

Funding Realignment in State Intellectual and Developmental Disability Systems



Funding Statement: An Essential Strategy to Support Integrated Employment

The field of intellectual and developmental disabilities (IDD) is at a crossroads. We know people with IDD want to work¹ and employers want to hire;² despite this, the percentage of individuals receiving supports to work in the community has declined.³ While state IDD agencies have been able to improve employment outcomes (Hall et al., 2007), more work is needed to develop and implement effective funding strategies to achieve long-term growth in integrated employment.

The State Employment Leadership Network (SELN) provides training and technical assistance to states on how to prioritize employment within the context of a robust community life. A state's funding strategy is one part of systems change, and must:

- » assume that with appropriate supports all working-age adults can become economically self-sufficient members of the workforce,
- » invest in integrated employment,
- » support community integration and self-determination, and
- » reflect the reality that employment occurs within an individual's life experiences (including family, day-time, home, and community supports).

States who engage with the SELN to address these goals in their funding strategy receive technical assistance to:

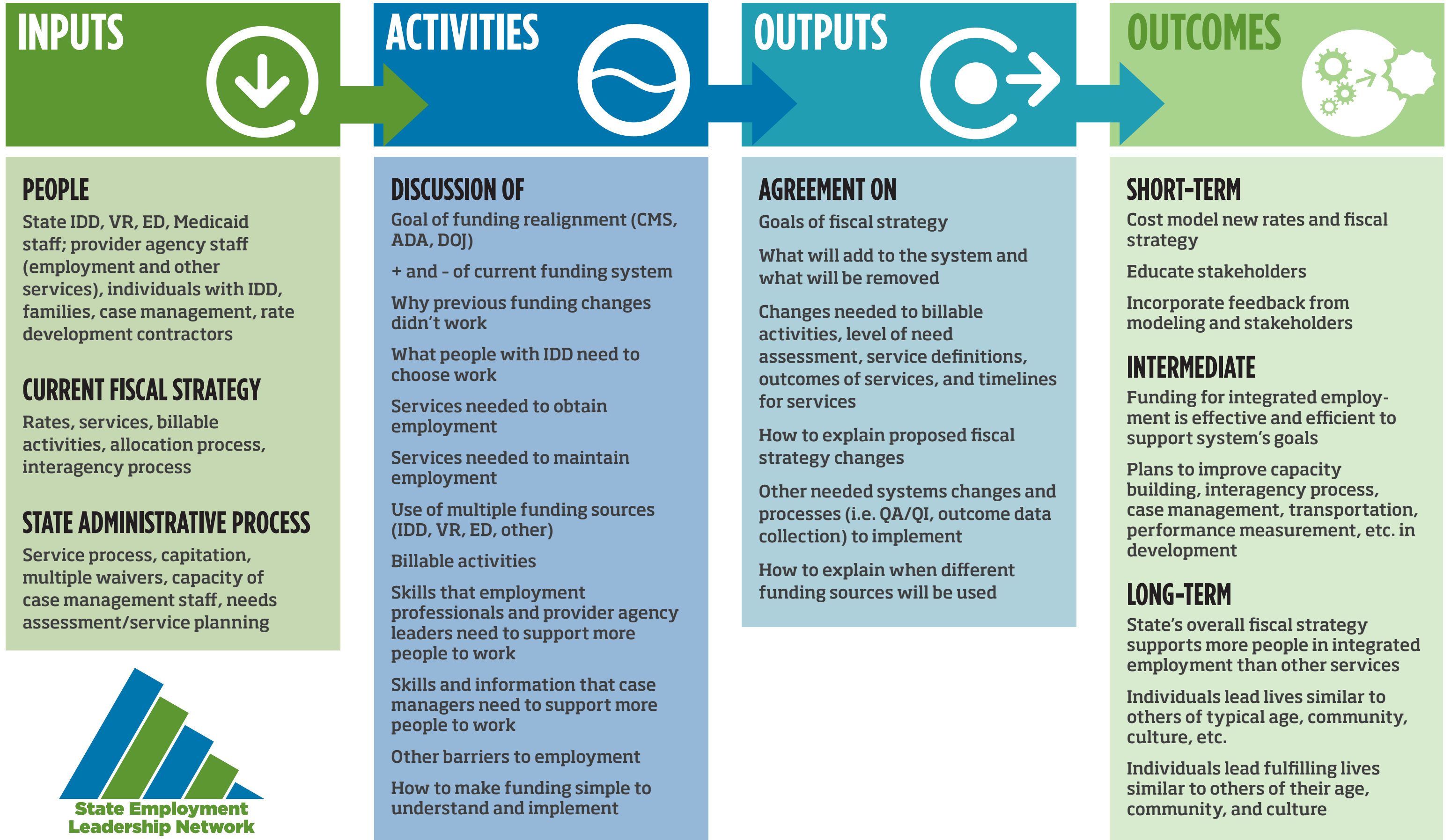
- » make educated decisions from a wide range of possible payment amounts and systems,
- » develop methodologies for funding each distinct phase of integrated employment service delivery,⁴
- » build employment pathways so that individuals can easily access employment services at any time,
- » ensure that all supports and services are held accountable for promoting integrated employment,
- » promote the delivery and widespread availability of high-quality supports, and
- » ensure that changes to funding strategy are developed and evaluated on an ongoing basis within the context of all IDD systems changes.

State Funding Realignment Model

The SELN Funding Realignment Model joins the SELN's technical assistance efforts with member states revising the current fiscal strategy. Discussions guide member states to identify the optimal funding realignment strategy needed to achieve integrated employment goals. The following components must be identified: existing or needed inputs, evaluating information gathered through discussion activities, developing preliminary outputs, and implementing plans to achieve system level outcomes. These are all considered on an ongoing basis within the context of the state's unique policy and fiscal environment. The following figure provides additional details about the SELN Funding Realignment Model.



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



PEOPLE

State IDD, VR, ED, Medicaid staff; provider agency staff (employment and other services), individuals with IDD, families, case management, rate development contractors

CURRENT FISCAL STRATEGY

Rates, services, billable activities, allocation process, interagency process

STATE ADMINISTRATIVE PROCESS

Service process, capitation, multiple waivers, capacity of case management staff, needs assessment/service planning

DISCUSSION OF

Goal of funding realignment (CMS, ADA, DOJ)

+ and - of current funding system

Why previous funding changes didn't work

What people with IDD need to choose work

Services needed to obtain employment

Services needed to maintain employment

Use of multiple funding sources (IDD, VR, ED, other)

Billable activities

Skills that employment professionals and provider agency leaders need to support more people to work

Skills and information that case managers need to support more people to work

Other barriers to employment

How to make funding simple to understand and implement

AGREEMENT ON

Goals of fiscal strategy

What will add to the system and what will be removed

Changes needed to billable activities, level of need assessment, service definitions, outcomes of services, and timelines for services

How to explain proposed fiscal strategy changes

Other needed systems changes and processes (i.e. QA/QI, outcome data collection) to implement

How to explain when different funding sources will be used

SHORT-TERM

Cost model new rates and fiscal strategy

Educate stakeholders

Incorporate feedback from modeling and stakeholders

INTERMEDIATE

Funding for integrated employment is effective and efficient to support system's goals

Plans to improve capacity building, interagency process, case management, transportation, performance measurement, etc. in development

LONG-TERM

State's overall fiscal strategy supports more people in integrated employment than other services

Individuals lead lives similar to others of typical age, community, culture, etc.

Individuals lead fulfilling lives similar to others of their age, community, and culture



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

How States Should Use this Information

1. Acknowledge that historical funding practices may no longer support states' integrated employment goals
2. Assemble an informed group who can discuss and act upon the funding realignment work outlined on pages one and two
3. Commit to a deliberate process of working through the steps (inputs, activities, outputs and outcomes)
4. Utilize your member state's SELN technical support for assistance

¹ Migliore, A., Mank, D., Grossi, T., & Rogan, P. (2007); Timmons, J. C., Hall, A. C., Bose, J., Wolfe, A., & Winsor, J. (2011); Migliore, A., Grossi, T., Mank, D., & Rogan, P. (2008); Walker, A. (2011); and National Core Indicators, (2014).

² Institute for Corporate Productivity. (2014).

³ Between 2001 and 2013, the IDD system added more than 130,000 service recipients. However, participation in integrated employment services declined. The estimated participation in integrated employment services in 2001 was 117,384. This number declined rapidly between 2001 and 2004, before beginning to make slow gains and reaching 113,271 in 2013. This has occurred despite state IDD agencies' interest in using payment rates to create incentives for integrated employment services.

⁴ Phases include career exploration and discovery, job development, long-term job coaching and fading of services, and career advancement.

References

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State Employment Leadership Network



The State Employment Leadership Network (SELN) is a cross-state cooperative venture of state intellectual and developmental disabilities that are committed to improving employment outcomes for adolescents and adults with developmental disabilities. SELN online discussions are chosen based on conversations with individual member states, as well as high profile and critical issues circulating around the country. Summary documents provide an overview of the sessions and highlight the resources available and knowledge required to achieve best practices.

The SELN is a joint program of the Institute for Community Inclusion at UMass Boston and the National Association of State Directors of Developmental Disabilities Services.

www.seln.org