Partners, Providers and Community: A sustainable approach to a 21st Century Service Delivery Model

A timeline of one organization's journey:

- 2012
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020

A timeline of one organization's journey
2014 - 2015

- Provided testimony to ACICIEID Committee in Washington D.C.
- Board approval for moving to more community-based programing. Hired a community development manager *(unfunded position)*
- Began easing people into the idea of being in the community
2016

- Volunteered to be a **pilot program for HCBS** self-assessment and site visits.
- **Developed plan to transition day services** to adult daycare and move program to another site to meet HCBS regulations
- **Purchased a building** in the heart of downtown to house Café Hope and Unity Adult Day Center
2017

• Made the decision to **stop using 14c by July, 2019** and become a completely community-based service provider.
• We chose to **invest our resources in the growth and development of our programs and mission**

**Also Helped Us To:**

• **Meet the HCBS Standards** – increase the opportunity for community integration
• **Eliminate the WIOA interviews and monitoring** of the certificates proving clients attended the interview
• Build on the opportunity to **serve HS students**
• Mutually **beneficial for members of Family Care** (MCO) and provider
2017 continued

- **Strategic Planning** to determine what our corporate structure would look like.
- Began discussion of **moving manufacturing; warehousing and greenhouse into a for-profit corporation.**
- **Why?**
  - Mitigating tax liability while leasing real estate, equipment and people from the non-profit.
  - Allowed manufacturing site to become **group supported employment**
2018

- February – **opened Café Hope**
- June – **licensed Unity as Adult Daycare**
- Applied and **implemented Building Full Lives program**
- Focused on the **implementation of Transition programming in schools**
- **Worked with Inclusa** to determine programs; codes; people placements; rates – Justification for every person and every program
- **No formal announcement**
- **Educated staff** on “new roles”
- **Communicating to clients/guardians/families**
  - Letter to families with individual schedules
  - Dates set aside with Inclusa care managers on-site
2018 - continued
Separating of the organization into 2 corporations

• Structure/Systems and processes to support change
• Budgeting and Accounting for two separate corporations
• Internal communication
• Contracts with customers
• Switching vendors to bill proper company
• Employee, building and equipment lease
• Set production standards for Group Supported Employment
2019-2020

- January 1, 2019 – became 100% community based
- No longer use 14(c) certificate
- Finished the year financially strong for the first time, after programs consistently lost money for many years.
- Determined to be HCBS compliant by DHS
- Discontinued Sheltered Workshop License with the State of WI
2020 - Who We Are Now
Two Corporations serving and supporting one mission
Barriers and Struggles

- Money – this is a financial investment with no immediate funding.
- Parents and Guardians
- DVR - slow intake and a lot of turnover in our area.
- Staffing – a constant struggle
- Internal resistance to change
- Transportation
- Managing multiple moving parts
Lessons Learned

• 14(c) – do not eliminate the certificate, eliminate the use (sub-minimum wage) of it. Questioned By Dept. of Labor during renewal process – keep it in order to provide services.

• Individuals had very different behaviors in the community than in the CRP.

• Individuals were able to achieve higher goals when held to higher standards.

• We had enabled individual’s behaviors, and then justified that they couldn’t work in CIE because of their behaviors. We created a self-perpetuating cycle of enabling.

• We continue to believe that there is a place for 14(c). However, we think that how we have always done things is no longer the best way.
Questions?
For more information or further questions, please do not hesitate to contact us!

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Organizational Transformation

Julie Strenn
Executive Vice President/CEO 1/1/2021
Opportunity Development Center
Supported Employment & Work Skills program added
INDIVIDUALS SERVED

2015: 527
2016: 565
2017: 803
2018: 894
2019: 954
The Three “Pillars”

Mission / Long-Term Sustainability

Services

Social Enterprise

Donations
Pre-vocational services... intended to be time limited... leading to....

WHAT?

WHATEVER...
Connecting the dots... Tony’s Journey

When Tony started his journey with ODC, he had major reservations about participating and was reluctant to try new things. It took a lot of time, but once he got to know people at ODC who could help him work through his reservations, things started to positively change for Tony.

Ask anyone who knows Tony, and they will tell you he is a changed man.

“I’m really grown up,” said Arlene, Tony’s mother. “He’s really doing a good job – I’m proud of him. He’s come a long way, yes he has!”

The Hitners, owners of Family Natural Foods also see many of Tony’s great qualities. “Tony’s always eager to pitch in...we’ve just learned he has more of a sense of humor than we realized. He helps out with things that we don’t have as much time to do. We really appreciate how he helps the team!”

Tony states, “I feel good because I finally got a job in the community. I’m not at ODC anymore.”

Tony had settled in at ODC but had fears about leaving the building. He felt, “If you go out there you will get bullied and pushed around.”

He took a risk and started volunteering at SWEPS.

Apr. - Oct. 2019
After initially resisting, Tony decided to participate in an internship at Sand Valley Resort from April through October. After getting comfortable he really SHINED doing two rotations in housekeeping and laundry.

Dec. 2019
Tony was hired by Family Natural Foods.

2017
Tony began two days a week at ODC, due to a combination of factors, Tony was not thrilled to be at ODC.

First two months volunteering at SWEPS job coaching was constant. Within six months he was volunteering without a job coach and still does today.

Nov. 2019
Tony did a temporary work experience at Family Natural Foods two days per week cleaning and stocking.

Ongoing
Tony enjoys SWEPS and his relationship there with Rich. He continues to volunteer while working at Family Natural Foods.
Transformation Impact on Funding

- Total Funding:
  - 2008: $1,586,000
  - 2014: $2,891,000
  - 2018: $3,037,939

- Funding switches from Prevocational to Supported Employment and VR
- Agency Expansion
How did we do it...

2010 Rebalancing Initiative Grant
- 35 individuals from center-based took steps toward community employment
- 30 new referrals had combination of center-based and community-based services

2011
- 25 individuals from center-based took steps toward community employment
- 20 new referrals had combination of center-based and community-based services
- 20 individuals obtained at least part-time community employment
The journey ahead looked long, and the path was uncertain.
Outcome Based Model of Supported Employment

• THREE FACTORS
  • Number of hours person works in Supported Employment job
  • Number of months they have been employed in that position/employer
  • “Tier” level based on functional screen score
Thinking differently about Supported Employment

• Job match is important
• Need to know the person’s strengths
• Find unmet needs at prospective employer
• Provide support to person and employer, with intent of fading
• Develop a relationship between employer and employee
• Training employer on how to support the person’s success
Sharing the message of change...
We needed a bridge
to help people move toward the boat
Community Day

• Career Exploration
• Job Volunteering
• Personal Discovery
• Connections
Community Day

- For individuals who are currently only in Center-Based Work program
- For individuals who participate in both Center-Based & Community Employment
- For individuals who work entirely in the community, but may lack other connections
Still **200** people in exclusively center-based work with no community employment

Remember...

*It’s still one person at a time.*
Limiting hours in center-based work 2016 & 2018

- Start of 2016: 30
- End of 2016: 18
- Start of 2018: 18
- End of 2018: 9

[INCLUSA logo]
Skill/Will Matrix

- **Skill**
  - Low Will (person / parent / guardian)
  - ≈ 50 people

- **High Will**
  - Skill
  - "ready" to work in community
  - Many of these individuals are in process of community employment
  - ≈ 30 people

- **Low productivity / work / social skill**
  - Low will (person / parent / guardian)
  - ≈ 50-60 people
  - Need very high level of support - benefits individual and family

- **High will**
  - Low productivity / work / social skill
  - ≈ 30 people

Desire to leave work center and work in the community
“Phase three”

As of June 2019:
- 74 people still in center-based work, not working (yet) in community
  - 63 with “no active steps” toward community
  - 11 with “active steps” toward community
- More “boat capacity” needed
- Decision to substantially move away from center based prevoc authorizations—working with funding source
- Person centered, involving family, funding source, ODC
- Looked at each person’s needs, interests, support needs and what might be good next steps
- Movement still happening

One Person At A Time
Community-Based Prevoc

- Sand Valley ("internship" opportunities)
- Jeremiah’s crossing (Job Volunteering)
- MAPPS, UW, MSTC, Family Center, Recreation Center, Community Theater, etc.
Our Menu of Services Now - 2020

• Beginnings—a blend of prevoc and day services
• Day Services—Center & Community-Based
• Community Prevocational
• Supported Employment
• And... Daily Living Skills, Mental Health, Children’s

Every program emphasizes value of work, encourages work as a goal.
Social enterprise employment

- Hired some individuals at or above minimum wage, same benefits
- No service $$
- Goal of social enterprise is profit to subsidize operational costs of services
Transformation Strategies

- Leadership Commitment
- Think “Addition” vs “Taking Away”
- One person at a time, one job at a time
- Different people = Different approaches
- Understand people’s reluctance and resistance
- Never say Never
- Update Job Title and Descriptions
- Remove Silos
- It’s all about Relationships
- Celebrate Success
- Take all the help available
- Collaborate rather than Commiserate
- Change is NOT linear
ODC’s Advice for Other Organizations:

- Put your energy toward figuring out what you can do, and identifying possibilities, rather than putting your energy into resistance. They have seen some great successes that might not have happened in the past, and people are enjoying new opportunities.
- Leadership has to set the tone in a positive and consistent language.
- If people are resistant to change, determine what is behind that resistance and find ways to support their concerns and apprehension.
- Remember it will not happen overnight... but it will not happen at all if you don’t take steps. ODC has been transforming for 10 years and the journey continues on.
Inclusa, Inc.
A Wisconsin-Based Managed Care Organization
Inclusa, Inc. – History & Perspectives

• Inclusa, Inc. is a Wisconsin-based nonprofit corporation that has operated in the state since the inception of the Family Care program in 2000.
• Inclusa is a federally designated charitable 501(c)(3) organization.
• Inclusa provides long-term care services and supports to more than 15,000 adults with physical and intellectual disabilities, and frail elders through the Family Care program.
• Inclusa is contracted with the State of Wisconsin and permitted through the Office of the Commissioner of Insurance to provide Family Care services and supports in 62 of Wisconsin’s 72 counties.
• Inclusa employs 1,100 and contracts with over 5,500 service providers in almost 40 service categories.
Inclusa, Inc.
Service Region

62 Counties
37 Offices

As of October 2020

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<table>
<thead>
<tr>
<th>Target Group</th>
<th>Enrollment</th>
<th>%</th>
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<tbody>
<tr>
<td>People with Intellectual/Developmental</td>
<td></td>
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<tr>
<td>Disabilities</td>
<td>7,606</td>
<td>49.47%</td>
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<tr>
<td>Frail Elders</td>
<td>5,177</td>
<td>33.67%</td>
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<tr>
<td>People with Physical Disabilities</td>
<td>2,551</td>
<td>16.59%</td>
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<tr>
<td>Total</td>
<td>15,374</td>
<td>100.0%</td>
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*Enrollment data as of 10/13/2020*
Inclusa, Inc. – Who We Are…

Commonunity®

fostering unity in the common good for all

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Value-Based Purchasing
Supported Employment
Why an Outcome-Based Reimbursement Model for Supported Employment?

The paradox when paying by hour of service.

The more capable an organization, the less hours they need to deliver a service.

The less hours of service delivered, the less billable hours.

The more capable organization receives less funding as a result of being more capable.
Paying for Service **Does Not** Incentivize the Valued Outcomes We Desire in Supported Employment:

01 Increasing hours the person works (while not increasing support) does not result in any financial reward for provider.

02 Increasing hours of support (while not increasing hours the person works) results in increased payment to the provider.

03 Allowing billing only for face-to-face service is contradictory to what we know to be good job development and worksite support strategies.
Paying for Job Coaching Based on Hours Worked by the Supported Employee

- Rewards fading (no loss of income; can realize increase in net income if fading above reasonable target expectation)
- Rewards moving individual toward full employment (increase in income)
- Incentivizes provider to prevent job loss or reduction in work hours
The Impact of Paying For Outcomes

Move Away From This:
Most Desirable Performance* → Highest Revenue
Least Desirable Performance* → Lowest Revenue

Move Toward This:
Most Desirable Performance* → Highest Revenue
Least Desirable Performance* → Lowest Revenue
Sophisticated Model to Ensure Fairness, Prevent Creaming & Increase #s Working

Pay based on hours the individual works

- Tiered rates per hour worked to account for level of individual disability
- Phased rates per hour worked to account for length of time on job

Permanent, minimum, ongoing payment as person maintains employment.

- Pay for the outcome we want (value-based purchasing)
- Pay for the outcome we want being sustained over time (similar to sub-capitation)

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## Acuity Tiers

<table>
<thead>
<tr>
<th>Tier</th>
<th>Low Monthly Capitation Rate</th>
<th>High Monthly Capitation Rate</th>
<th>Difference</th>
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</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>$10,459.00</td>
<td>$13,855.00</td>
<td>$3,396.00</td>
</tr>
<tr>
<td>Tier 2</td>
<td>$7,062.00</td>
<td>$10,458.00</td>
<td>$3,396.00</td>
</tr>
<tr>
<td>Tier 3</td>
<td>$3,665.00</td>
<td>$7,061.00</td>
<td>$3,396.00</td>
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<tr>
<td>Tier 4</td>
<td>$268.00</td>
<td>$3,664.00</td>
<td>$3,396.00</td>
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# Job Coaching Percentages Used for Rate Calculation

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<thead>
<tr>
<th></th>
<th>0-11 Months on Job</th>
<th>12-24 Months on Job</th>
<th>25+ Months on Job</th>
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</thead>
<tbody>
<tr>
<td>Acuity Tier 1</td>
<td>95%</td>
<td>78%</td>
<td>60%</td>
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<tr>
<td>Acuity Tier 2</td>
<td>80%</td>
<td>60%</td>
<td>45%</td>
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<tr>
<td>Acuity Tier 3</td>
<td>60%</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>Acuity Tier 4</td>
<td>35%</td>
<td>30%</td>
<td>24%</td>
</tr>
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</table>

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Reimbursement Per Supported Employee Hour Worked
Based on $32/hour of job coaching service

<table>
<thead>
<tr>
<th>Acuity Tier</th>
<th>0-11 Months on Job</th>
<th>12-24 Months on Job</th>
<th>25+ Months on Job</th>
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</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>$30.40</td>
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<tr>
<td>Tier 2</td>
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<td>Tier 3</td>
<td>$19.20</td>
<td>$12.80</td>
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<td>Tier 4</td>
<td>$11.20</td>
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<td>$7.68</td>
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Key Steps In the Process

Focus on Provider Engagement

Invest in Technical Assistance

Risk Sharing
Geographical Service Region 4-North Central Wisconsin 2012-Demographics

Five (5) Counties Region

Enrollment- 3,288

Six (6) Vocational Providers
Outcomes and Impact:

25 MONTHS LATER: 35% GROWTH in number of people employed in competitive integrated employment

6 YEARS LATER: 70.6% GROWTH in number of people employed in competitive integrated employment
Cost-Effectiveness and Quality:

- Average base FFS rate = $27.83
- Average Support % = 34.81%

**CY2013**: Average cost per supported employee hour worked was **$9.93**

**CY2016**: Average cost per supported employee hour worked was **$9.70**

**CY 2020 (APRIL-JUNE)**: Average cost per supported employee hour worked was **$10.65**
Cost-Effectiveness with Better Outcomes for Members:

- Financial
- Community Integration
- Natural Supports
- Choice

**CY2013:**
- SE/hour: $9.93
- Day Services/hour: $14.80
- Prevocational Services/hour: $13.76

**CY2016:**
- SE/hour: $9.70
- Day Services/hour: $12.00
- Prevocational Services/hour: $12.16

**CY2020 (APRIL-JUNE):**
- SE/hour: $10.65
- Day Services/hour: $12.00
- Prevocational Services/hour: $12.16
As you’ve heard from ODC and Opportunity Center, it is at the heart of our organization to partner with our providers to support them in being successful in the supports they provide to the individuals we serve.
Questions
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DHS Role in Creating Policy and Collaboration to Increase Competitive Integrated Employment in Wisconsin

Tammy Hofmeister
Bureau of Quality and Oversight
December 2020
Policy Initiatives

- **2006-2012 Medicaid Infrastructure Grant (MIG) Initiatives**
  - Began provider transformation process

- **2010 Prevocational Service Definition**
  - Requires CIE goal and measures progress toward CIE

- **2016 CIE Guiding Principles**
  - Promotes evidence-based full inclusion

- **2017 Act 178: Employment First**
  - Requires DWD/DHS/DPI coordinate and collaborate with stakeholders
Policy Initiatives cont.

- **2018 HCBS Non-Residential Final Setting Rule**
  - Sets standards for non residential settings

- **2019 CIE Definition and Criteria**
  - WIOA and Criteria (for example, employer of record)

- **2019 MCO Pay for Performance**
  - Established CIE interest levels in 18-45 year olds
Collaboration Success

- **MIG Initiatives**
  - Providers/Associations/MCO
    - ODC and Opportunity Center

- **Act I78: Employment First**
  - MCO/Providers/Associations
    - Feed back on Joint CIE Plan
    - Capacity Building and Quality Workgroup
Collaboration Success

➢ HCBS Non-Residential Final Setting Rule
  o Providers and their association
    • Self assessment
    • Benchmarks
    • Review process

➢ Pay for Performance
  o DHS/MCO
    • Established criteria for success
    • MCO established interest level CIE
    • MCOs met success levels to obtain withhold and incentive payments
    • Established method to move forward with interested in CIE
Contact

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