



Mission: To support and provide advocacy for providers to ensure the availability of high-quality programs, services, and funding adequate to support the individuals with intellectual and developmental disabilities they serve to achieve a life of increasing independence, productivity and integration.

# Board Retreat 2020

11.18.2020



## **OPRA BOARD Retreat**

### **Agenda**

**November 18, 2020**

**9-12**

- Call to Order and “Safe Place” statement (Jamie Steele)
- Financial Statements and 2021 Budget (Adam Guinther)
- Code of Regulations (Bob Gaston, Jamie Steele, Pete Moore)
  - Review Changes
  - Next Steps, Member Approval
- Dues proposal (Roy Cherry, Pete Moore)
- Strategic Plan and Guiding principles (Pete Moore and Jamie Steele)
  - Adopt as strategic Plan
- Board and committee Schedule proposal for 2021 (Jamie Steele, Pete Moore)
- 2021 State Budget Discussion (Pete Moore, Christine Touvelle)
- Redistricting Discussion (Bob Gaston, Jamie Steele, Pete Moore)
- OPRA Diversity Statement (Jamie Steele)
- Additional Discussion

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We would like to thank you for attending this meeting. This meeting, like all of the OPRA Committee meetings, are designed to offer a safe place for OPRA Members to share thoughts, opinions and ideas. The OPRA Team and the OPRA Board relies on these discussions to inform our efforts to provide Advocacy, Information and Resources. We are respectfully asking you, as a participant, to assist us to make this a safe place for professionals to openly share without fear. It is important that when personal experiences are shared, there is an assurance that what is shared stays within this group. We are looking forward to an open and honest conversation and we would like to thank you for being a part of this important meeting.

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# *Dues Restructure*

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## Introduction

In 2019 the Board appointed a Dues Restructuring Committee in response to concerns that OPRA dues are too high. Since its founding the committee has been working on a variety of possible dues methodologies to address members' concerns. On the following pages the dues restructure proposal outlines a new approach to OPRA's dues structure for Board approval and for implementation in 2021.

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## *OPRA Provider Member Dues Structure Proposal 2021*

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### **Summary**

For the past couple of years, the OPRA Board and the Dues Restructuring Committee has been exploring the possibility of restructuring dues. There were many reasons to pursue this idea with the main one being a complaint from members that the dues are “too high.” Much of the feedback we received during last year’s strategic planning process reinforced that sentiment. As we designed the updated structure we were trying to address this concern while also doing the following:

- Develop a dues system that was structured and logical
- Learn from the pitfalls of the Tiered Dues structure and implement a new approach that is transparent for our members. Under the new structure new members will receive a 35% discount in their first year.
- Address the access to OPRA member information to those who are not provider members.

This dues structure, if approved by the Board, will be implemented in 2021. Those members who are currently in Tier 1 of the current dues structure will continue in the Tiered structure until they get to Tier 3. They will then enter the new proposed dues structure in 2022. Under the new proposed structure 88% of our current members are going to see a reduction of dues. It is important to acknowledge the unpredictability of the Coronavirus and its impact on the revenue of our Provider members. Many of our members who operate day services have seen a large drop in their revenue which will also impact the amount of dues they will pay.

**On the following page you will see the breakdown of the new OPRA Provider Member dues structure.**

OPRA Proposed Dues Structure				
Gross Revenue		Annual Dues		1st Year Dues
Under	\$100,000	\$500		\$325
\$100,000	\$499,999	\$1,000		\$650
\$500,000	\$999,999	\$2,500		\$1,625
\$1,000,000	\$2,499,999	\$5,000		\$3,250
\$2,500,000	\$4,999,999	\$7,500		\$4,875
\$5,000,000	\$7,499,999	\$10,000		\$6,500
\$7,500,000	\$9,999,999	\$15,000		\$9,750
\$10,000,000	\$14,999,999	\$20,000		\$13,000
\$15,000,000	\$19,999,999	\$25,000		\$16,250
\$20,000,000	\$24,999,999	\$30,000		\$19,500
\$25,000,000	\$29,999,999	\$35,000		\$22,750
\$30,000,000	\$34,999,999	\$40,000		\$26,000
\$35,000,000	\$39,999,999	\$45,000		\$29,250
\$40,000,000	\$44,999,999	\$50,000		\$32,500
\$45,000,000	\$49,999,999	\$55,000		\$35,750
\$50,000,000	\$54,999,999	\$60,000		\$39,000
\$55,000,000	\$59,999,999	\$65,000		\$42,250
\$60,000,000	Greater	\$70,000		\$45,500
Independent Provider		\$100		
First Year Discount		35%		

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## *OPRA Non Provider Dues Structure Proposal 2021*

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### **Public Entity Level 1 - \$1000**

This member will have access to Friday Calls, the Weekly Friday 5 and other info that is not for members only. This member will also have access to a monthly “partnership” meeting with the OPRA Team and members.

### **Public Entity Level 2 - \$3000**

In addition to Public Entity Level 1 member benefits this member will have access to the HR, Health, Day Array, Employment, ICF and Residential Waiver Committees (The chairs of the committees have the opportunity to declare any meeting as a “provider only” meeting if there is information being discussed that is crucial to OPRA policy decisions and/or strategies).

### **Small Provider Support Project \$1000 per provider**

A public entity or another group may have the opportunity to sponsor/pay for a 1-year OPRA membership for a small provider (small provider = gross revenue less than \$500,000). The small provider would have full access to the full benefits provided by OPRA to its Provider members. The public entity that sponsors a provider will receive a Public Entity Level 1 Membership if a minimum of 2 and no more than 3 providers are sponsored, and a Public Entity Level 2 membership if 4 or more providers are sponsored. For every 4 small providers sponsored, another member in your community will be given an OPRA membership free of charge.

### **Individual members \$35**

These members will have access to Friday Calls, the Weekly Friday 5 and other info that is not for members only.

**NOTE:** In regards to the following items, we are still working on a structure for the associate members that will work with the structure that we currently offer to sponsor our conferences and other events. Changes may not take place until 2022 for these categories.

#### **Associate Members Level 1 - \$500**

This member will have access to Friday Calls, the Weekly Friday 5 and other info that is not for members only. This member will also have access to a monthly “partnership” meeting with the OPRA Team and members.

#### **Associate Members Level 2 - \$3000**

In addition to Associate Member Level 1 member benefits, this member will have access to the HR, Health, Day Array, Employment, ICF and Residential Waiver Committees (The chairs of the committees have the opportunity to declare any meeting as a “provider only” meeting if there is information being discussed that is crucial to OPRA policy decisions and/or strategies). This member will also receive exhibitor tables at OPRA’s Spring and Fall conferences and ¼ sheet ad in our conference magazines.

#### **Gold Vendor Partner (Dues determined by vendor agreement, minimum contribution of \$3500)**

In addition to Associate Member Level 2 benefits, this member will have 5 opportunities to sponsor a Friday 5 call and our weekly Friday 5 publication. We will announce the weekly sponsor during our call and your company information will be included in our publication.



# *Strategic Plan*

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## **Introduction**

In 2019 the Board worked on gathering feedback from OPRA members to understand what OPRA should be focusing on in the upcoming years. It was decided that there were 3 critical areas that OPRA should address:

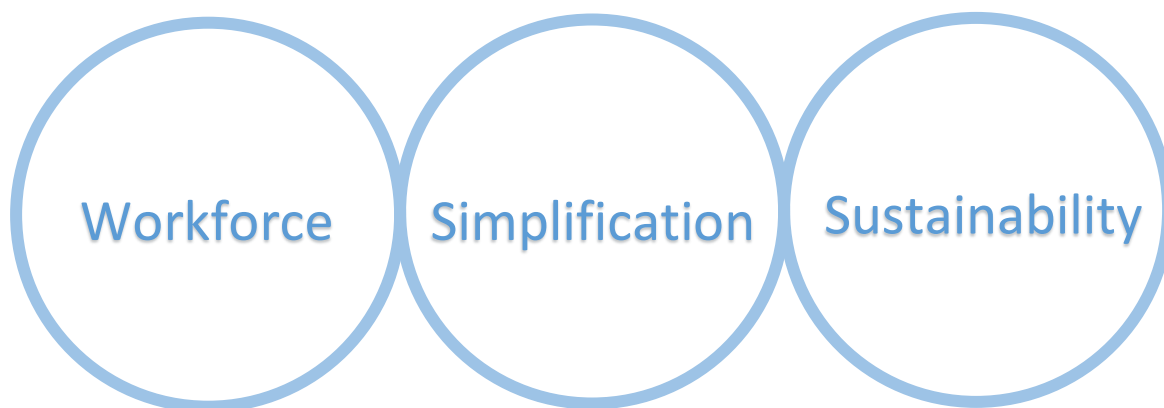
- Workforce
- Sustainability
- Simplification

Over the course of 2020 through discussion with members, OPRA Committees, including the Policy Committee and the OPRA Board our thoughts began to evolve. The 3 focus areas continue to be crucial but we were in need of some foundational, vision based statements that captured the themes of what is most important to OPRA and it's members. These "Guiding Principles" will drive the priorities and efforts as we move beyond the Coronavirus Era and into the future of DD services in Ohio. We are asking the Board to adopt these Guiding principles as the basis of OPRA's strategic plan.

On the following pages you will see the basis for last year's strategic plan, the guiding principles, an example of the guiding principles in action as illustrated by the workforce grid and the three tools OPRA staff use to impact our members and Ohio's DD system (Advocacy, Information, and Resources).

# Strategic Plan 2020

**Mission: To support and provide advocacy for providers to ensure the availability of high-quality programs, services, and funding adequate to support the individuals with intellectual and developmental disabilities they serve to achieve a life of increasing independence, productivity and integration.**



## Workforce

OPRA will promote the value of working the in the developmental disabilities field and support professionals to excel.

## Simplification

OPRA will take a lead role in designing a system in Ohio that is simplified and values positive relationships.

## Sustainability

OPRA will advocate to ensure adequate resources and support in order to provide exceptional services.

# OPRA's Strategic Plan 2020

## Goal Area #1: Workforce Sustainability

***OPRA will promote the valued experience of working in the DD Field and support professionals to excel.***

Objective #1: OPRA will provide Training Opportunities for middle managers.

Objective #2: OPRA will promote the value of being a DSP.

Objective #3: OPRA will support providers to see the value in positive workplace environments.

Objective #4: OPRA will gather the workforce data needed to understand the intensity and impact of the workforce crisis.

## Goal Area #2: Provider Sustainability

***OPRA will advocate to ensure accountable and quality services***

Objective #1: OPRA will work with our partners to ensure funding that will sustain quality services across the entire spectrum of services our members provide.

Objective #2: OPRA will develop and maintain learning collaboratives designed to bring Providers and County Boards together for shared learning experiences.

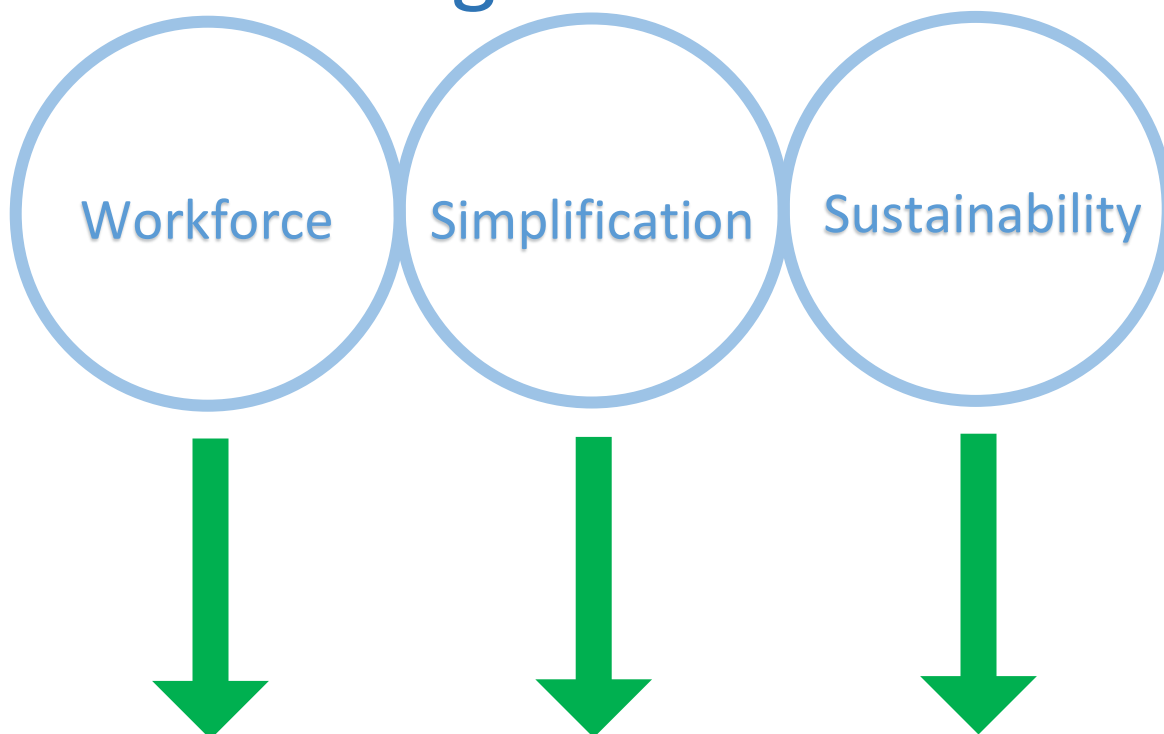
## Goal Area #3: Simplification

***OPRA will advocate for a simplified system that promotes the value of meaningful relationships.***

Objective #1: OPRA will begin to compile a list of processes that interfere with the efficient delivery of services and the ability to build positive relationships.

Objective #2: OPRA will develop the "Look in the Mirror" project designed to help providers identify internal barriers to the efficient delivery of services and the building of positive relationships.

# Strategic Plan 2021



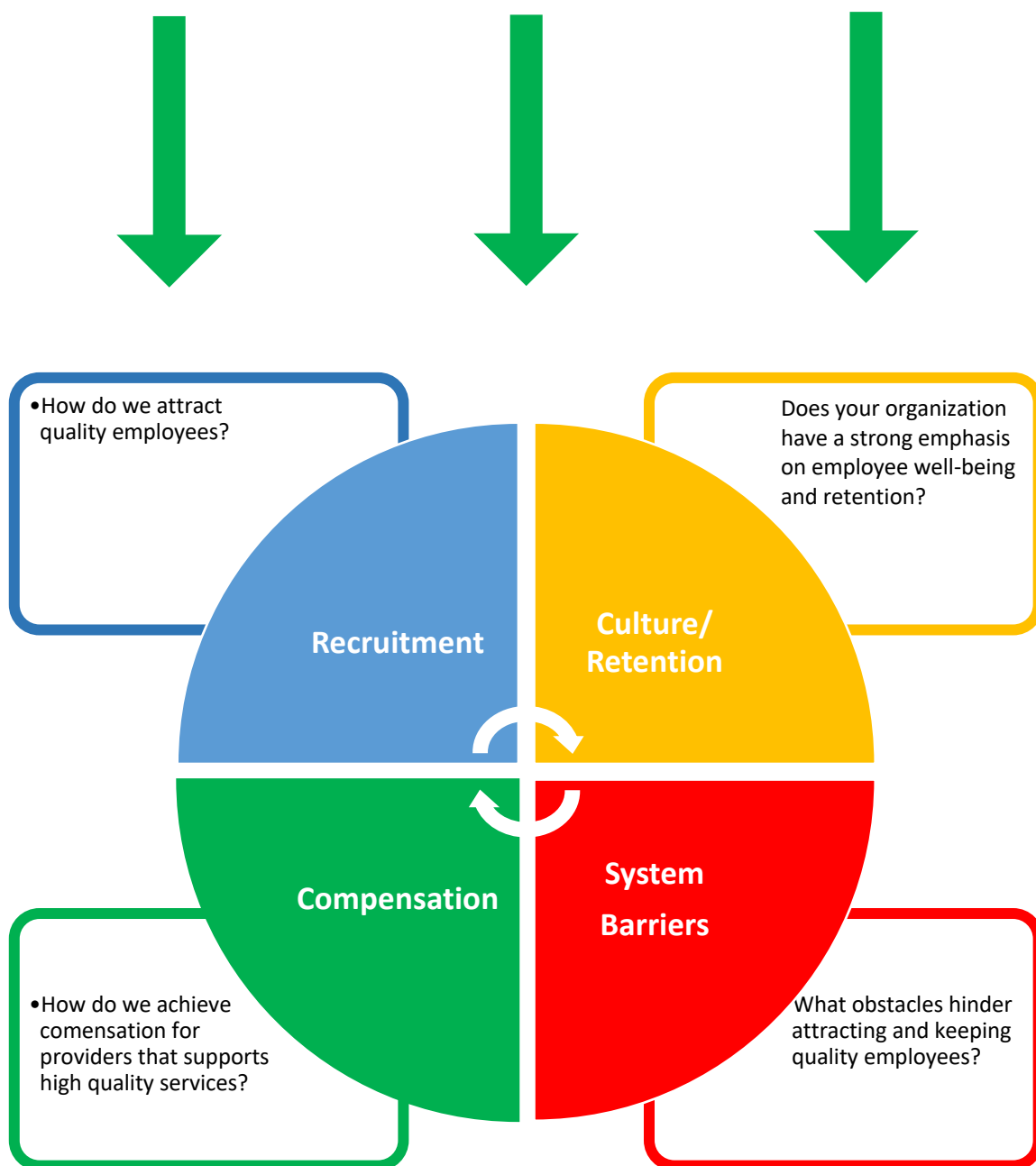
**Principle #1:** We believe the primary focus of our work is the positive and supportive relationship between front-line professionals and the people they support.

**Principle #2:** We believe providers should be supported and trusted to support people with developmental disabilities and operate effective and successful organizations.

## Guiding Principles

**Principle #3:** We believe providers must be sufficiently compensated to deliver essential services to meet the needs of the people they support in an ever evolving society and system.

**Principle #4:** We believe all services currently provided across the spectrum of services should be recognized as crucial to each and every person we serve.



OPRA AIR is what the OPRA team uses to organize our efforts when it comes to all of the strategic priorities we take on.

**A**

**Advocacy** - OPRA will work with local, state and federal partners as well as engaging members in advocacy initiatives to secure support and relief to manage COVID-19.

**I**

**Information** - Through member calls and newsletters, OPRA will keep members apprised of the latest updates on state agencies, pending legislation and local news coverage.

**R**

**Resources** - OPRA will provide develop, compile and share tools and templates for members to navigate the crisis and recovery including tools for political advocacy, a database of PPE distributors and toolkits for local media outreach.

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# *Board and Committee Schedule*

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## Introduction

The following schedule was developed to help us make the most of the time we have together while also appreciating the commitment it takes to be an active OPRA member and Board Member.

## OPRA Board and Committees Schedule

Month	Board Meeting (4 <sup>th</sup> Wednesday*)	Policy Committee (2 <sup>nd</sup> Wednesday)	HR & Health (2 <sup>nd</sup> Wednesday) ICF & Waiver (3 <sup>rd</sup> Wednesday)	Day Array (1 <sup>st</sup> Thursday)
January	1/27/21	1/13/21		1/7/21
February			HR & Health 2/10/21 ICF & RW 2/17/21	2/4/21
March	3/24/21	3/10/21		3/4/21
April			HR & Health 4/14/21 ICF & RW 4/21/21	4/1/21
May	5/26/21	5/12/21		5/6/21
June			HR & Health 6/9/21 ICF & RW 6/16/21	6/3/21
July	7/28/21	7/14/21		7/1/21
August			HR & Health 8/11/21 ICF & RW 8/18/21	8/5/21
September	9/22/21	9/8/21		9/2/21
October			HR & Health 10/13/21 ICF & RW 10/20/21	10/7/21
November	11/17/21	11/10/21		11/4/21
December			HR & Health 12/8/21 ICF & RW 12/15/21	12/2/21

\*In November the Board meeting will be held on the 3<sup>rd</sup> Wednesday due to the Thanksgiving Holiday.

Note: This is a proposed schedule for the OPRA Committees, If any of the Committee Chairs would like modify their schedule or schedule a meeting outside of this schedule they can call a committee meeting as needed.



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# *Redistricting and Term Limit Introduction*

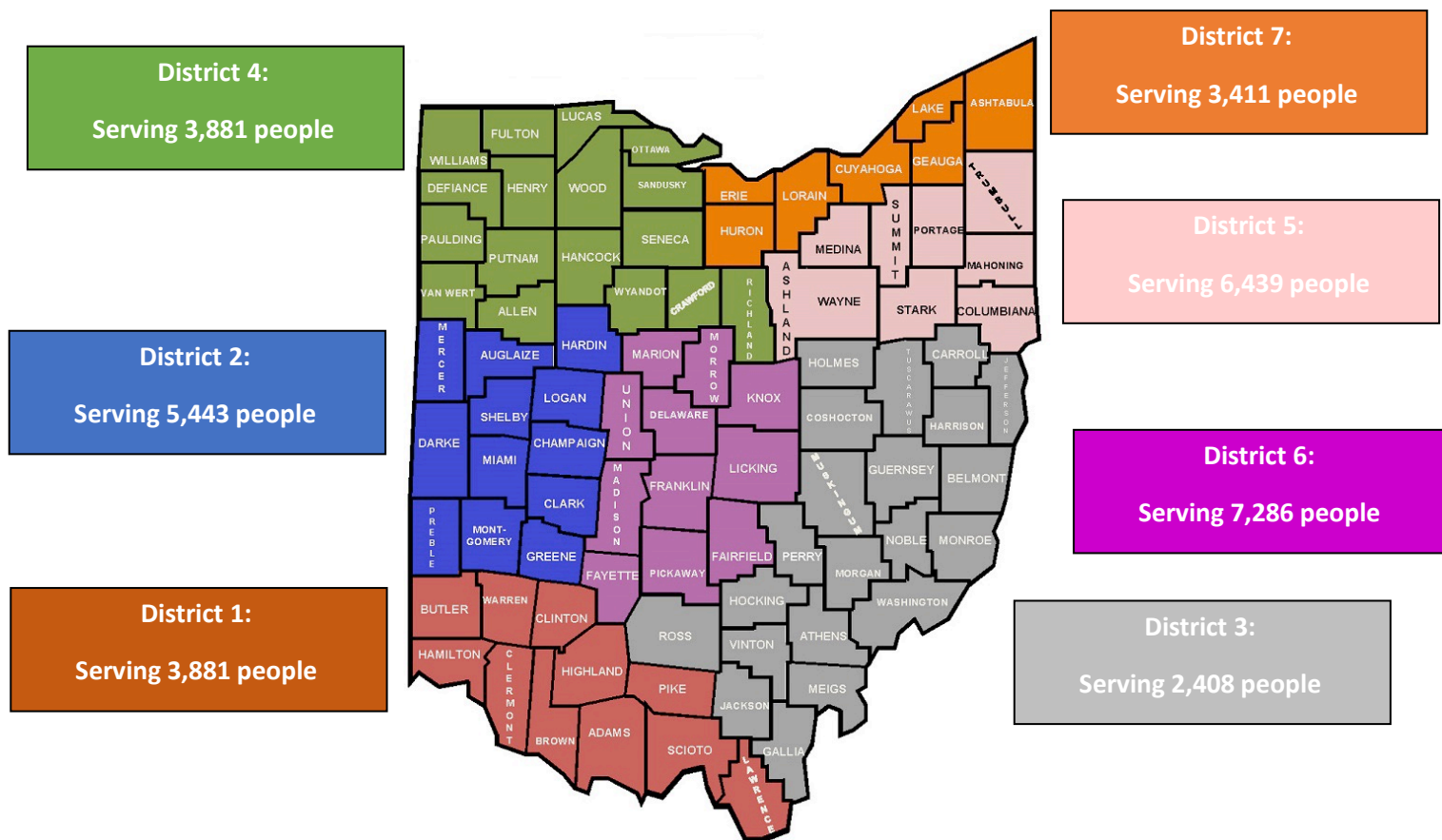
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## Introduction

For the past year and a half, the Governance committee has been working on modifications and updates to the OPRA Code of Regulations. Part of that work has involved a discussion about the current layout of the OPRA Districts. The question is, “do the current districts still offer the organization needed for our member and board members and do they serve our strategic interest. This section is designed to prompt discussion about our districts and board member term limits. No action will be taken on these items in 2020, this is simply a time to prompt a discussion for possible action in 2021.

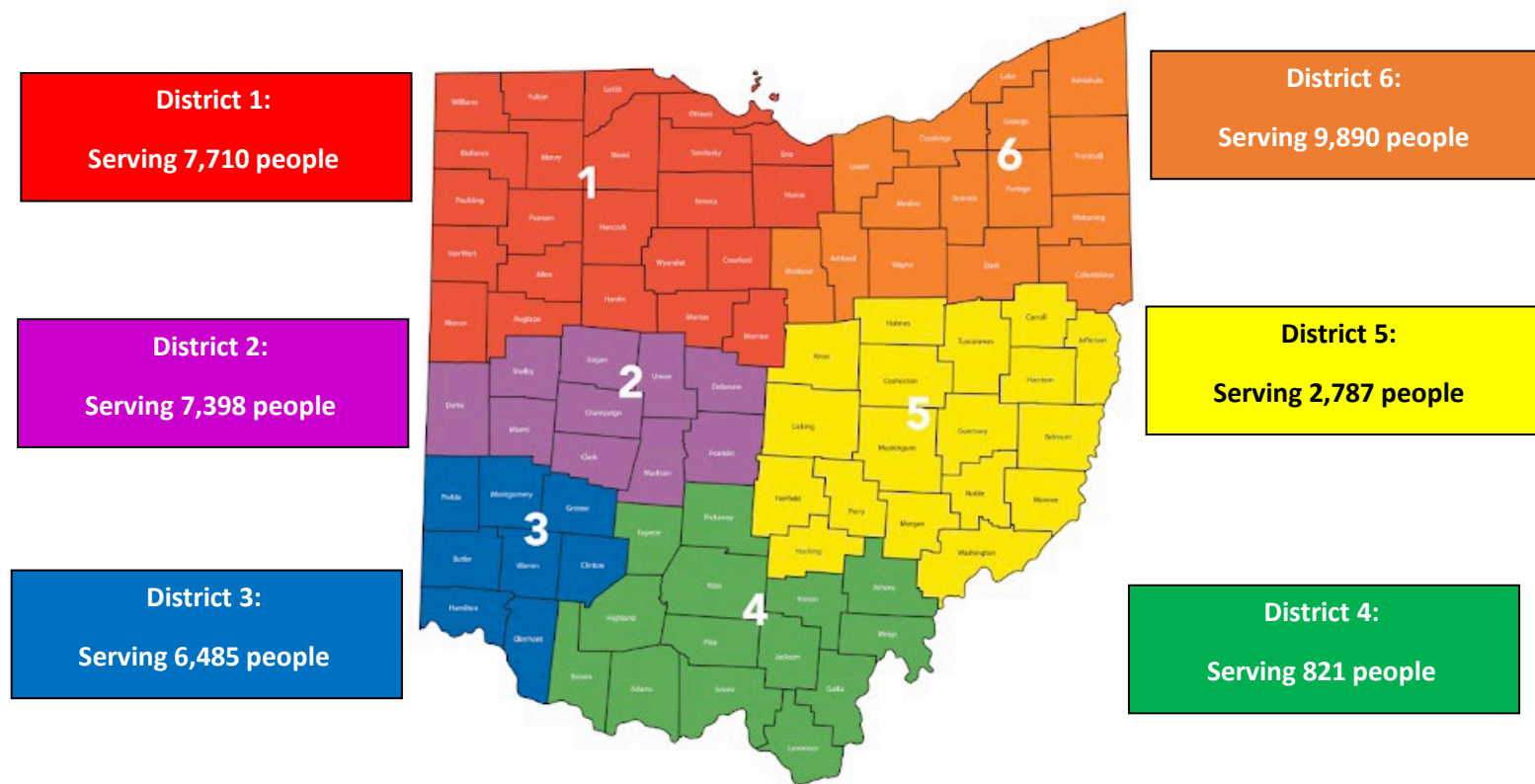
## Redistricting proposal #1

(The elimination of OPRA District 8 (statewide providers))



## Redistricting proposal #2

### (Alignment of OPRA Districts with Regional Superintendent Districts)



#### Potential Advantages

- Regional collaboration with County Board Superintendents
- Opportunities for joint education and training on a regional basis
- Collaboration and cooperation on issues that are specific to regions (There are examples during the global pandemic that regional collaboration was needed and helpful)
- Provide opportunities for small group discussions on important issues impacting our field (workforce, simplification, system reform, sustainability, etc.)
- Opportunity to develop regional provider support networks and examine specific ways that County Boards can assist providers to be successful

#### Potential Disadvantages

- Creates large gaps in numbers of people served between districts
- Why should we feel the need to align with any other group?
- A radical change in the districts that may not provide enough benefit to support the change

### **Length of Terms and Term Limits:**

Option 1: 2 – four-year terms

Option 2: 2 – three-year terms

Length of Terms and Term Limits. The term of service for a Director shall be 3-years **OR** 4-years. Each Director shall be limited to serving two consecutive terms, and then must remain off the Board of Directors for at least 12 months.

### **Board Member Elections:**

To the maximum extent possible, Director terms shall be staggered, such that approximately one third of Directors shall stand for reelection in each year.

**Option 1:** Currently when there are board member elections, we go district by district and all of the members for that district are up for reelection. This option would continue that practice and the term limits would start district by district as board members are elected/reelected.

		<b>Jan. 1 – Dec. 31</b>	
<b>Fall Election Year</b>	<b>Districts up for Election</b>	<b>Three-Year Terms</b>	
November 2020	Districts 2, 3 & 5	2021	2023
November 2021	Districts 6 & 8	2022	2024
November 2022	Districts 1, 4 & 7	2023	2025
November 2023	Districts 2, 3 & 5	2024	2026
November 2024	Districts 6 & 8	2025	2027
November 2025	Districts 1, 4 & 7	2026	2028
November 2026	Districts 2, 3 & 5 – New slate of Directors if all are re-elected in 2023	2027	2029
November 2027	Districts 6 & 8 – New slate of Directors if all re-elected in 2024	2028	2030
November 2028	Districts 1, 4, & 7 – New slate of Directors if all are re-elected in 2025	2029	2031

		<b>Jan. 1 – Dec. 31</b>	
<b>Fall Election Year</b>	<b>Districts up for Election</b>	<b>Four-Year Terms</b>	
November 2020	Districts 2, 3 & 5	2021	2024
November 2021	Districts 6 & 8	2022	2025
November 2022	Districts 1, 4 & 7	2023	2026
<b>**NO BOD ELECTIONS IN NOVEMBER 2023</b>			
November 2024	Districts 2, 3 & 5	2025	2028
November 2025	Districts 6 & 8	2026	2029
November 2026	Districts 1, 4 & 7	2027	2030
<b>**NO BOD ELECTIONS IN NOVEMBER 2027</b>			
November 2028	Districts 2, 3 & 5 – New slate of Directors if all are re-elected in 2024		
November 2029	Districts 6 & 8 – New slate of Directors if all are re-elected in 2025		
November 2030	Districts 1, 4, & 7 – New slate of Directors if all are re-elected in 2026		

Option 2: This option would mean that every year there will be an election where one member per district will be up for election. This option would require each current board member to randomly select a one, two, or a three-year level of a first term (assuming we go with three year terms), this would adjust their current term so we can begin this new election cycle. (Need to think/work through the details on this process). This option will take some time to conceptualize. First, I suggest you start this option for 2021 elections. Especially if you plan to redistrict since District 8 is up for election next year. Second, this option will take some meticulous record keeping for each individual Board Member. In addition, we will have to run elections in all 8 Districts (7 if we redistrict) opposed to the 2 or 3 Districts we do now every year.

# Policy Committee

## Summary

The policy committee serves as the clearinghouse for most issues affecting any aspect of DD services, and makes recommendations for action to OPRA's board of directors. Every effort is made to allow sufficient time to discuss issues in detail in order to understand the impact on individuals and providers, and to consider what position OPRA should take on a given issue. OPRA Committees examine issues and may pass them on to the Policy Committee for review. Ad hoc workgroups may also be established from time to time to examine issues more fully. The policy committee is chaired by the vice chair of the board of directors with a representative provider group selected to serve as the core committee. This core committee is tasked with convening and commenting on policy issues as they arise, whether during a meeting or between meetings. Other committee work flows through policy committee to the board of directors, and vice versa.

- Welcome and Introductions
  - Core Committee: Diane Beastron, Scot DeLong, - Co-Chair, Jennifer Marshall, Ryan Knodel, Tim Neville, Jeff Johnson, Dave Rastoka, Jo Spargo, Shelly Wharton
- OPRA AIR Report/General Highlights:
  - Advocacy- Conference, PAC outing, acuity C payments, and working with DODD on the appendix K resubmission to CMS.
  - Information- continued development of the OPRA guiding principles, OPRA virtual conference, HHS 3<sup>rd</sup> tranche information and guidance, funding crosswalk, 6 OPRA committees met in October
  - Resources- OPRA virtual conference, "No Right or Wrong Video", shared resources for National Disability Employment Awareness Month, continued updating of PPE resources.
- Election Results & Budget Considerations for 2021
  - Christine Touvelle and Anthony Aquillo from The Success Group gave an overview of the state and federal elections and how the results could impact the DD services in the future.
  - State Key Players- in the Ohio General Assembly, key players will mostly remain- now Senator Romachuk, Senator Dolan, Senator Oelslager, and Representative Lipps. Speaker Cupp could be a champion but may have his own priorities for the next GA. It is likely that Senator Matt Huffman will be the Senate President.

- There will be many new faces in the General Assembly and OPRA Members should consider how they start to build relationships with their newly elected members of the GA.
- Federal Update- Joe Biden is the President Elect. Expect a pretty dramatic shift in how the federal government approaches their duties and operates more generally.
- Will need to keep close eye on how the Biden administration approaches the Medicaid program. This could be impacted by the Supreme Court's case on the Affordable Care Act that will likely be decided in early 2021.
- Guiding Principles Updates
  - Guiding Principle #1: Continuing the Workforce Crisis discussions
  - 4 Fronts of the Workforce Crisis- recruitment, culture/retention, compensation, system barriers
    - **Recruitment Themes**- the Policy Committee recognizes that there is not one silver bullet to fix the workforce crisis and the solution has to have multiple approaches.
    - **Focus Group Retention Themes** - awareness campaigns, better volunteer engagement, partnerships with schools and local and state JFS', need for a DSP career path, competition for competitive wages, identifying resources for staff who need them, and improving images of the DD system/providers.
    - Additional feedback from the committee- Do we shift away from medical model of recruitment (move to anyone who may be into social justice and human connection)? Is there more flexibility in how providers traditionally create shifts to be able to attract a bigger workforce?
    - **Culture Themes**- DSPs want to be involved in company decisions, have a say in direct care, and then compensation.
    - DSP forum so that DSPs feel that they have a voice? Further information, support, and empowerment.
    - Most important is the relationship between DSP and the person they support and the relationships with DSP and supervisor and how do we support both of these relationships.
    - A better understanding of what is "culture" and what it means to really embrace the idea of positive work culture. What are we paying someone to do as a DSP?
    - **Compensation Theme**- the issue of worker compensation goes beyond wages and will be difficult to get ahead during the next budget. Need to look at building long-term sustainability of rates, supporting the entire system, increased cost of health insurance, aligning rates between ICFs, HPC and day array, and what other infrastructure needs to be put into place to .
    - **System Barriers Themes**- layers and layers of "quality assurance" that doesn't necessarily improve quality.
    - EVV continues to be an administrative burden.
    - MUI culture v MUI regulation- providers recognize the importance of the MUI rule.

- Most issues continue to be around culture- investigators forcing staff off the schedule and taking a long amount of time to close the investigation, providers want more timely investigations, any way to streamline the police investigation process as it pertains to MUI investigations, lack of medical assistance in supported living makes everyone want to rely on urgent care to clear DSPs (makes life unenjoyable for person served, drives up costs, irritates local healthcare providers), county board often depends on interpretation from DODD in complex cases, big cultural difference between counties that hire ex-cops v counties that hire social workers for investigators.
- Mistakes vs intentionality- we tried to incorporate this in the rule but doesn't always feel that way during investigations.
- Appendix K resubmission- new ideas include targeted funding for providers with outbreaks, retainer payments for day array providers, increased NMT funding. Nothing is set in stone with ODM and CMS yet.
  - Targeted payments should give provider as much flexibility as possible on how to use the funds.





# AIR Report

Strategic Action For COVID-19 and Beyond  
October 2020

## ADVOCACY

With the election nearing, October of 2020 was the last chance prior to a lame duck session or new administration to see a 4th federal stimulus/relief bill. Despite some seeming theatrics, a deal never materialized, leaving the status of future relief as uncertain as ever. In Ohio, OPRA worked throughout the month with system partners on items necessary for a re-application for Appendix K, serving on several state workgroups and advocating for a sensible solution to the funding situation regarding adult & vocational services, especially as the coronavirus continued to surge in Ohio and nationwide.

### Advocacy Outcomes Include:

- In early October, OPRA held our Political Action Committee (PAC) fundraiser, developing 3 different options for participation and contribution. Due to the unique circumstances, the event included in-person, 'on-your-own' and virtual options. An additional PAC fundraiser will be held in early December.
- After the announcement in September that acuity C rates for adult & vocational service would be ending at the close of 2020, OPRA spent October advocating for a fair, safe rate structure through the 'core committee' established by DODD. That advocacy work is ongoing, and we believe there is still work to be done to ensure that day array services can continue in a safe, viable manner.
- OPRA has worked with DODD staff to develop additional proposals for Ohio's re-application for Appendix K, including enhanced transportation rates and additional service flexibility.



# AIR Report

Strategic Action For COVID-19 and Beyond  
October 2020

## INFORMATION

With the introduction of new provider relief funds distributed by the US Dept of Health and Human Services (HHS), OPRA shared a significant amount of information and fielded several member questions on eligibility, process and the wisdom of applying for the additional funds. And while much of October was spent preparing for the Fall Virtual Conference, OPRA held several committee meetings, collected member feedback through Live-polling and continued weekly member calls, including an additional Tuesday update prior to the conference.

### Information Outcomes Include:

- OPRA continued to gather feedback from members to help shape the OPRA guiding principles and action steps and held robust discussions on important issues such as the worsening workforce emergency and incoming challenges for day array providers.
- With a 3rd tranche of HHS funding through the Provider Relief Funds, OPRA shared guidance, webinar information and developed a crosswalk chart of all of the different funding opportunities, along with the various eligibility, process and forgiveness aspects of each.
- OPRA policy, day array, residential waiver, ICF, day and employment services committees all met in October, advancing guiding principles and also providing feedback for advocacy on potential changes to the MRC and service authorizations.
- OPRA continued to provide Covid MUI data, giving a data picture on the impact to the DD field.

# AIR Report

Strategic Action For COVID-19 and Beyond  
October 2020

## RESOURCES

The primary resource objective of October was the Fall Virtual Conference, bringing together speakers and attendees from all over Ohio (and nationwide) to provide updates, information, professional development and leadership resources for OPRA members. In addition to the planning and execution of the PAC event and conference, we continued to plan additional training workshop opportunities and updated the Covid resources on OPRA's website.

### Resource Outcomes Include:

- OPRA held our first-ever Virtual Fall conference. All of the sessions have been recorded and will be shared with attendees/members as a durable resource, as well as the opportunity for continuing education credits for all of the attendees who attended the event live.
- OPRA and system partners from OACB and DODD released the 'No Right or Wrong Video', a training resource intended to give teams a framework for navigating the difficult conversations around Covid-19 and individual rights to engage in activities in the community or outside of the home.
- October was National Disability Employment Awareness month, (NDEAM). Through the Friday 5, OPRA shared weekly resources, including campaign and promotional materials, webinar opportunities and local stories & events celebrating disability employment.
- Several PPE vendors were added to the PPE resource page located on OPRA's website and shared with members through listserv distribution.