

EFSLMP Pilot Provider Transformation Webinar #3: Operations and Funding

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What We Will Be Talking About Today

- Implementing Your Employment First Plan
- Funding Your Employment First Plan
- Sustainability of Your Employment First Plan

Making it Happen

IMPLEMENTING YOUR TRANSFORMATION AGENDA

Starting the Journey ... Discovering the Possible



Reading

Talking to people

Letting your team explore

Observing

How to Find the Model that Fits Your Mission

Conferences

- ANCOR
- APSE
- TASH
- Toronto Summer Institute

Learning journeys

Formal trainings

Informal consultation and brainstorming with experts

Poll Question: Where have you found your new ideas?

- Conferences
- Consultants
- Learning journey or visits to other agencies
- Talking to fellow providers
- Families or other stakeholders

Why Pilot?

Learn how to get outcomes

Try out and then revise strategies

Address specific issues and challenges

Beneficial Outcomes

Core staff who have learned key strategies

Develop useful partnerships

Realistic projection of staffing and program requirements

Ability to project costs and revenue for full scale

Designing a Successful Pilot

- Create a small team – two staff working on the project part-time could be better than one full time staff
- Relatively small number of people served (5 to 10 people is ideal)
- Enough time to learn strategies
- Sufficient management capacity

Keys to a Successful Pilot

Recruit motivated participants with a range of abilities and challenges

Start with committed and organized staff

Determine in advance what you are trying to achieve in your pilot

Measure your performance and make adjustments

Taking Services to the Next Level: Sustainability

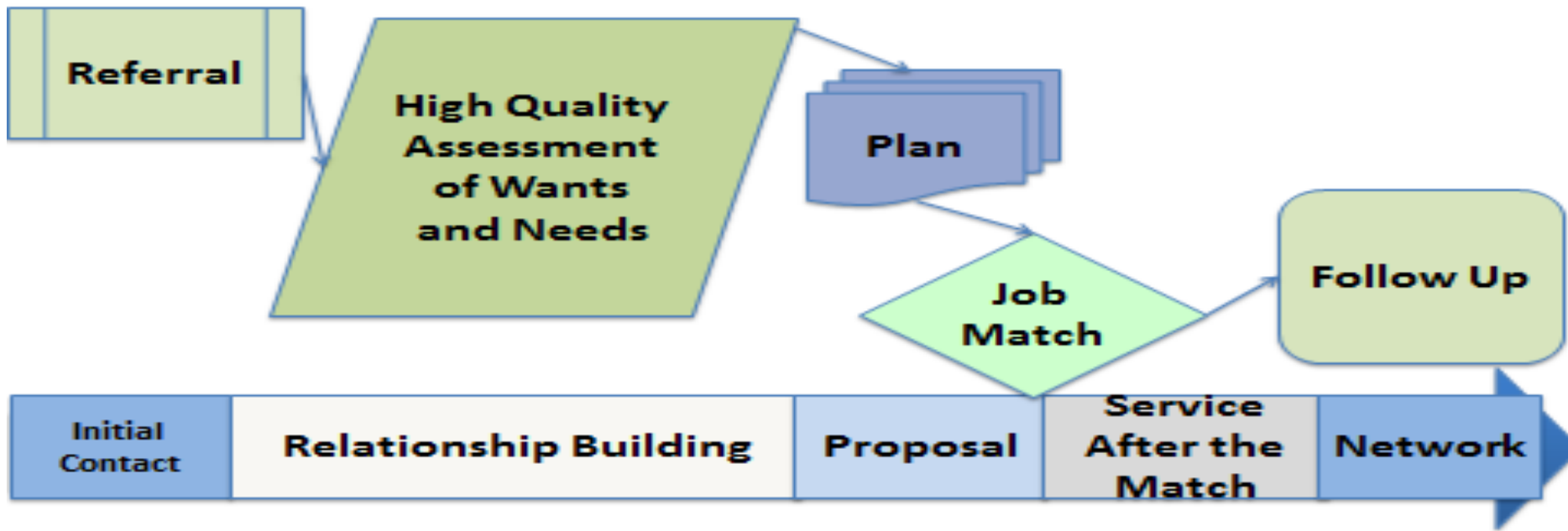
Focus of Employment First service

Consistently high quality services

Continuous Process Improvement

Effective relationships with our customers

Employment Flow



Think Big – Start Small

Keep our eyes on the prize (Focus)

Know the needs of our three customer groups

- 1) Person seeking employment
- 2) Employers
- 3) Funding Sources

The one thing all three of our customers want from US...

Establish Relationships with Business

We are not going to help people obtain employment without partnerships with Employers

High Quality Services

Customer focused and customer driven services

Quality control, cost control and innovation

Continuity in the delivery of best practices and procedures

Keys to Success

Ensure that the ORGANIZATIONAL STRUCTURE supports the services provided

Build and sustain a CULTURE of consistent best practice and champion continuous process improvement across the organization

Monitor manager and team member ENGAGEMENT very closely

Focus on Mid-level Managers

Mentoring and coaching of mid-level managers has a trickle-down effect on the support and development these managers provide to the staff they supervise and to the quality and consistency of the services delivered

Managers are a critical resource in an organization as they not only provide stability and continuity; they are in the unique position to affect all phases of service delivery culture

The effective training and development of middle-level directors and managers is not a one-time training program or effort

To build a high performing and sustainable employment program the combination of best practice approaches and tools must be combined with a systematic mentoring and coaching process for mid-level directors and managers

Essential

Clearly defined program assessment and evaluation metrics

Established competencies and standards of quality service for every level of the organization

Performance reviews for managers are tied to the program metrics and team member development

Performance reviews for team members mirror targeted competencies and quality of service

Tools

Employment Services Core Competencies

Standard Operating Procedures and Practices (SOPs)

Training Curricula/Trainer's Guides for Managers

Consistent Tools for Employment Team Members

Steps to Implement

Assess current strengths and weaknesses of our organization's development process

Establish targeted team and management competencies

Conduct targeted training for mid-level managers

Facilitate mid-level managers conducting team training

Manager facilitates team developing SOPs and consistent tools

Establish a consistent team member development and performance feedback process (performance reviews)

Establish ONGOING mentoring processes

Building Your Employment First Funding

Strategic Plan is Your Launching Pad

Develop a proposed program design and roll out – based on estimate of revenues and costs

Redesign to ensure financial feasibility

Project out over a number of years -- from pilot to fuller expansion

Project reallocation of resources and costs as transformation continues

Components of the Strategic Plan that Impact Funding Decisions

How does your service model fit the available funding?

Do you have to adjust your service model to fit the funding?

What are the true costs that your funding must cover?

How does funding from a variety of programs help you meet your bottom line?

Research the available funding

Read/ attend trainings/keep antennae out

Read the regulations/administrative guidelines creatively

Consult with your government partners

Talk to colleagues and consultants in your state and other states

Periodically review and inventory possible funding sources

Taking a Fresh Look

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"By rethinking the X axis we're seeing these numbers in a whole new light."

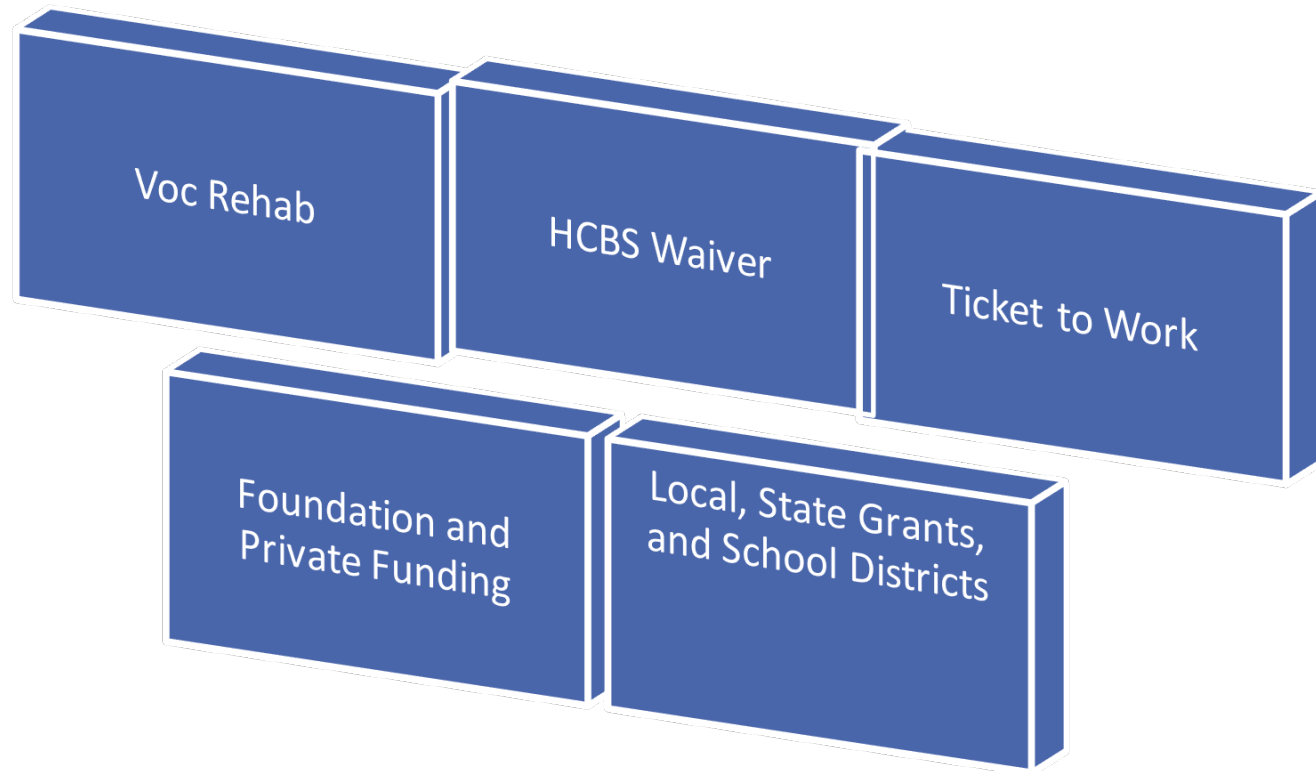
Steps toward Greater Diversity of Funding

- Take an inventory of possible funding sources
- Look at each funding stream's requirements to see how employment and community integration are a match for that funding
- Think about how to redesign your staffing and program to match these requirements
- Pilot a project

Poll Question: What Funding Source Do You Need to Learn More About?

- VR funding
- Pre-Employment Transition funding
- Supported Employment HCBS Waiver funding
- Community Based HCBS Waiver funding
- Local Municipal or County funding
- School District funding
- Foundation funding
- Ticket to Work funding

Basic Building Blocks



Potential Sources of Funding (1)

[ODEP's Criteria for Performance Excellence, Table 3]

- Medicaid Waivers for various long-term supports and services (LTSS) that helps people with disabilities sustain employment
- Money Follows the Person Grants and Operational Protocols
- Community First Choice Option
- Medicaid Balanced Incentive Programs
- Medicaid Buy-In Levels State Funding
- Medicaid State Plan Services such as Personal Care, Rehabilitation, Durable Medical Equipment and Home and Community Based Services
- Mental Health System Overview Service Funding Integration
- Vocational Rehabilitation
 - Title I & Other VR Funding Streams
 - Supported Employment Services
- Workforce Investment Service Funding Integration
- TTW Employment Networks
 - Providers
 - American Job Centers
 - VR Categories (Target Markets)

Potential Sources of Funding (2)

[ODEP's Criteria for Performance Excellence, Table 3]

- Education Funds
 - IDEA Part B Discretionary Funds
 - Charter School Transition Funds
- County Funding
- Foundations
- Private Business Funding
- Veteran-Specific Funding Initiatives
- Benefits Assistance & Planning Services including all SSA Work Incentive Options
- State Independent Living Council Grants
- Children with Special Health Care Needs Grants under Title V, from HRSA
 - Education Transition Funding
- Traumatic Brain Injury Planning Grants from the Health Resources & Services Administration (HRSA)

Taking a Closer Look

Vocational Rehabilitation (1)

Cornerstone of Employment Work

- Title I funding
- Supported Employment funding

Designated the primary source of employment funding for people with disabilities.

Taking a Closer Look

Vocational Rehabilitation (2)

Basic Employment Services

- Assessment
- Work Readiness
- Counseling and Benefits
- Training
- Job Development
- Job Coaching

Each state will design these differently

WIOA Expands the Possibilities

15% of VR funding for youth

States are rolling out Pre-Employment Transition Services

Mandate to make Customized Employment available

Why are these new options so important?

Pre-Employment Transition Services

Job Exploration Counseling

Work Based Learning Experiences

Counseling regarding enrollment in comprehensive transition or post-secondary educational opportunities

Workplace Training – for social Skills and independent living

Instruction in Self-Advocacy

Opportunity to Innovate!!

Individualize services as much as possible!

Turn exposure into real avenues of career exploration

Customize work experiences and internships

What we have learned about internships

Taking a Closer Look

Medicaid HCBS Waivers

Services that can be funded using HCBS waiver funds depending on State service definitions

- Job exploration
- Community pre-vocational, day habilitation funding, community habilitation
- Long term employment support funding
- Job development
- Residential supports funding

Take a Closer Look

Medicaid HCBS Waivers

- Often focused on one or more subpopulations, including but not limited to I/DD, mental health, TBI, sensory impairments
- Use for core employment and wrap around supports
- Opportunity to fund innovative aspects of employment services, including discovery, benefits counseling, self-determination, peer support, transportation

Taking a Closer Look

Local, State & School Funding

- Local funding
 - Municipal or town funding
 - Local funding for a very specific group
- State Funding
 - State funding specific to disabilities
 - State funding for youth
- School Districts
 - Where can you help them with transition planning?

Taking a Closer Look

Local Funding Tips

Important to keep your antennae out

Look for partnerships

Local funding often offers more flexibility

Local funding can offer more opportunity to innovate

Taking a Closer Look

Ticket 2 Work Overview

Look at milestones

- 1st Phase milestones are based on earnings of \$840 a month in 2017
- 2nd Phase milestones are based on earnings of \$1170 a month in 2017
- Outcomes are based on \$1170 and no cash benefits

Determine how much it will help your particular program

Taking a Closer Look:

Ticket 2 Work ...Important Information

- Provides flexible funding for non-individual specific job development
- If individual is receiving VR funding, ticket can be assigned to you for second phase and forward.
- CMS has indicated that EN can receive ticket to work milestone payments if they are providing waiver services. No conflict because one is a service and the other is for outcomes.
- How to become an Employment Network (EN) – www.yourtickettowork.com

Taking a Closer Look:


Foundations

- Look for partnerships and collaborations
 - Community centers and other not-for-profits
 - Schools and community colleges
- Frame as a specific pilot project to meet specific needs
- Network to find contacts with particular foundations
- Don't forget family and corporate foundations
- Great resource: Foundation Center
www.foundationcenter.org


Leveraging Resources

A KEY TO CREATING VIBRANT EMPLOYMENT AND
COMMUNITY BASED PROGRAMS

Previous Context for Leveraging Resources

“Employable”: VR  Competitive Integrated Employment
(when needed-HCBS Supported Employment)
(local grants for job development)

Everyone else:

School  Sheltered Workshop
Facility Based Day Program
Prevocational Program
Community Based Day Program
“Without Walls”

Employment First Framework for Leveraging Resources

Students  Competitive Integrated Employment

Individuals in Service System  Competitive Integrated Employment

REQUIRES MORE SOPHISTICATED BRAIDING OF RESOURCES

Braiding Resources Through an Employment First Lens

HCBS Waiver

- Exploration
- Discovery
- Planning
- Community Based Supports
- Job Coaching

VR/Workforce/TTW

- Pre-Employment Transition Services
- Discovery and Assessment
- Job Training
- Job Development
- Job Coaching

Foundations/Local/ School

- Employer Outreach and Engagement
- Internships, Mentoring
- Professional Development
- Piloting New Programs

What Braiding Can Look Like (1)

Example 1:

- HCBS Waiver community based services for discovery and community Integration
- VR funding for job development and intensive job coaching
- HCBS Waiver funding for long term job coaching and wrap around supports

What Braiding Can Look Like (2)

Example 2:

- VR funding for assessment or discovery and job development
- VR funding for intensive job coaching
- HCBS Waiver funding for long term job coaching
- Collect Ticket to Work funding for both long term job coaching and for program wide job development

What Braiding Can Look Like (3)

Example 3:

- VR funding for assessment or discovery/ HCBS Waiver funding for community based supports while looking for employment
- Local or foundation funds for employer outreach
- VR funding for job development
- VR funding for intensive job coaching
- HCBS Waiver funding for job coaching and wrap around services

What Braiding Can Look Like (4)

Example 4:

- ▶ Pre-Employment Transition Services funding for work experiences/internships
- ▶ VR funding for job development and intensive job coaching
- ▶ HCBS Waiver for long term job coaching and wrap around services

What Braiding Can Look Like (5)

Example 5:

- ▶ School District funding for discovery, transition planning and internships
- ▶ VR Funding for job development and intensive job coaching
- ▶ HCBS Waiver funding for long term job coaching

Reallocating Resources

The decision to reallocate existing resources to a new endeavor is a difficult decision with multiple considerations

Decision support tool

DICE

The article the “Hard Side of Change Management,” by Sirkin, Keenan and Jackson in the October 2005 edition of the Harvard Business Review introduces the concept of DICE (Duration, Integrity, Commitment, and Effort) as a direct and effective tool to conceptualize and assess the potential of a new project

A DICE SCORE

The Boston Consulting Group provides a scoring tool at dice.bcg.com

The outcome of change initiatives are driven by four elements: the overall **(D)uration** of a project or time between structured milestones; the performance **(I)ntegrity** of the team; the organizational **(C)ommitment** to change; and the additional **(E)ffort** required of staff members. Assessing projects against these four elements, which we call **DICE**, can greatly help institutions achieve successful change from ideation to impact. BCG has created a methodology for scoring and statistically analyzing the dynamics of **DICE**, thereby allowing objective assessment of the likely outcome of transformations (or a transformation) - helping to "load the DICE" in your favor. (Boston Consulting Group)

Reminder: Complete Pre/Post Surveys for Webinar #3

Pre: <https://www.surveymonkey.com/r/ZX9RPQ3>

Post: <https://www.surveymonkey.com/r/NTQQFNT>

Homework Assignment Webinar #4: Individualized Planning and Services (Consumer Focus)

Date /Time: Jul. 13, 2017 @ 1:00pm – 2:30pm (Eastern)

Facilitators: Dale Verstegen; Gail Fanjoy

Reading Assignment: “Module 5: Individualized Planning and Services (Consumer Focus)”

Complete Pre/Post Surveys for Webinar #4

- Pre: <https://www.surveymonkey.com/r/ZNYTFCM>
- Post: <https://www.surveymonkey.com/r/ZNGG3NT>
- Discussion Questions are forthcoming and will be sent at least one week in advance.