Alabama has focused on making system improvements and developing capacity. The activities below show the progress made during the 2019-2020 membership year.

**Activity 1: Strategic Goals and Operating Policies**

The Alabama Department of Mental Health’s Developmental Disabilities Division (DDD) worked closely with the Alabama state Medicaid agency to create a new home and community-based services waiver. The waiver serves individuals with I/DD and is oriented toward maximizing each individual’s capabilities for full community participation.

The new waiver is designed to:
- Ensure supports fully preserve natural and existing living arrangements
- Maximize other opportunities that support full inclusion in the community, including competitive integrated employment

To develop this waiver program, DDD has worked closely with self-advocates and families, provider agencies, federal Centers for Medicare & Medicaid Services partners, and AL state agencies. Program launch has been delayed due to the COVID pandemic. A year-long pilot will be available in each of the state’s five regions once the program starts.

This new waiver received dedicated funding from the Alabama legislature to initially serve 500 individuals off the state’s more than 2,000-person waiting list. This signals a large commitment by the state to ensure more individuals have access to services at the time they are needed.

**Activity 2: Training and Technical Assistance**

In conjunction with the SELN, AL DDD hosted three online events in June 2020. The first two events were focused on describing potential community-based activities during a pandemic. Provider organizations have been afforded unprecedented creativity and flexibility during this challenging time. While that is advantageous, many organizations need additional assistance to support individuals in new ways, particularly outside of facilities or center-based models.

The third event was a workshop including a panel of speakers. Topics included stories of transitioning to all or nearly all community-based supports, how vocational rehabilitation services continue to be offered and adjustments made during the pandemic, and how the regulatory environment has been impacted by COVID-19 and what to expect in the months to come.

**Recording links and materials are available:**
[www.selnhub.org/alabama](http://www.selnhub.org/alabama)
The Employment Framework

Member states enlist the support of a wide variety of key informants to participate in discussions and workgroups to determine a state’s course of action. A direct member benefit is access to guidance that can lead states to a better understanding of priorities while setting that course. The Framework for Employment, developed through extensive experience and research conducted within states, is used to guide the SELN’s strategy for system improvements. The elements represent practices and outcomes known to be effective at enabling states to develop and sustain high-performing integrated employment systems.

Elements of a High-Performing Employment System

This graphic demonstrates the factors that, when working together, can lead to better integrated employment outcomes. It is the dynamic interplay of all the elements that can lead to long-term systems change.

**Leadership.**
Clear and unambiguous commitment to employment in individual community jobs at all levels in the system.

**Strategic Goals and Operating Policies.**
Employment is supported by program goals and operating practices.

**Financing and Contracting Methods.**
State resource allocation formulas, reimbursement methods, and rate-setting practices support integrated employment.

**Training and Technical Assistance.**
Investment in the development and maintenance of a strong, competent workforce.

**Interagency Collaboration and Partnership.**
Building relationships to remove barriers to employment supports.

**Services and Service Innovation.**
Service definitions and support strategies are structured and aligned to facilitate the delivery of employment supports.

**Performance Measurement and Data Management.**
Comprehensive data systems are used to measure progress, benchmark performance, and document outcomes.