working together under the same structure, electronic platform and policies. Coordinating and tracking all these functions is the Navigator.

Each individual with special needs that comes to The MAC potentially will be assigned a specially-trained Navigator, who will assess each person’s situation and patiently guide him or her to workable solutions to their needs, whether they are medical, therapeutic, social, financial, education, training or legal. The Navigator will conduct a comprehensive, in-person intake process with each MAC client to ascertain all areas of need. This means The MAC client will relate his or her story and circumstances only once, and the information will be entered into the system for referral and tracking going forward and updated as services are received.

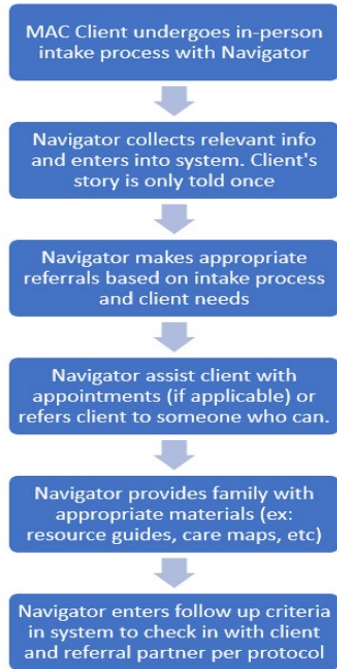
Once clients complete the intake process and enter The MAC system, follow-up will be accomplished through an innovative and integrated electronic platform, which connects all appropriate community organizations/providers and enables easy tracking and coordination of connections, referrals and follow-ups. The MAC Navigators will monitor cases to ensure movement, follow-through and success of securing required services for the special-needs individual.

Since multiple organizations will offer services at the MAC, solutions to many needs will be available on-site. The MAC’s network also will extend to services not offered at The MAC. This pioneering approach represents the future of how health care as well as social and community services should be made available for people with special needs.

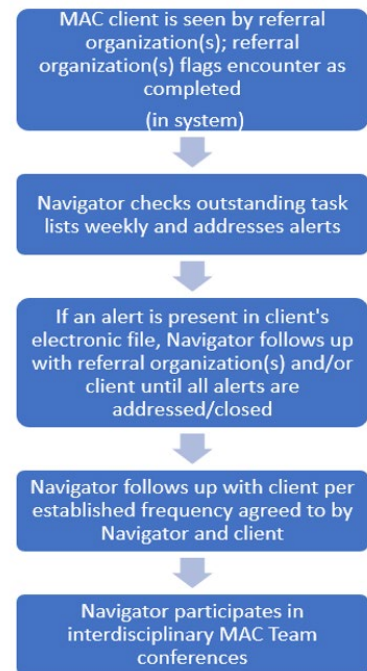
The Navigator’s ultimate key to success is to get families with special needs members committed to the plan of services arranged for them. It will be necessary and required for The MAC clients to commit to following through on their care plans. Just as importantly, the Navigator will serve as support for The MAC clients and their families. For example, he or she will offer encouragement along the way as well as provide assistance with tasks such as helping fill out applications, following up with clients and their referral partners to ensure coordination and cooperation, etc. Not only will this partnership between The MAC client and Navigator team lead to success but also serve as a quality control measure, ensuring that all aspects of The MAC process are operating as intended and with positive outcomes.



MAC Navigator Intake Process



MAC Navigator Follow up Process





Target Population

The MAC will target individuals with special-needs of all ages.

Medical and social services experts have stated that The MAC will be a destination point for individuals with special needs from across the region, state and country. The MAC could eventually become the “Mayo Clinic” for individuals with special needs. Even though this may be the case, our target population during the first years of operation will be the local and regional special needs population. According to a 2016 disability profile report produced by the Texas Workforce Investment Council, the Alamo region (comprised of San Antonio and the surrounding counties) has declared the following number of individuals with special needs:

LWDA 20: Alamo

Table 43: LWDA 20 Alamo—Individuals with Disabilities by County, 2014

County	Population 2014	Individuals with Disabilities	Disabilities					
			Vision	Hearing	Ambulatory	Cognitive	Self- Care	Ind. Living
Atascosa	47,774	8,089	1,930	2,631	4,042	3,354	1,638	2,834
Bandera	20,892	3,685	879	1,199	1,841	1,528	746	1,291
Bexar	1,855,866	159,979	31,365	45,388	85,561	63,020	37,716	61,147
Comal	123,694	22,891	5,109	8,563	12,621	7,056	5,206	7,212
Frio	18,531	3,106	741	1,010	1,552	1,288	629	1,088
Gillespie	25,520	5,414	1,419	1,700	2,924	2,205	1,192	1,960
Guadalupe	147,250	20,363	4,275	2,656	10,713	7,099	4,147	7,414
Karnes	14,906	3,106	672	935	1,654	1,121	690	1,302
Kendall	38,880	7,270	1,906	2,283	3,927	2,961	1,601	2,632
Kerr	50,562	10,801	2,832	3,392	5,835	4,399	2,379	3,911
McMullen	805	140	44	46	75	51	43	47
Medina	47,894	8,297	1,980	2,699	4,146	3,440	1,680	2,907
Wilson	46,402	9,026	1,954	2,718	4,807	3,257	2,005	3,785
Alamo Total	2,438,976	262,167	55,107	75,219	139,698	100,778	59,672	97,530



The data in the table above comes from the “Alamo Area” as shown in the graph below (light green):



According to these data, there are 262,167 individuals with special needs in the San Antonio regional area. All these individuals fall under the definition of special needs as it relates to the MAC. The Star Kids and Star + programs are means tested Medicaid Managed Care programs for individuals with special needs that are low income. Two insurance companies that are assisting with the design of the MAC Care Model cover 47,000 Star Kids and Star + individuals in the San Antonio metropolitan region. These insurance companies are interested in being part of The MAC and will have their service coordinators on-site at The MAC in order to guide and ensure their members to get all the services they need at the facility or referred as required for needed services. We anticipate 11,000 special needs individuals registering with our Navigators at The MAC during our first year in operation. We are projecting an average of 10 visits to the MAC per year for each MAC client and this translates to an average daily volume of 500 visits per day. This is a conservative estimate given all the organizations and services that will be available at the MAC.

Once the facility opens, we anticipate an increase in individuals becoming MAC clients and we plan to scale to meet the surge in interest in the years ahead. The growth we are anticipating will come not only from the San Antonio metropolitan region but also from other Texas regions such as the Middle Rio Grande region, the South Texas Region, the Lower Rio Grande region, the Coastal Bend region and the Golden Crescent region in the Texas county map above. Individuals with special-needs in these areas are historically underserved and organizations that provide services in these regions have already expressed interest in having the MAC be a resource for these individuals. There are 338,008 individuals with special needs in these regions and we anticipate serving many of them once The MAC is open and expands to meet the goals of as many special needs individuals and their families as possible. If the



growth we are expecting due to the increased interest in the MAC materializes, we have put together a vision of a MAC complex that can serve many tens-of-thousands more special-needs individuals of all ages:



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