



# Expanding Integrated Community-Based Employment



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Contract with New Editions  
Consulting, Inc. for HCBS TA

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# Today's Webinar will Cover:

- ✓ Intrinsic value of work
- ✓ Impact of Social Determinants of Health
- ✓ Employment and HCBS regulations
- ✓ Detailed review of the organizational factors that impact a state's performance in achieving integrated employment
- ✓ State examples of promising practices
- ✓ Wrap up, conclusion, and key takeaways

# National Landscape of Day and Employment Services

- Facility-based and non-work services comprise the largest percentage of expenditures
- Participation in competitive integrated employment is limited, and;
- The percentage of individuals served in non-work settings is increasing

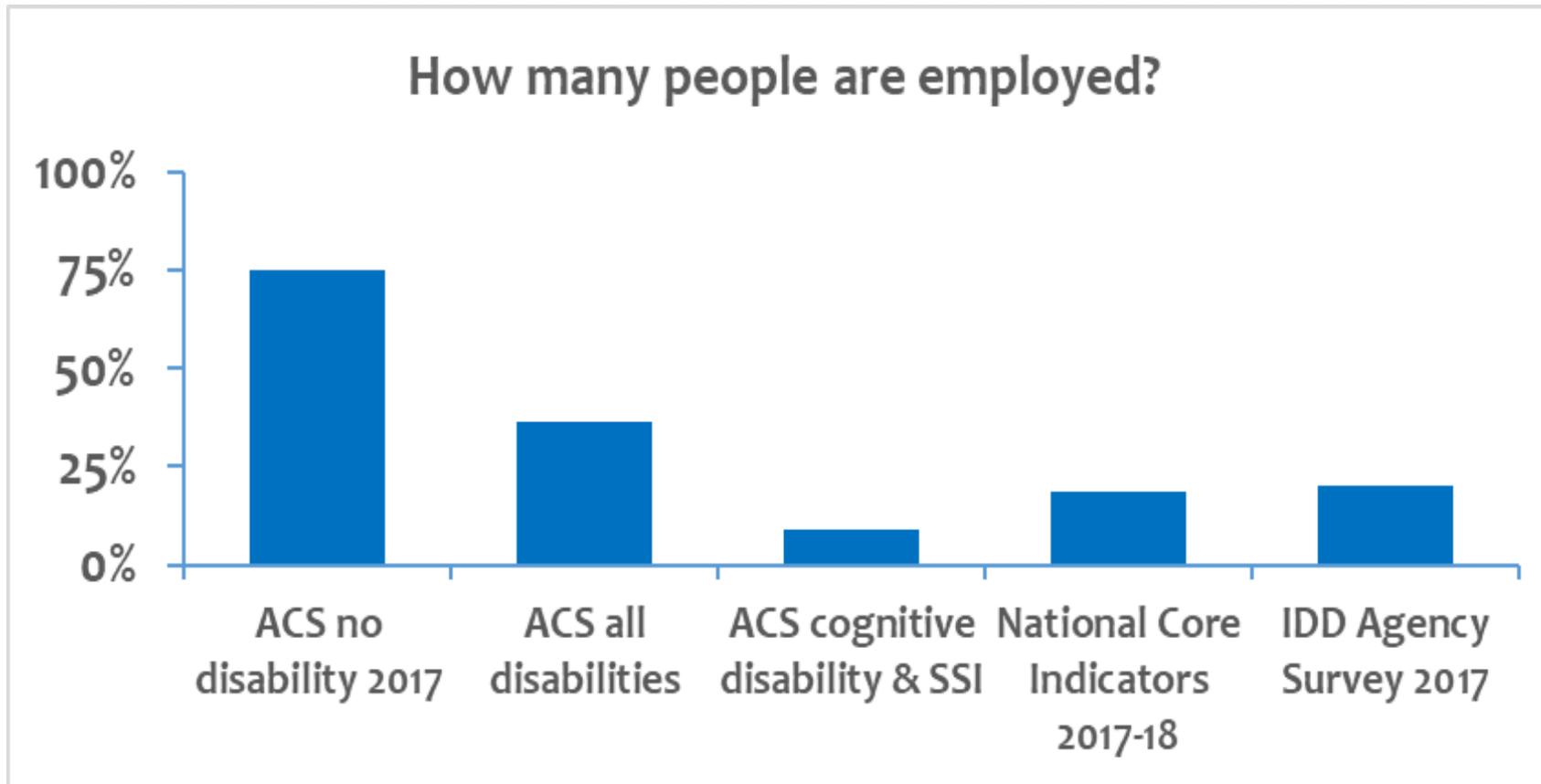
# Why Work?

- ✓ Opportunities for learning and relationship building
- ✓ Increased independence
- ✓ The opportunity to make friends
- ✓ Make a contribution to the community
- ✓ Gives us a positive image and valued role, and
- ✓ Is a catalyst for movement towards economic self-sufficiency

# Why Work? (cont.)

- ✓ Work is an expectation and norm for adults in our society
- ✓ If you want things, you have to have an income
- ✓ Work brings greater economic security
- ✓ We learn from the work we do and the people we work with, and;
- ✓ Working builds a person's social network

# How Many People are Employed?



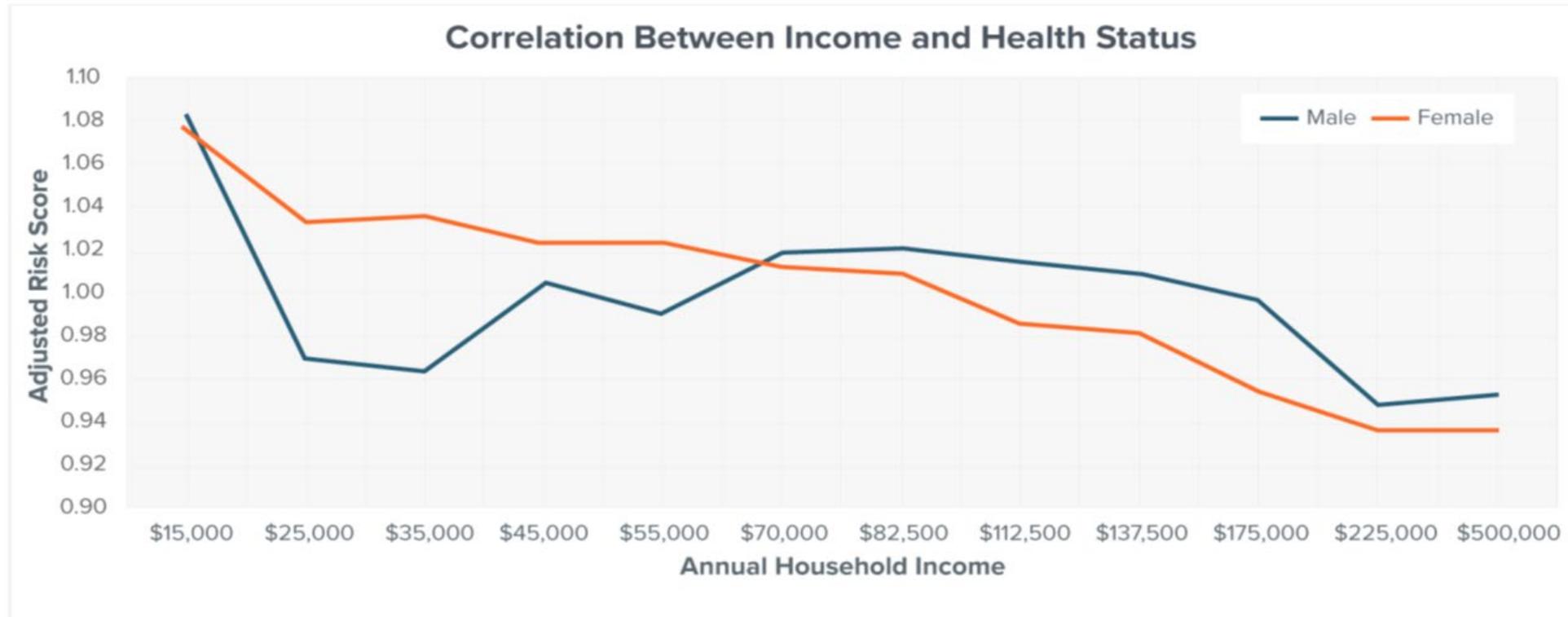
# Can Everyone Work?

- **FACT: Among all non-disabled, working-age adults 74% are employed and not all full-time.**

*The question is not "can everyone work?" rather:*

1. How close can we get to the rate of non-disabled working adults?
2. If some states have good outcomes, how can we get there too?
3. Why wouldn't we try to get more people working?

# What We Know About Social Determinants of Health



Social Determinants of Health: The Impact on Members, Health Outcomes and the Bottom Line, [www.hms.com](http://www.hms.com)

# Poverty and Employment

Population Type	Percentage living below the poverty line (poverty rate)	
	Not Employed	Employed
People with no disabilities	26.6%	6.2%
People with any disability	34.9%	10.5%
People with a cognitive disability	36.7%	15.4%
People with a cognitive disability who received SSI	40.1%	15.1%

# 1915(c) Statute and Regulations – Employment (1 of 3)

- For purposes of paragraph (4)(b), the term “habilitation services”
  - (a) means services designed to assist individuals in acquiring, retaining, and improving the self-help, socialization, and adaptive skills necessary to reside successfully in home and community based settings; and
  - (b) includes (except as provided in subparagraph (C)), prevocational, educational, and supported employment services;...”

# 1915(c) Statute and Regulations – Employment (2 of 3)

- ...42 CFR 440.180(c)(3).

Services not included. The following services may not be included as habilitation services:

- (i) Special education and related services (as defined in sections 602(16) and (17) of the IDEA , [Education of the Handicapped Act](#)) ([20 U.S.C. 1401](#) (16) and (17)) that are otherwise available to the individual through a local educational agency.
- (ii) Vocational rehabilitation services that are otherwise available to the individual through a program funded under section 110 of the [Rehabilitation Act of 1973](#) ([29 U.S.C. 730](#)).

# 1915(c) Statute and Regulations – Employment (3 of 3)

- CMS Informational Bulletin dated September 16, 2011.
- 2019 Technical Guide:
  - Reinforces that employment related waiver services must be provided in accordance with CMCS Informational Bulletin dated September 16, 2011
  - Clarifies that when a state uses a broad definition, such “employment related services” that have multiple components that are separately identified in a persons service plan that individuals have free choice of providers for each component.

Bulletin Located at: <https://downloads.cms.gov/cmsgov/archived-downloads/CMCSBulletins/downloads/CIB-9-16-11.pdf>

# Home and Community-Based Settings Rule

- Is integrated in and supports access to the greater community
- **Provides opportunities to seek employment and work in competitive integrated settings, engage in community life, and control personal resources**
- Ensures the individual receives services in the community to the same degree of access as individuals not receiving Medicaid home and community-based services
- The setting is selected by the individual from among setting options including non-disability specific settings

# Tiered Standards

**Tiered Standards:** Tiered Standards is an approach to manage and support individuals, providers, and families through the shift from facility-based legacy services to an expansion of community based services.

## **CMS Guidance Excerpt:**

*Allows a state to continue certain settings in HCBS (such as facility based day programs) as long as they meet minimum HCBS standards but may suspend admission to that setting or suspend a new provider approval for those settings for future use.*

*CMS-Issued FAQs, Question 16. June 26, 2015*

# How States are Using Tiered Standards or Making Other Policy Decisions

- DC – new standards for Day Habilitation.  
Individuals who are 64 years old and younger, based on level of need, access different levels of day habilitation services to assist them in becoming informed about options to pursue competitive integrate employment and community participation activities.
- Minnesota – using tiered standards to foster growth of more individualized day and residential supports while “shutting front door of certain services/provider types”.

# Factors that Impact Employment Outcomes

## Key Elements of Higher Performing States

- Performance Measurement and Data management
- Policy & Goals
- Training and Technical Assistance
- Service & Service Innovation
- Leadership
- Interagency Collaboration
- Financing and Contract Management
- Other factors found to be important:
  - Communication Strategy
  - Informed Choice

# Taking a Deep Dive into the Organizational Factors: (1 of 7)

*Performance Measurement and Data Management*

# Performance Measurement and Data Management

- Comprehensive data on employment outcomes measure progress, benchmark performance, and document outcomes.
- Information is used to evaluate and track results, inform policy, and improve provider contracts and service agreements.
- Data shared with stakeholders.

# Data as a Strategic Planning Tool

- Used to:
  - Guide decisions
  - Evaluate and track performance
  - Informs policy and practice
  - Improve quality
  - Develop value-based financing of employment services
- Both system level and individual level information is needed to guide system improvements in delivery of employment services

# Developing an Employment Outcome Data Plan

- Clarify goals
- Define outcomes and variables
- Know existing data and how to access it
- Define collection infrastructure
- Assure capacity for data analytics
- Confirm how information will be shared and report the data

# Taking a Deep Dive into the Organizational Factors: (2 of 7)

## *Policy and Goals*

# Employment First Policies: A Closer Look

As of May 2019:

- 38 states with official policy
- 17 states passed legislation
- Remainder have policies issued by state agencies, Executive Orders, MOU's etc.
- 21 state polices are cross-disability; the remainder are intellectual/developmental disability-specific

# Clarifying Organizational Goals

- In order to define clear **goals**, your first step is to determine exactly what you wish to achieve.
- Set a realistic timeline.
- Ensure your **goals** are feasible.
- Determine benchmarks for success.
- Define strategies to success, be very specific.
- Track progress frequently.
- Refine your **goals**.

# Alignment of Mission, Goals and Policies

- This concept should be identified for every agency that touches employment.
- Although each state agency (such as Vocational Rehabilitation (VR) and Education) has its own mission, it is important to acknowledge the shared employment goals among agencies.
- This alignment can be achieved by the use of:
  - Interagency planning teams
  - Written interagency agreements that clarify agency responsibilities
  - The development and delivering of interagency and cross-agency training

# Taking a Deep Dive into the Organizational Factors: (3 of 7)

## *Interagency Collaboration*

# Interagency Collaboration

- Relationships with key state and local partners such as Vocational Rehabilitation, Providers, Education, Mental Health and Substance Abuse, Medicaid, Developmental Disabilities, Workforce Development, Department of Aging, etc.
- Interagency policy and processes support employment outcomes
- Sequencing of supports and services to meet the desired outcomes needs to occur
- Smooth transition between funding streams

# The Intersection of VR/DD Policies

- Workforce Innovation and Opportunity Act (WIOA)
  - Section 511
  - Confirmed Competitive Integrated Employment
- Home and Community-Based Services
  - Prevocational
  - Supported Employment
  - Transportation
  - Financial Literacy

# Pennsylvania Policy

- VR referral process
  - Role clarification
  - Agreement on identified gaps
  - All involved parties working as a team, making informed decisions, and appropriately planning to help the person receive needed employment-related services in a timely manner.
  - Critical to have real time communication:
    - VR staff and Supports Coordinators engage in ongoing conversations during the VR referral and eligibility determination process to ensure that timely eligibility determinations are made.

# Taking a Deep Dive into the Organizational Factors: (4 of 7)

*Services and Service Innovations*

# Services and Service Innovations

- Service definitions and support strategies are structured and aligned to facilitate the delivery of employment supports to **all individuals** with disabilities regardless of the intensity of their needs.
- Non-work supports encourage individuals to become involved in typical adult life activities, continuing education, building employment skills, such as community service and volunteering opportunities.

# Community Participation & Employment Supports

Community Participation and Employment Supports:

- ***Lead to employment*** through career exploration & networking
- ***Wrap around employment*** to fill gaps in time, experience, social connection
- ***Support people in retirement*** in integrated ways

# Taking a Deep Dive into the Organizational Factors: (5 of 7)

## *Financing*

# What do Funding Strategies Drive and Align?

- Provider Capacity
- Efficiencies of cross system collaboration
- Quality of service delivery

For example: Only 11 percent of the Medicaid waiver dollars spent by state IDD agencies go to integrated employment services. Most Medicaid dollars are spent on facility-based non-work (42.3 percent) and community-based non-work (33 percent) services.

<https://www.statedata.info/> 2018

# Alternative Payment Models

An Alternative Payment Model (APM) is a payment approach that gives added incentive payments to provide high-quality and cost-efficient services

Services may be paid on a fee schedule rate, while also adding an incentive payment based on specified events or some measurable criterion of performance, such as:

- Milestones/benchmarks
- Outcomes
- Value Based - related performance measures

# Taking a Deep Dive into the Organizational Factors: (6 of 7)

## *Training and Technical Assistance*

# Competencies and Skills

Employment Services: require staff who are skilled and knowledgeable about human services and the business community.

Investment is needed in developing the capacity of this workforce and to maintain a stable and competent workforce to meet the service demands

# Taking a Deep Dive into the Organizational Factors: (7 of 7)

## *Leadership*

# Leadership

- Clear and unambiguous commitment to employment in individual community jobs
- Local and state level administrators are identifiable as “champions” for employment.
- Identified lead employment staff

# Other Important Factors to Consider

*Making An Informed Choice*

# Self Determination & Autonomy



Support  
& Safety

Dignity  
of Risk



# Importance of Person-Centered Planning

The contents of the person-centered planning (PCP) should initiate steps down an employment path that are congruent with a person's strengths and needs.

CMS regulations regarding PCP - Written plan reflects:

- Setting is chosen by the individual and is integrated in, and supports full access to the greater community
- Opportunities to seek employment and work in competitive integrated settings
- Opportunity to engage in community life, control personal resources, and receive services in the community to the same degree of access as individuals not receiving Medicaid HCBS

# Other Important Factors to Consider (Cont.)

*Communication Strategy*

# The Importance of Targeting Communications

- Targeting Communications, some questions to ponder:
  - What are we trying to accomplish, what are the goals?
  - WHO do we need to reach?
  - WHAT do we want them to know?
  - HOW will we reach them?
- Evaluate past communications on the subject of employment
  - Are we being effective?
  - Is the message reaching the intended audience?

# Message Matrix

A Message Matrix is used to boost relevance, engagement, and conversations by identifying subset messages that relate to your goals.

- Who has a vested interest in the message?
- Define target audience and segments within that audience.
- This might include looking at things like:
  - demographics,
  - lifestyle interests, and
  - how media is utilized by a person (or group of people).

# Myth Busting...

Example:

MYTH: Most people with I/DD do not want to work in the regular workforce.

TRUTH: Most people with disabilities want, and should be given the opportunity, to work in regular jobs alongside people with and without disabilities.

Use success stories to help communicate and beat myths

# Wrap up: Intersection of These Key Factors

Although Home and Community-Based Services are not the primary resource for individuals with disabilities to acquire competitive integrated employment the long-term services offered through out HCBS programs provide a major impact for individuals maintaining those jobs.

# Wrap up: Intersection of These Key Factors (cont.)

- Employment is a key social determinant of health
- Multiple components of our systems must prioritize the outcome of competitive integrated employment
- Rebalancing the financing of our HCBS Day and Employment Services is essential to meet the demands of the future

# References

World Health Organization. *WHO definition of Health*, 2003. Available at: <http://www.who.int/about/definition/en/print.html> (Accessed 9 February 2013)

# Questions?

# Feedback

Please complete a brief (7 question) survey to help CMS monitor the quality and effectiveness of our presentations.

Please use the survey link to access the survey:

<https://www.surveymonkey.com/r/HCBSEmployment>

*(The survey link CAN'T be opened within the webinar platform)*

WE WELCOME YOUR FEEDBACK!