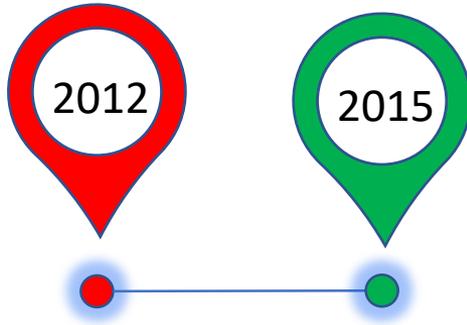


Partners, Providers and Community: A sustainable approach to a 21st Century Service Delivery Model



A timeline of one organizations journey



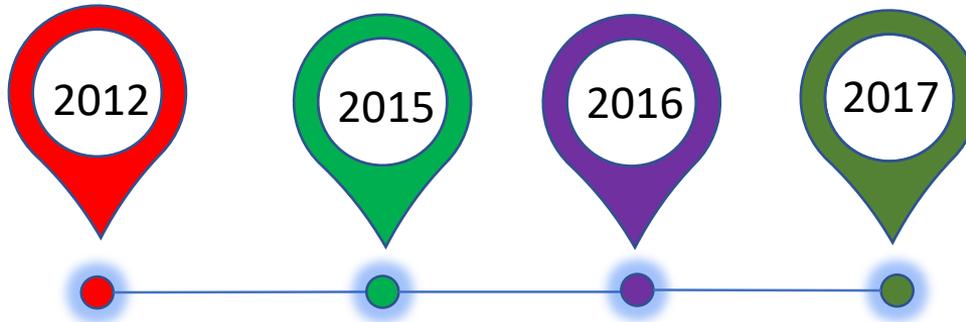
2014 - 2015

- 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

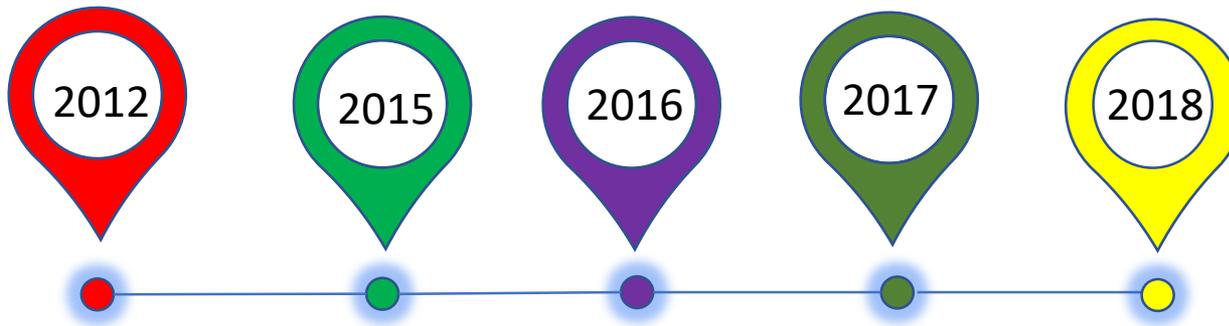
- Made the decision to **stop using 14c by July, 2019** and become a completely community-based service provider.
- We chose to **invest our resources in the growth and development of our programs and mission**

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

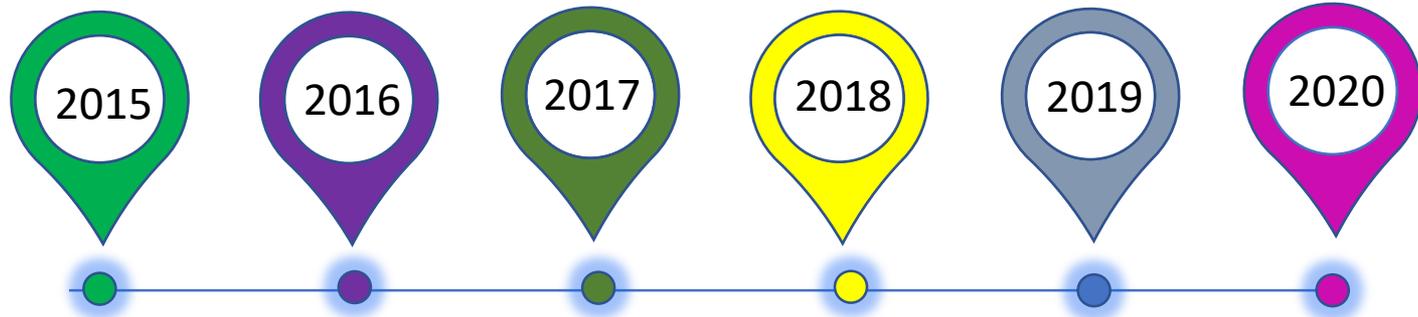
Separating of the organization into 2 corporations

- 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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DISABILITY
SERVICE PROVIDER
NETWORK

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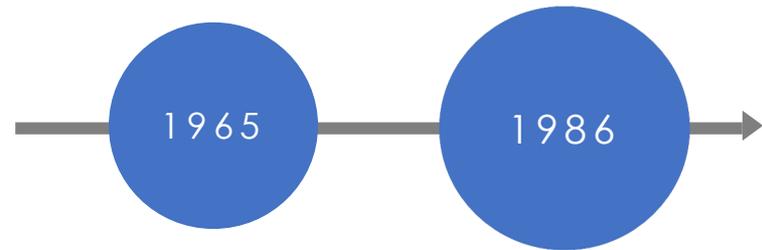
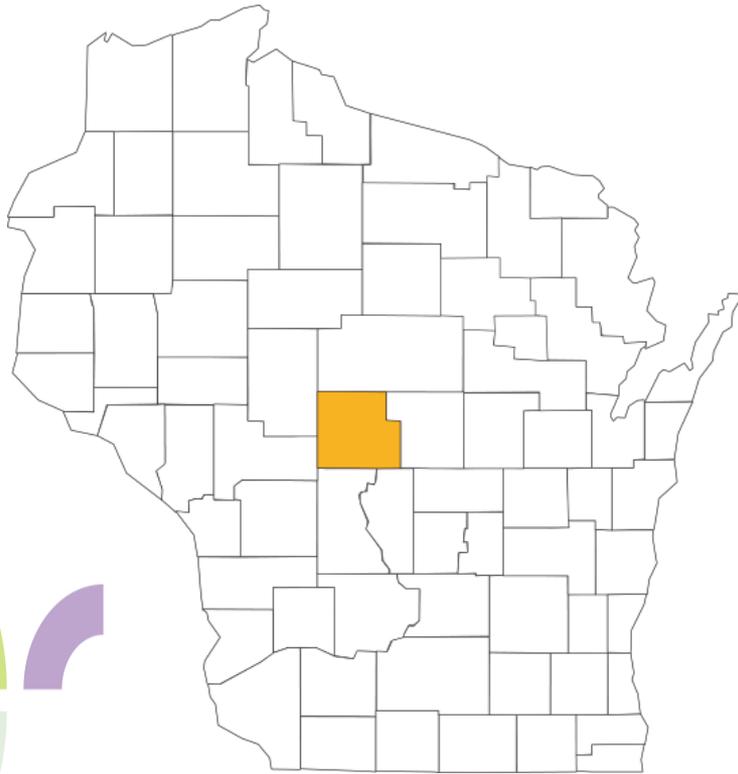
Organizational Transformation

Julie Strenn

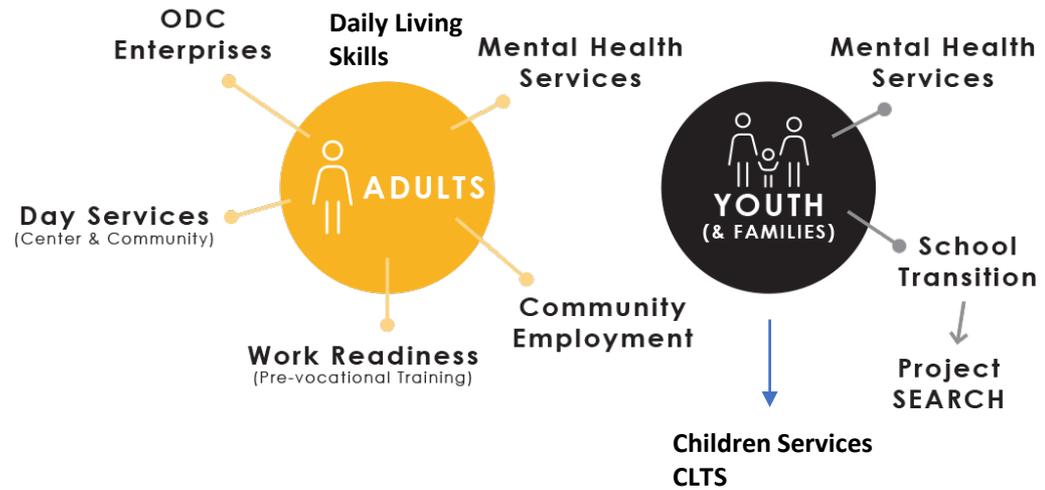
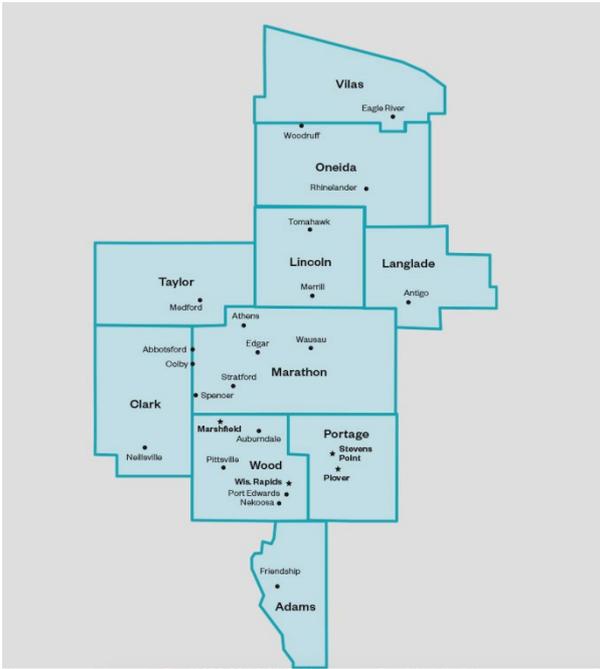
Executive Vice President/CEO 1/1/2021

Opportunity Development Center

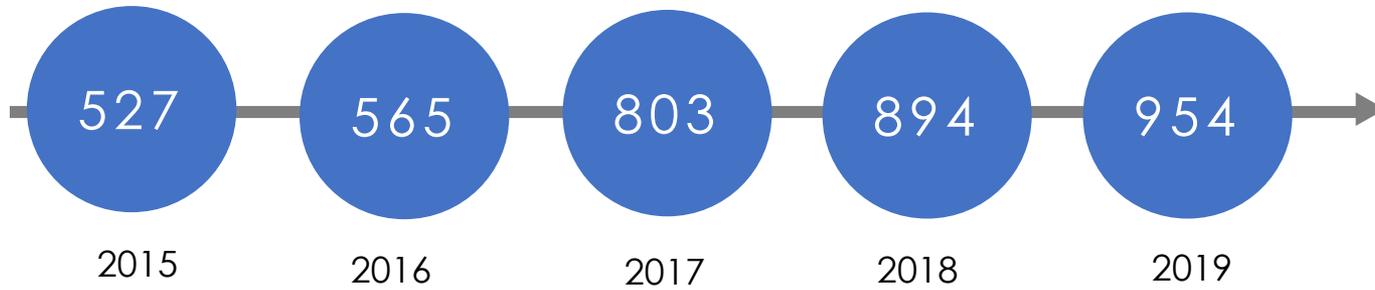




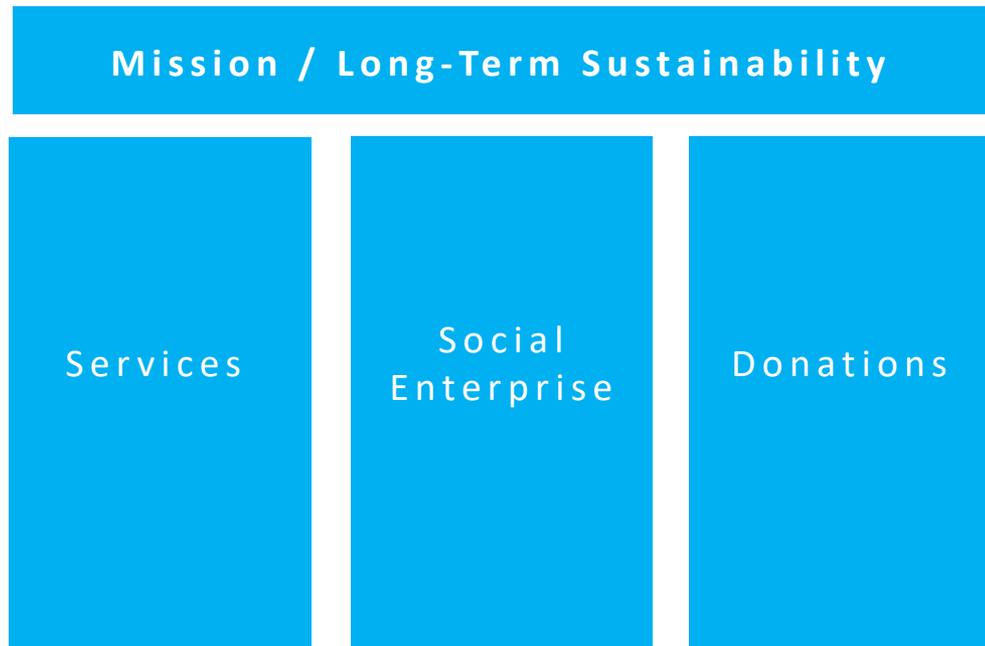
Supported Employment & Work Skills program added



INDIVIDUALS SERVED

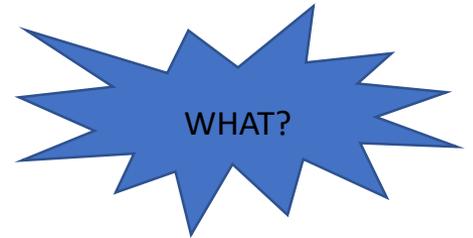


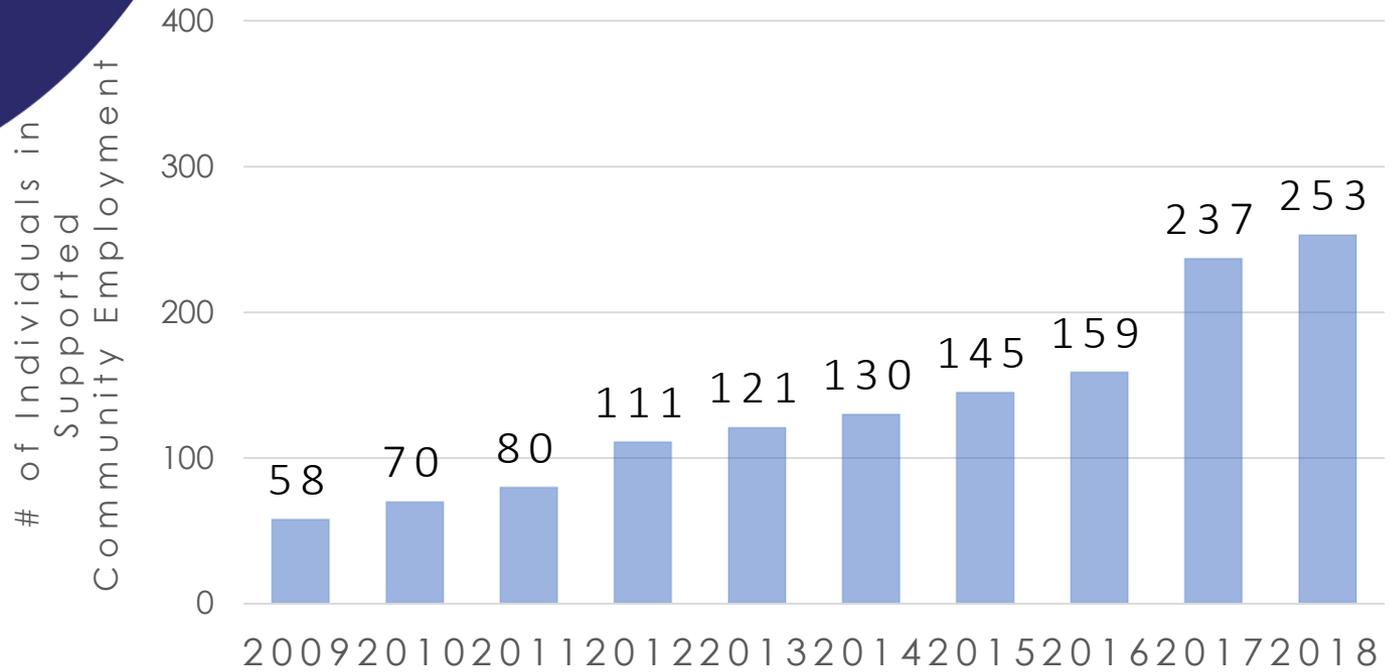
The Three “Pillars”





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





2019

328

PEOPLE OBTAINED OR MAINTAINED EMPLOYMENT with ODC's assistance

155

NEW HIRES IN 2019

232

PEOPLE IN ACTIVE JOB SEARCH

331

EMPLOYERS THAT CHOSE TO #HIREABILITY

99

NEW EMPLOYERS IN 2019

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.



Tony states, "I feel good because I finally got a job in the community. I'm not at ODC anymore!"

"He's 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!"

2018

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

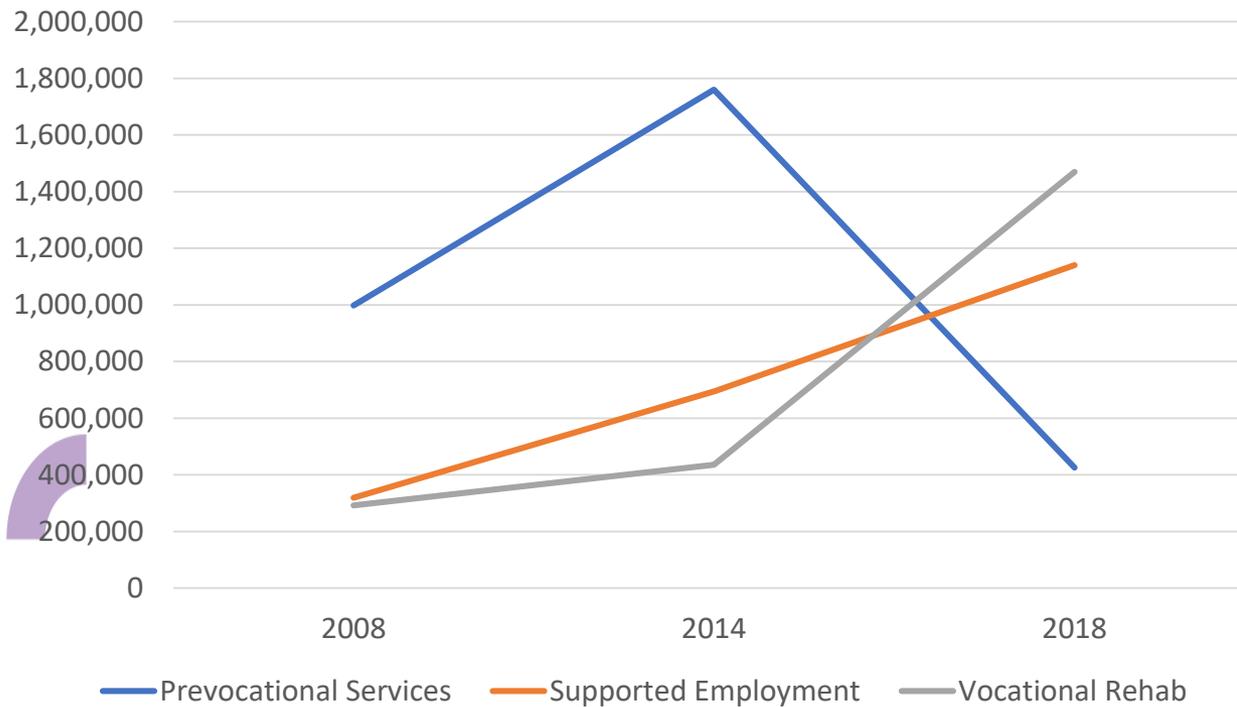
Tony did a temporary work experience at Family Natural Foods two days per week cleaning and stocking.

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

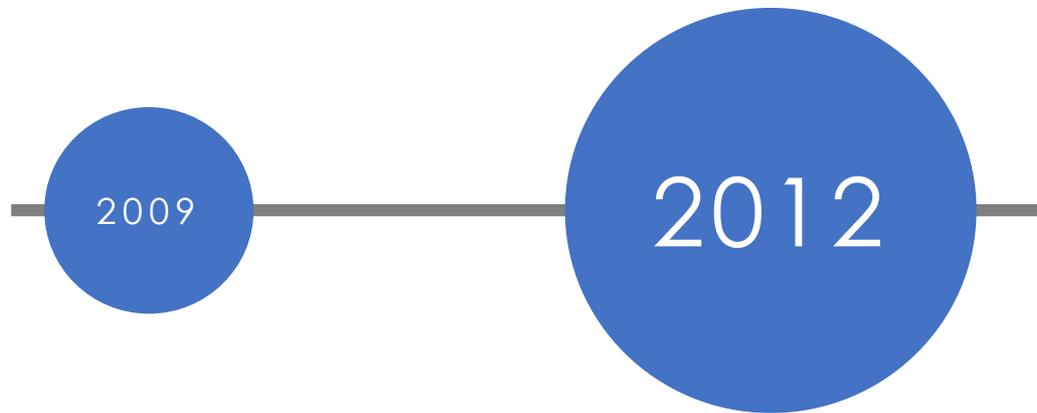
2011

- 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

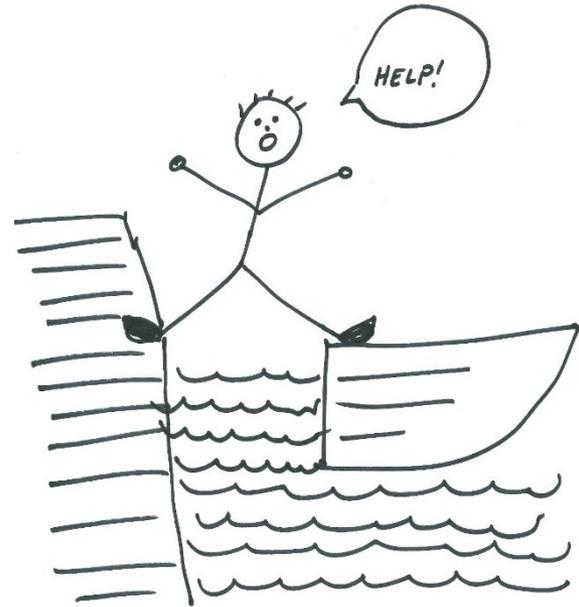
Thinking differently about Supported Employment

- 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

2012

2013

***Sharing the
message of change...***



2013

2015



When will I see my friends?

What will I do?

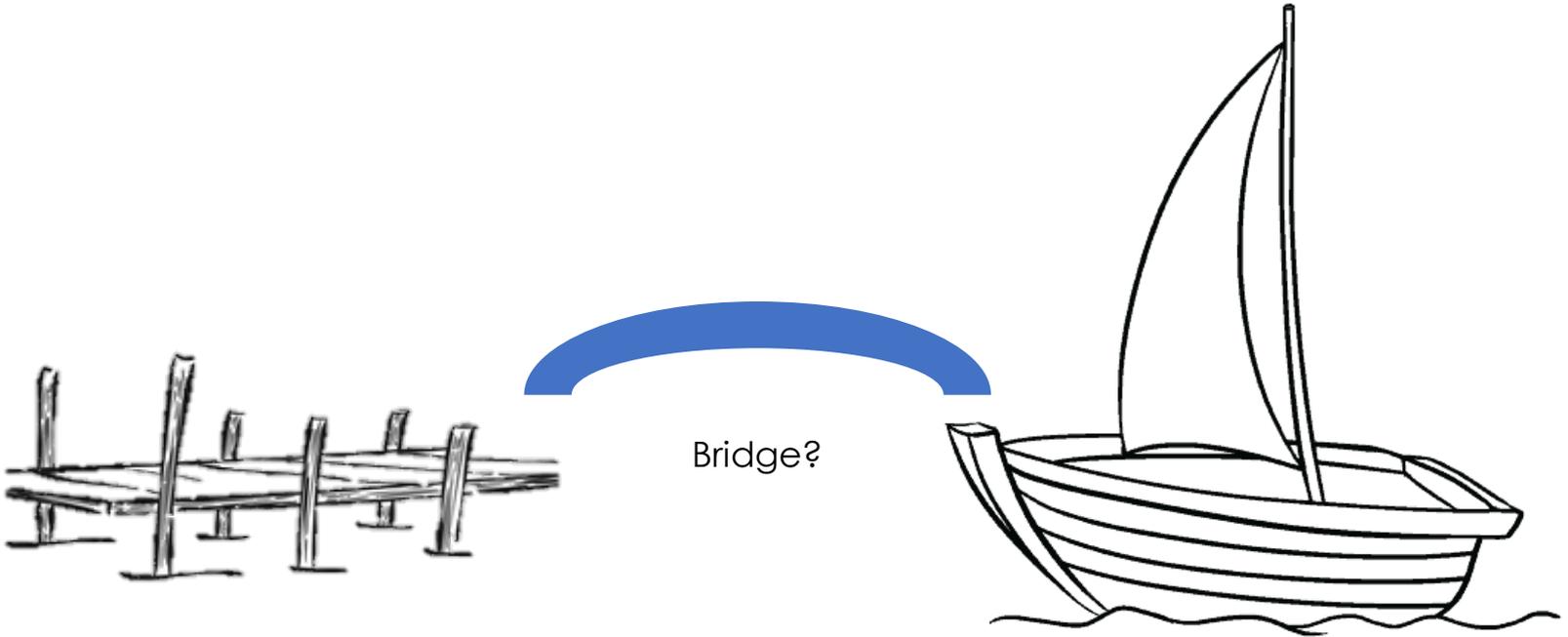
What if I fail?

How will my family feel?



We needed a bridge

to help people move toward the boat



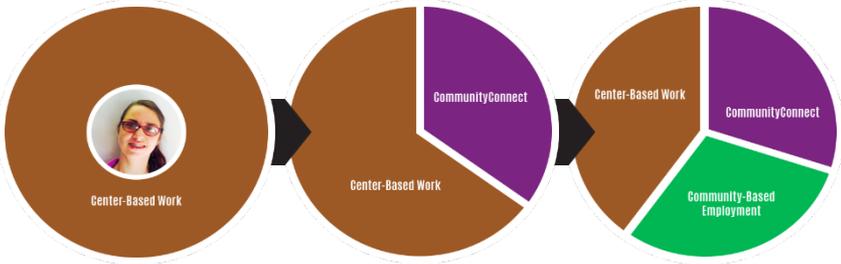
Community Day

- Career Exploration
- Job Volunteering
- Personal Discovery
- Connections



Community Day

- For individuals who are currently only in
- Center-Based Work program



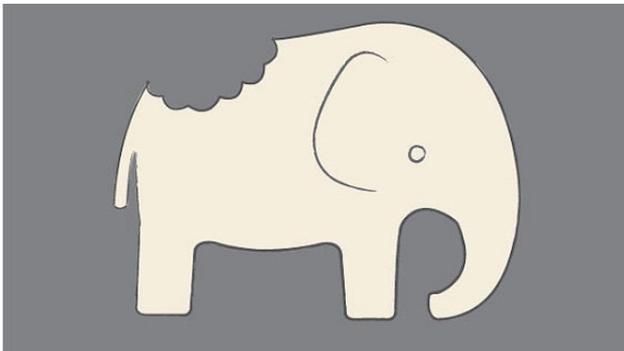
For individuals who participate in both Center-Based & Community Employment



For individuals who work entirely in the community, but may lack other connections

2015

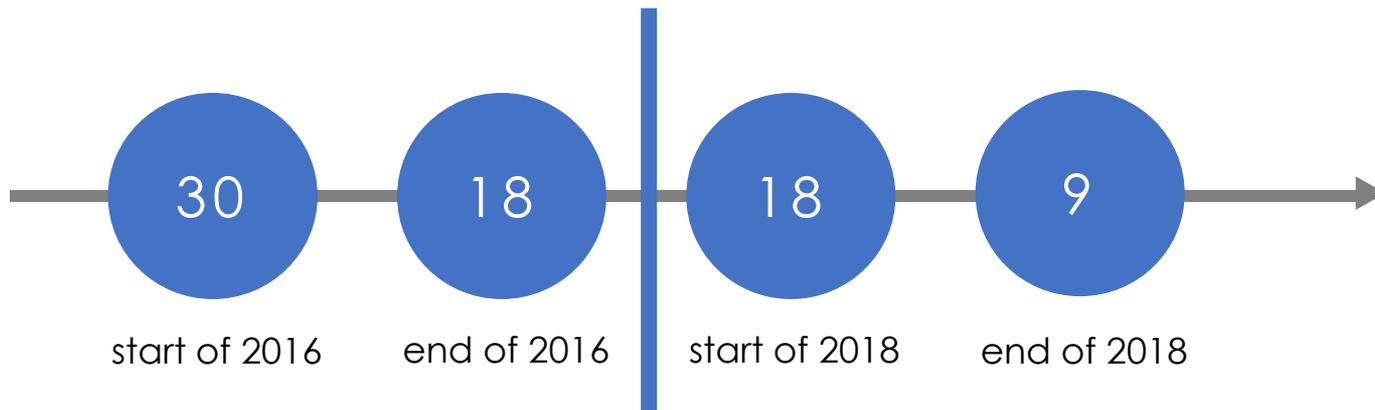
2016



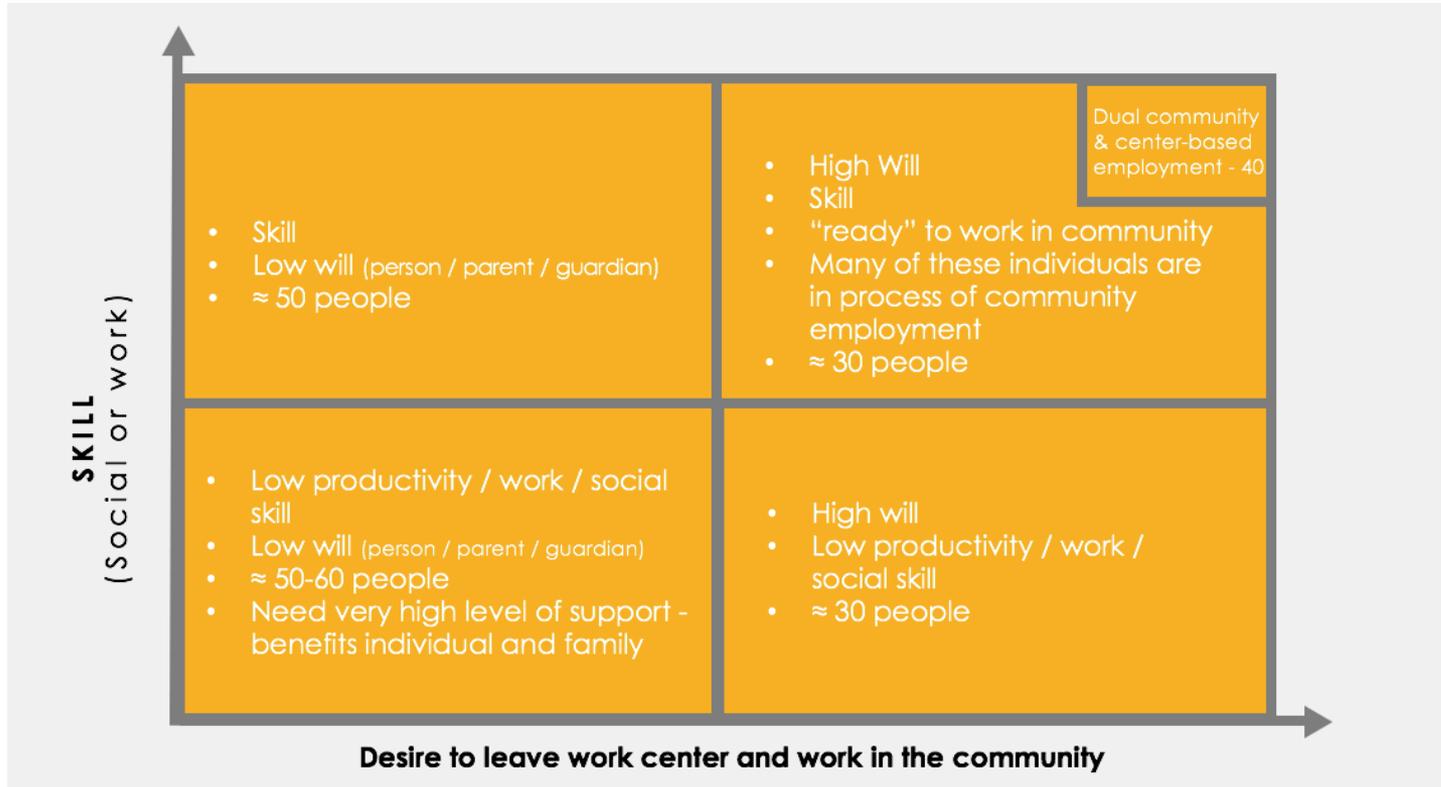
*Still **200** people in
exclusively center-based work
with no community
employment*

*Remember...
It's still one person at a time.*

Limiting hours in center-based work 2016 & 2018



Skill/Will Matrix



“Phase three”

2018

2019



One Person At A Time

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



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

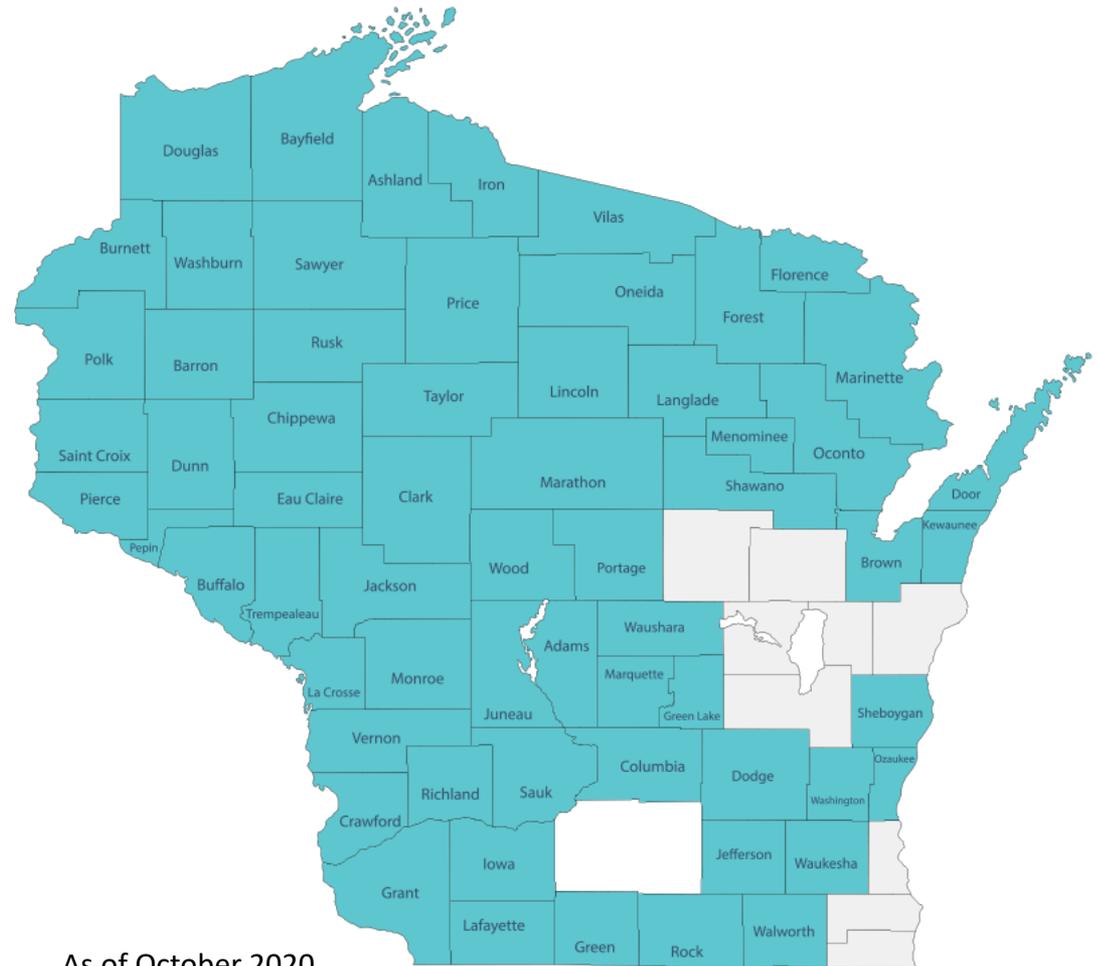
- Inclusa, Inc. is a Wisconsin-based nonprofit corporation that has operated in the state since the inception of the Family Care program in 2000.
- Inclusa is a federally designated charitable 501(c)(3) organization.
- Inclusa provides long-term care services and supports to more than 15,000 adults with 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.

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Inclusa, Inc. Service Region

62 Counties
37 Offices



As of October 2020

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People Supported by Inclusa, Inc.

*Enrollment data as of 10/13/2020

Target Group	Enrollment	%
People with Intellectual/Developmental Disabilities	7,606	49.47%
Frail Elders	5,177	33.67%
People with Physical Disabilities	2,551	16.59%
Total	15,374	100.0%

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Inclusa, Inc. – Who We Are...



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(45)



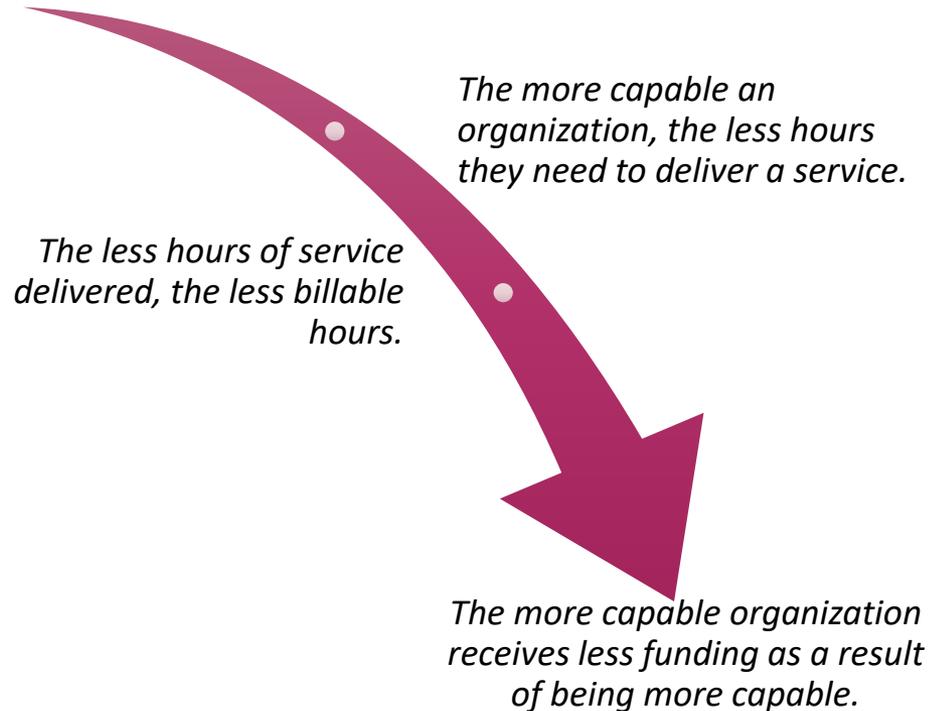
Value-Based Purchasing Supported Employment

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(46)

Why an Outcome-Based Reimbursement Model for Supported Employment?

The paradox when paying by hour of service.



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(47)

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

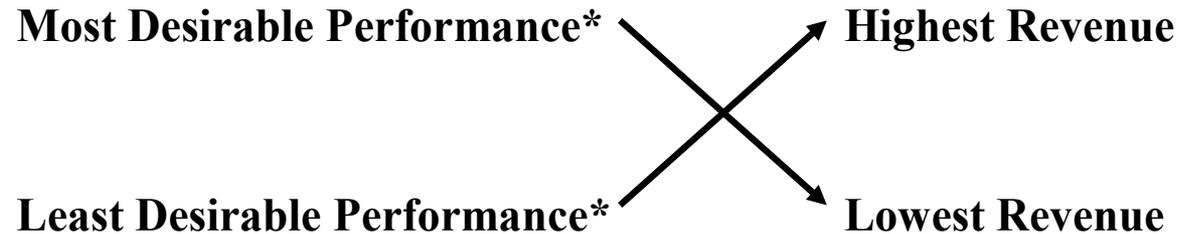
Allowing billing only for face-to-face service is contradictory to what we know to be good job development and worksite support strategies.

Paying for Job
Coaching **Based**
on **Hours Worked**
by the Supported
Employee

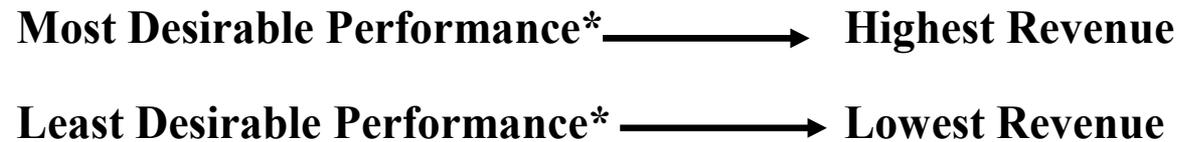
- Rewards fading (no loss of income; can realize increase in net income if fading above reasonable target expectation)
- Rewards moving individual toward full employment (increase in income)
- Incentivizes provider to prevent job loss or reduction in work hours

The Impact of Paying For Outcomes

Move Away From This:



Move Toward This:



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, on-
going 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

	Low Monthly Capitation Rate	High Monthly Capitation Rate	Difference
Tier 1	\$10,459.00	\$13,855.00	\$3,396.00
Tier 2	\$7,062.00	\$10,458.00	\$3,396.00
Tier 3	\$3,665.00	\$7,061.00	\$3,396.00
Tier 4	\$268.00	\$3,664.00	\$3,396.00

Job Coaching Percentages Used for Rate Calculation

	0-11 Months on Job	12-24 Months on Job	25+ Months on Job
Acuity Tier 1	95%	78%	60%
Acuity Tier 2	80%	60%	45%
Acuity Tier 3	60%	40%	30%
Acuity Tier 4	35%	30%	24%

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

Acuity Tier	0-11 Months on Job	12-24 Months on Job	25+ Months on Job
Tier 1	\$30.40	\$24.96	\$19.20
Tier 2	\$25.60	\$19.20	\$14.40
Tier 3	\$19.20	\$12.80	\$9.60
Tier 4	\$11.20	\$9.60	\$7.68

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Key Steps In the Process

Focus on
Provider
Engagement

Invest in
Technical
Assistance

Risk Sharing

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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

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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**

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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

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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

Provider Collaboration

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Questions



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WISCONSIN DEPARTMENT
of HEALTH SERVICES

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 178: Employment First**

- MCO/Providers/Associations
 - Feed back on Joint CIE Plan
 - Capacity Building and Quality Workgroup

Collaboration Success

➤ **HCBS Non-Residential Final Setting Rule**

- Providers and their association
 - Self assessment
 - Benchmarks
 - Review process

➤ **Pay for Performance**

- 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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