

*Employment First: From Idea to Reality*

# Funding and Support for Competitive Integrated Employment

June 14, 2016

2:00-3:30 p.m. EDT



# Presenters

- **Allison Wohl—*Moderator***, Executive Director, Association of People Supporting Employment First (APSE)
- **Rie Kennedy-Lizotte**, Director of State Employment Leadership Network, National Association of State Directors of Developmental Disability Services (NASDDDS)
- **Margaret van Gelder**, Massachusetts Department of Developmental Services
- **Jennifer Joyce**, Director, Supports Programs and Employment Services, New Jersey Division of Developmental Disabilities
- **Tammie Amsbaugh**, Center for Disability and Development, University of Iowa

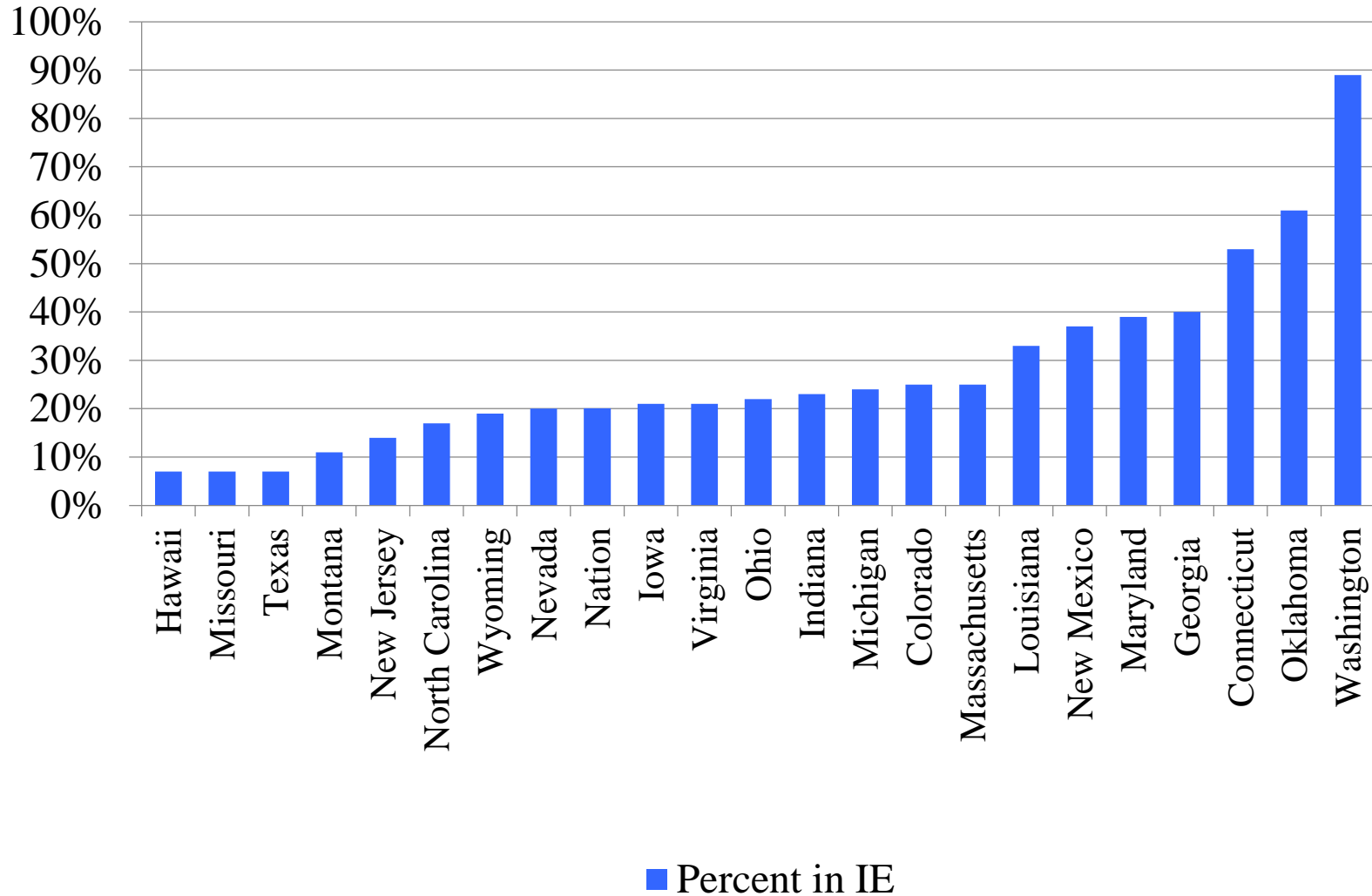
# Think about Funding as a Strategy not just rates

- Prioritizing employment as an outcome of preferred service



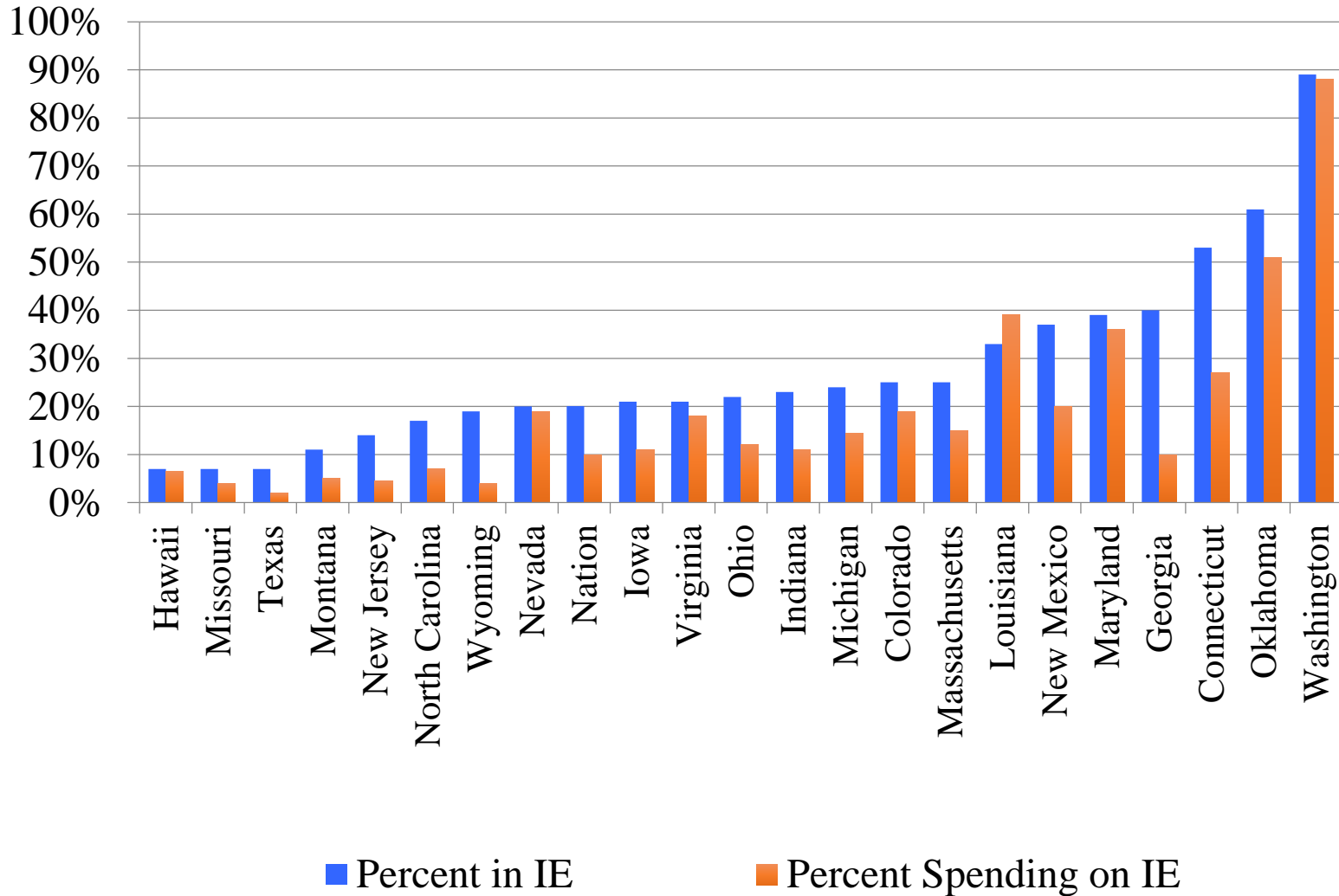
# Costs and Outcomes: It's messy

(2013 SELN states)



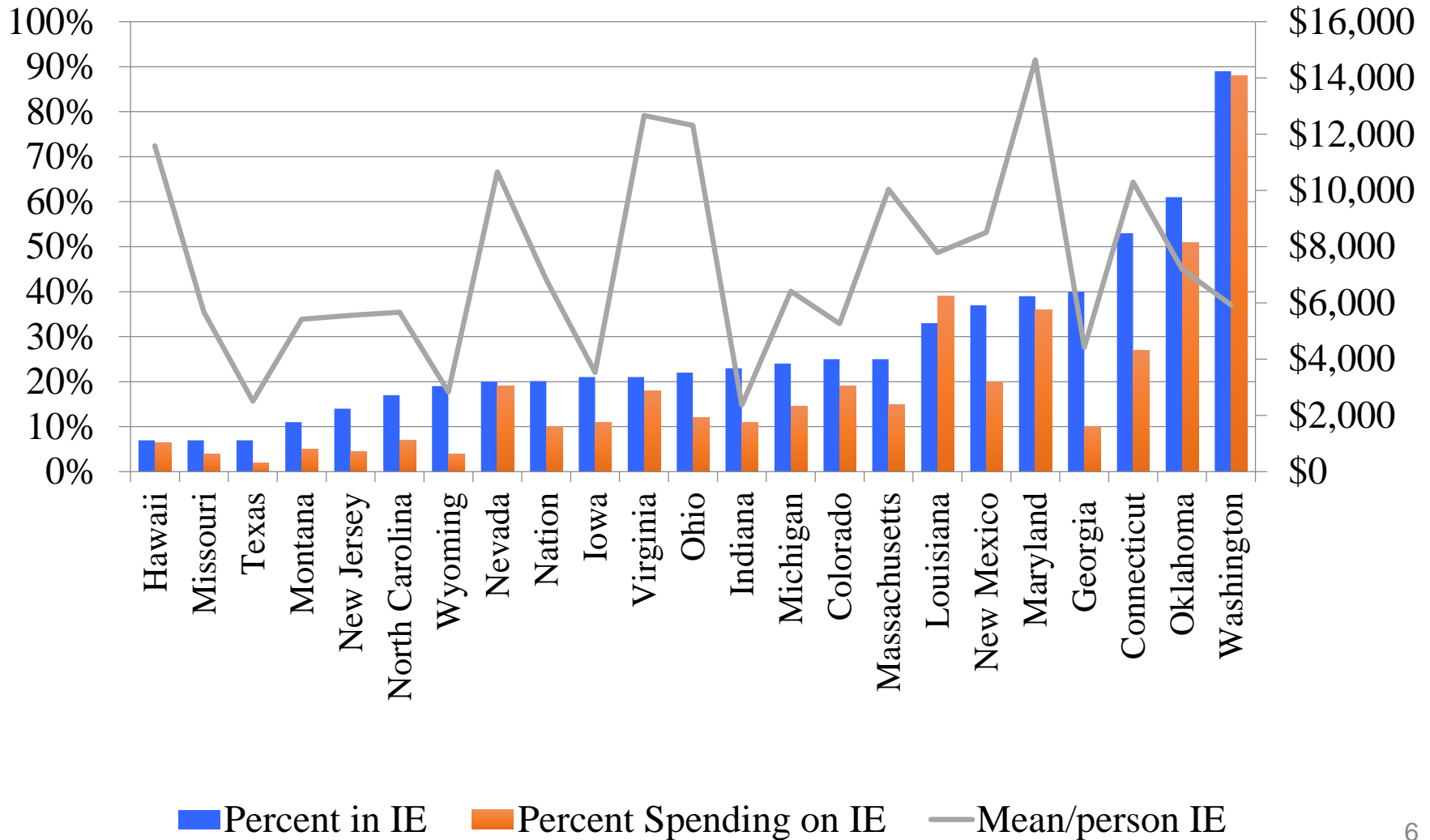
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# Realignment of funding strategy is one part of systems change, and must:

- assume everyone can work,
- invest in integrated employment,
- support community integration and self-determination, and
- reflect that employment occurs within an individual's life experiences.

# Developing a funding strategy to meet the assumptions...

Requires stakeholders to...

- make decisions from a range of possible payment amounts and systems,
- develop methodologies for each phase of integrated employment,
- build employment pathways,



# Developing a funding strategy to meet the assumptions...

Requires stakeholders to...

- ensure supports and services are accountable for integrated employment,
- promote the high-quality supports, and
- ensure that changes are developed and evaluated over the long term and within the context of all systems changes.

# Key Components for a High Quality Funding System

- Budget allocation process is different from payment rate process
- Individual level of need matters
- Transportation (non-medical) is best unbundled and itself a discreet service option
- Funding systems need to have complementary case management systems that support the individual employment outcomes

# Key Components for a High Quality Funding System

- Simplicity is essential
- Service definitions must link to billable and non billable activities
- High quality staff must be compensated fairly
- Rate must be based upon staff cost

# Key Components for a High Quality Funding System

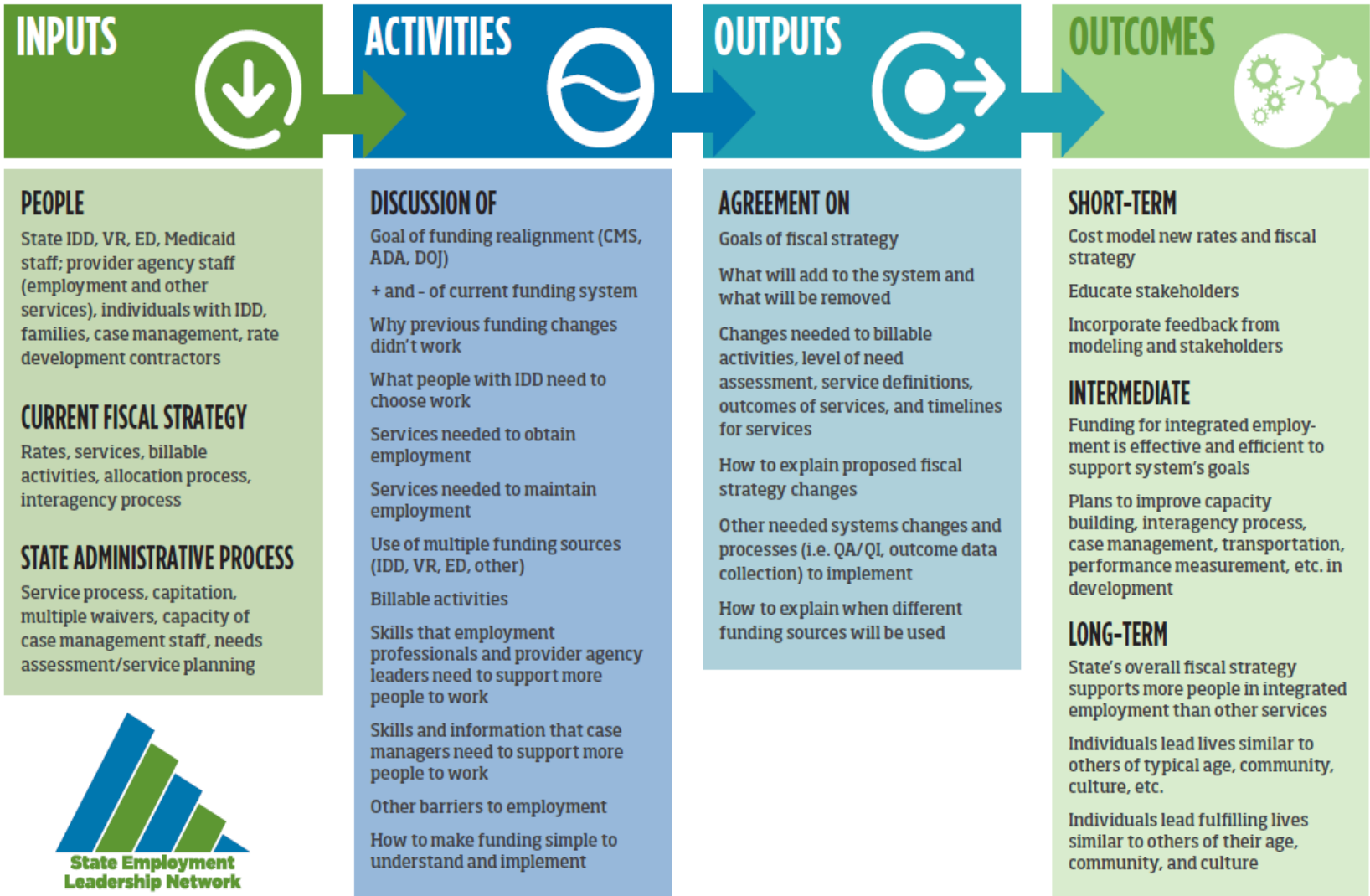
- Providers' skill sets must be consistent across the state
- Supports a stable work team for long-term support
- Some components or phases of employment services must be time limited

# Key Components for a High Quality Funding System

- Funding systems must acknowledge the long-term costs
- Know the changes your state needs



# SELN: USING THE FUNDING REALIGNMENT PROCESS TO SUPPORT EMPLOYMENT SYSTEMS CHANGE



**CONTINUOUS ASSESSMENT OF THE STATE POLITICAL AND FISCAL ENVIRONMENT**

**“The way a state chooses to structure its payment policies is ultimately the most accurate reflection of the values and aspirations it holds for citizens with developmental disabilities.”**

**R. Gettings & R. Chapin (2011)**

# Rie Kennedy-Lizotte

National Association of State Directors of  
Developmental Disability Services

[rkizotte@nasdds.org](mailto:rkizotte@nasdds.org)





# Funding and Support for Competitive Integrated Employment

## **“BLUEPRINT FOR SUCCESS:**

Employing Individuals with Intellectual Disabilities in Massachusetts”

*The Massachusetts Experience*

June 14, 2016

# TOPICS

- Background and Context
  - Time-line for Changes: Building Blocks
- Overview of Blueprint for Employment
  - Where We Started
  - Where We Are Now: Progress & Accomplishments
- Discussion

# Building the Early Foundation: How We Started

- 2006 – 2008 Cross-Stakeholder Planning Team Established & Strategic Plan for Employment Adopted
- Prior to 2009: One employment service code, maximum obligation contracts and locally negotiated rates
- 2009: Procurement included new service definitions & expectations
  - Moved to a Qualified Provider List and Open RFR
  - Specific Services and Qualification for Individual Supported Employment; Group Supported Employment; Center-Based Work and Community-Based Day Supports
  - Clarified Expectations about phase-out of funding for Sheltered Workshops in 3 to 5 years

# The Foundation, continued

- 2010: Employment First Policy Adopted by DDS
- 2011: Providers Required to Submit Plans on Transformation of Sheltered Workshop Services to Integrated Employment
- Legislation (Chapter 257) passed in MA mandating the establishment of standard rates for services
- 2013: New Standard Rates for Employment & Day Services Adopted for implementation in FY '14
  - Moved to hourly “fee for service” model for service delivery from ‘day rate’ approach

# **Blueprint for Success: November, 2013**

## **Key Elements of 4 Year Plan: FY's '15 - '18**

**Partnership between DDS, ADDP, The Arc of MA & Stakeholders**  
**Ultimate Goal: Increase Integrated Employment opportunities**

- Phase out sheltered workshop services
  - Closed “Front Door” on January 1, 2014
  - Original plan to close workshops by June 30, 2015-
    - Revised to June 30, 2016- which we will accomplish
- Proposed funding investment of \$26.7m over 4 years
- Transition individuals to individual and/or group supported employment & community based day supports
- Phase out use of sub-minimum wage payments by 6/30/18

# Additional Key Elements

- **Expanded Role and Vision of CBDS services**
  - Pathway to Employment: Discovery & Career Exploration to identify interests through volunteer work; job try-outs..
  - Skills Training including development of “soft skills”
  - Inclusion in array of community experiences and use of community resources- goal-oriented and enrichment
  - Community-Based; Purposeful; Individualized
- **Person-Centered Career Planning**
  - More focus on strengths and relevance to work and/or community inclusion for individuals

# Assurances Provided to Individuals & Families

- Same number of hours of:
  - out-of-home program services through 1 or more services options available
- Transportation will continue to be provided as needed
- Can stay with same provider if that is choice: continuity of staff relationships & friendships
- Benefits Counselors & assistance available
- Not relying on movement to Medicaid funded day habilitation programs unless that is preference of individual/family to address clinical needs



# Where We Started...Where We Are Now

- **November 2013**
  - 46 sheltered workshop providers
  - More than 2,800 people attended sheltered workshops (many part-time in combination with other services)
- **FY '15: 3 million investment of new funding**
  - Allocated to 31 providers to help individuals transition to new services (annualized at higher amount in FY '16 to sustain new service options)
- **FY '16: 3 million investment of new funding** (will be annualized at higher level)
- **Combination of new funding with re-direction of base funding resources used to make these service changes for individuals**
- Many people split time across the week in different service options



# What Has Made A Difference?

## DDS Investment in Capacity Building

- Partnership with ICI/UMass Boston to support provider/staff capacity development through training & technical assistance- started in January 2014
- Expansion of Regional Employment Collaborative models to 6 across the state
- Benefits Training & Resources with Bene-PLAN
- Explore, Prepare, Act Trainings with MASS: peer training by self-advocates reaches 600 people/year
- Family Forums with Arc MA
- Statewide & Regional Employment Implementation Work Group Meetings

# Thank You!

For More Information  
Contact:

Margaret Van Gelder

[Margaret.van.gelder@state.ma.us](mailto:Margaret.van.gelder@state.ma.us)

617.624.7764



# Funding and Support for Competitive Integrated Employment

Jennifer Joyce

Director, Supports Program & Employment Services

NJ Division of Developmental Disabilities

# Employment First in NJ

- Announced by Governor Christie on April 19, 2012
- Competitive employment in the general workforce is the first and preferred post education outcome for people with any type of disability
- As a result, NJ DDD
  - Developed a Pathway to Employment
  - Mandated employment outcomes in all ISPs
  - Developed a mechanism to request and receive additional funding for Supported Employment
  - Increased outreach, education, training for stakeholders
  - Expanded employment services

# Employment Services

- Development & implementation of Supports Program
- 1115(i) waiver approved October 2012
  - Shift to Fee-for-Service from contract reimbursement
  - Expanded employment services and aligned service definitions with CMS September 2011 technical guidance re: employment and employment related services
  - Separated SE into individual and group
  - Added Career Planning
  - Added Prevocational Training
- Aligning with Community Care Waiver – 1915(c)

# Employment Services and Supports Systems Change In Iowa

Tammie Amsbaugh  
Center for Disabilities and Development  
University of Iowa

*“Employment in the general workforce is the first priority and the expected and preferred outcome in the provision of publically funded services for all working age Iowan's with disabilities.”*

## **Iowa's Employment Vision**

**Goal:** Increase the array and quality of employment supports and services available to lowans with disabilities.

**Outcome:** A service and funding system that is individualized and flexible over the person's employment lifecycle and that coordinates the use of all available resources toward individual jobs.

**Employment Systems Change**



Prior to 2009

Governance Group  
MIG  
IME and VR cost sharing  
MFP  
WIPA  
Disability Navigators

2009

Employment First focus groups  
Employment First Summit  
SELN

2010

SELN surveys, focus groups and findings report  
Customized Employment pilots

# Timeline Part 1



## 2011 and 2012

SELN Funding Study  
PIE grant  
EFSLMP grant  
MHDS Service System  
redesign

## 2013 through 2015

Summary of funding study  
shared with public  
Community Conversations  
Provider/Stakeholder  
Workgroup sessions  
communication and feedback  
webinars and presentations  
Understanding the cost  
impacts  
Advocacy efforts.

## 2016

Administrative Rule  
amendments, comments and  
response  
Waiver amendments  
Implementation

# Timeline Part Two

- Funding is a part of a larger strategy to prioritize individual integrated employment
- Funding is not just a series of rates
- For funding to be a successful tool it must have supporting infrastructure at the individual, provider, and state levels that also prioritizes individual integrated employment

## **Funding Guidelines (SELN, 2012)**

- Five Community Forums
- Stakeholder Workgroups
- Stakeholders reached consensus on:
  - **Cost – three new hourly rates**
    - Career Exploration
    - Job Developer
    - Job Coach
  - **Quality Service**
  - **Incentive to provide Individual, Community Based Services**

## **Process of Stakeholder Input and Support**

- Enhanced understanding of governmental process
- A sense of ownership of the new methodology
- Stakeholders are more engaged in advocacy activities for employment
- State Medicaid and VR agencies have a stronger collaborative relationship

## **Outcomes of Engaging Stakeholders**

- Service definitions link to **billable activities**
- **Staff cost** is the primary driver of service costs.
- **Indirect staff time** included in the rate.
- Staff **wages are sufficient** to attract and retain a qualified workforce.
- The process is **responsive as people change.**
- Some services will be **time limited.**
- Employment **staff qualifications** are consistent
- Staff will **have the skills** to deliver high quality services

## Key Assumptions

- Revise service definitions to match 9/2011 CMS Bulletin and 2015 1915(c) Waiver Technical Guide
- **NEW!** Career Exploration activity within Prevocational Services
- Change reimbursement to Fee schedule; allows reimbursement for “time on behalf of”
- Redistribute some Medicaid resources
- Influence an increase in the array and quality of individual employment supports / services available
- Aligns DHS and IVRS policy / funding
- LTJC Tiers encourage “fading” over time, in favor of natural supports

# What did we do?

- **Annual salary**
- **Employee related expenses**
  - Benefits and related direct staff costs
- **Travel costs**
- **Program support and administration**
  - Supervision, Administration, Office and equipment
- **Billable hours 37.5 hours per week Less:**
  - Vacation, holiday and sick time,
  - Training and staff development,
  - Supervision and meetings,
  - Non-billable (not person specific) job development,
  - Other non-billable tasks (meetings, notes, travel, etc.)
  - Productivity adjustment

# Building a Rate



- **Cost neutral**
- **Person-Flow** The implementation projection demonstrates how a person could “flow through” the redesigned services. The goal is to show the fiscal impact of moving those members through Career Exploration and Job Development, into Long Term Job Coaching, while accounting for those currently receiving services.
- **Resource sharing** between DHS and IVRS is outlined
- **Long Term rebalancing of service mix**

## **Fiscal Impact and Implementation**

Tammie Amsbaugh

Center for Disabilities and  
Development

[tamara-amsbaugh@uiowa.edu](mailto:tamara-amsbaugh@uiowa.edu)

# Contact



# Time for Questions



Please Complete the  
Evaluation.  
Thanks!