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

**Strategic Goals and Operating Policies**

The Colorado Office of Community Living in the Department of Health Care, Policy and Financing (HCPF) has worked with the SELN to update the state’s antiquated supported employment rules. In the rule update, HCPF is promoting competitive integrated employment and explicitly stating that this is the preferred outcome of waiver-funded services.

The SELN team’s input was critical in helping Colorado understand the formatting and language that can achieve intended goals with the major rule rewrite. This included selecting the correct Medicaid service types, as well as properly and succinctly defining expected outcomes, billable activities, and time limits.

**Interagency Collaboration and Partnerships**

Over the last year, Colorado was successful in advancing Employment First in the state. With legislative funding to support the new **Office of Employment First (OEF)**, housed at the University of Colorado, a new director and full team of staff were hired. The OEF represents a cross-departmental effort across the state to implement Employment First policies, regulations, and practices.

OEF is the lead organization in Colorado to provide training, technical assistance, communication, coordination, and evaluation/monitoring on Employment First initiatives. OEF works together with Colorado’s **Employment First Advisory Partnership (EFAP)**, a collaboration between the Colorado Departments of Education, Health Care Policy and Financing, Higher Education, Human Services, and Labor and Employment. The group also includes self-advocates with IDD seeking supported employment, families of people with IDD, and stakeholders advocating for individuals with IDD.

Working with EFAP and OEF, HCPF clarified the sequence of Medicaid-funded and vocational rehabilitation services to increase use and effectiveness of supports when people need assistance from both systems.
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.