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

**COVID-19 Response**

In response to COVID-19, the Developmental Disabilities Administration (DDA), with feedback from stakeholders, submitted an Appendix K to the Centers for Medicare and Medicaid Services. This submission allows temporary changes and flexibilities in how waiver services are provided. Examples of modifications include use of remote supports, flexibility in service location and settings, flexibility around service definition, and the ability to hire family as support staff.

Access to technology and use of remote supports is emerging as a critical element for delivering meaningful day and employment services moving forward. These types of supports have allowed many people in services to continue working as essential employees, and to stay connected with their communities and social networks during the COVID-19 crisis. The DDA is actively engaging with stakeholders, and other state agency partners, related to lessons learned from the current public health emergency. Flexibilities that have been successful in supporting employment and community participation outcomes will be explored for future waiver amendments moving forward.

**System Capacity Building**

Maryland DDA continues to support overall systems transformation efforts that elevate competitive integrated employment as the preferred outcome for people of working age with disabilities. To support these outcomes, DDA has increased proof of competency requirements for employment provider agencies and will require Customized Employment Support Professional (CESP) certification for people providing services such as discovery and job development. To support this change, DDA has provided reimbursement to send staff to ACRE-approved customized employment training, as well as for the cost to sit for the CESP exam.
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.