

Outcome Based Funding Partnerships

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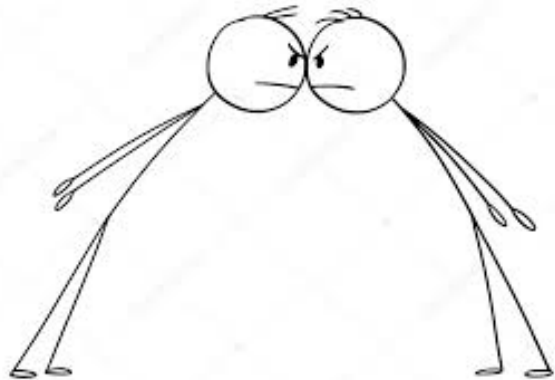
Partnership – A Two-Way Relationship



PARTNERSHIP

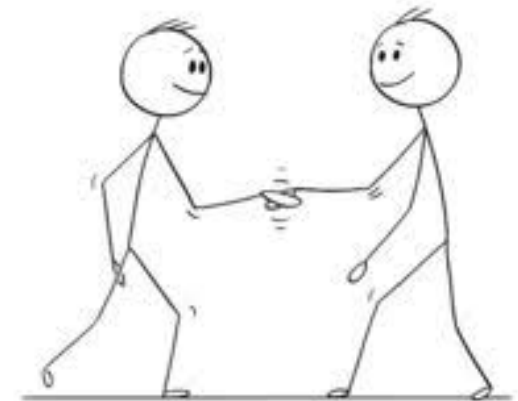


This??



or

This??



OPPORTUNITY
DEVELOPMENT
CENTERS, INC.

Roles in Partnerships –

Where do we align? Where is the tension?

Provider

- Meet their Mission Statement
- Health and Safety of Individual
- Provide Quality Service/Support
- Person Centered Approach
- Financial Sustainability and Growth

ODC envisions communities strengthened and enriched by the abilities and contributions of all members

Funder

- Meet their Mission Statement
- Health and Safety of individual
- Authorize Quality Service/Support
- Coordinate Service Plan
- Cost Effective

Inclusa empowers people to explore and achieve life's possibilities.

**Always choose to
preserve the
relationship!**

***What can I do for you?
What can we do for each
other?**

***How can my approach
encourage you seek us for
solutions?**



Negotiation



**"We need to send the right guy for this negotiation ...
someone who's adorable, cuddly, cute as a button ...
who could it be?"**

Transparent

Prepared

**Cool and
Calm**

Negotiation – Questions to ask yourself...

- Does the funder want to/need to purchase this service?
- Is there a different way to structure the rate?
 - Each/Day vs. Unit
- Can it be outcome based?
- Is this result orientated? Are we achieving a shared outcome?



Empowering people to explore and achieve life's possibilities.



It's not what we do, it's how we do it ...

MISSION

In order to maximize health outcomes, Inclusa proactively partners with others to build vibrant and inclusive communities that offer people dignity, choice, and connections.

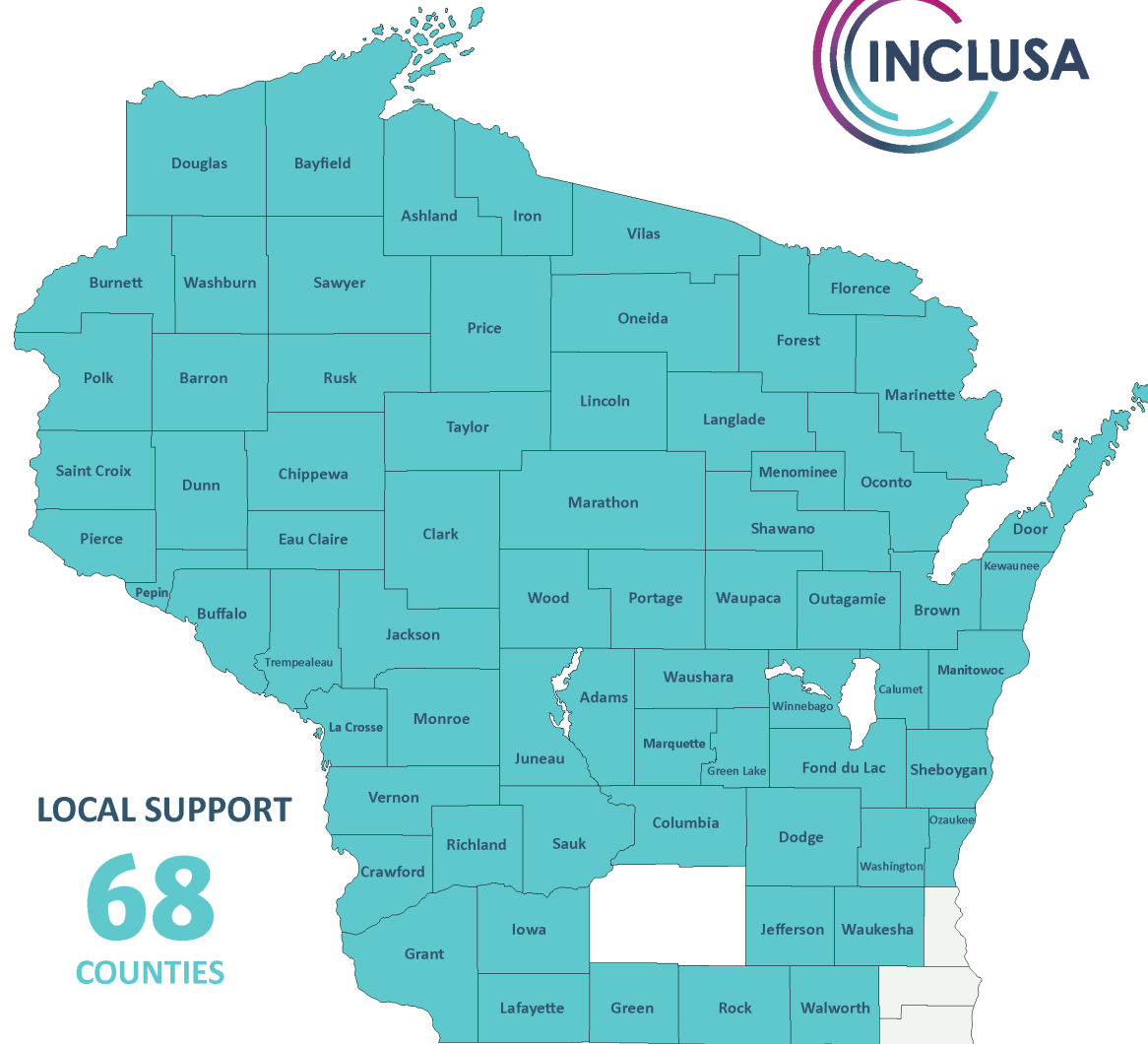
VISION

Inclusa empowers people to explore and achieve life's possibilities.

VALUES

Partnership
Respect
Integrity
Innovation
Development
Excellence

Locally based, with resources statewide.



LOCAL SUPPORT

68

COUNTIES



Our Community Reach

Inclusa is a trusted, local partner in your community who focuses on building strong partnerships.

15,000

Inclusa supports nearly 15,000 members across the state of Wisconsin.

4,000

Inclusa has contracts with over 4,000 provider partners, many of which are local small businesses.

1,100

Inclusa employs approximately 1,100 employees.

68/72

Inclusa serves 68 of Wisconsin's 72 counties.

600 Million

Inclusa provides \$600 million per year in direct economic impact.



People Supported by Inclusa, Inc.

Target Group	Enrollment	%
People with Intellectual/Developmental Disabilities	7,826	50%
Frail Elders	5,238	33%
People with Physical Disabilities	2,742	17%
Total	15,806	100.0%

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Inclusa, Inc. – Who We Are...



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Value-Based Purchasing Supported Employment

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Key Steps In the Process

Focus on
Provider
Engagement

Invest in
Technical
Assistance

Risk Sharing

Continued
Evaluation

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Geographical Service Region 4- North Central Wisconsin 2012-Demographics



Five (5) Counties
Region



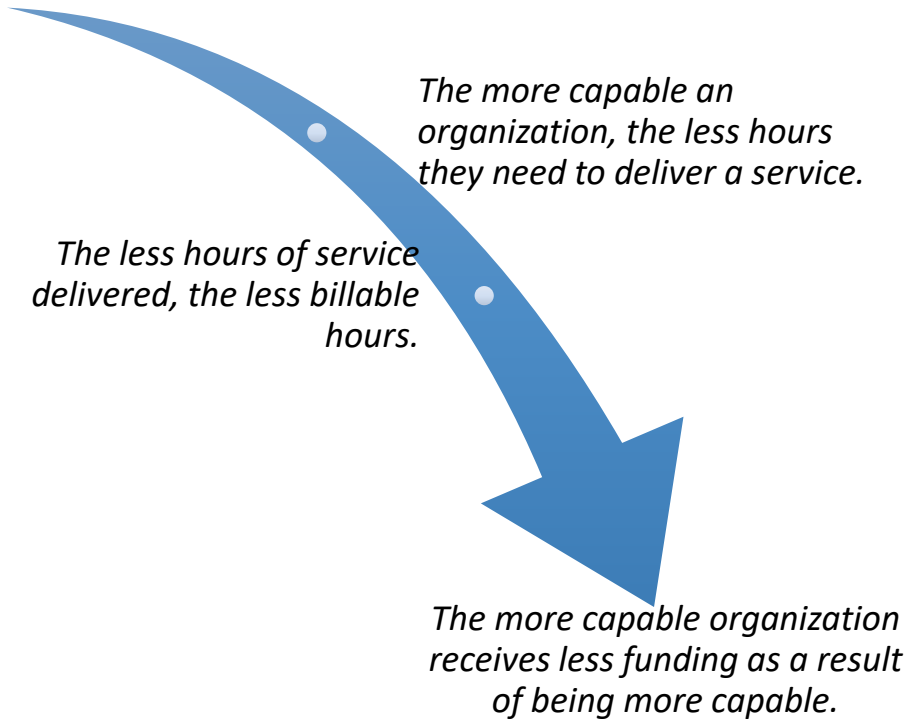
Enrollment- 3,288



Six (6) Vocational
Providers

Why an Outcome-Based Reimbursement Model for Supported Employment?

The paradox when paying by hour of service.



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Paying for Service **Does**
Not Incentivize the Valued
Outcomes We Desire in
Supported Employment:

01

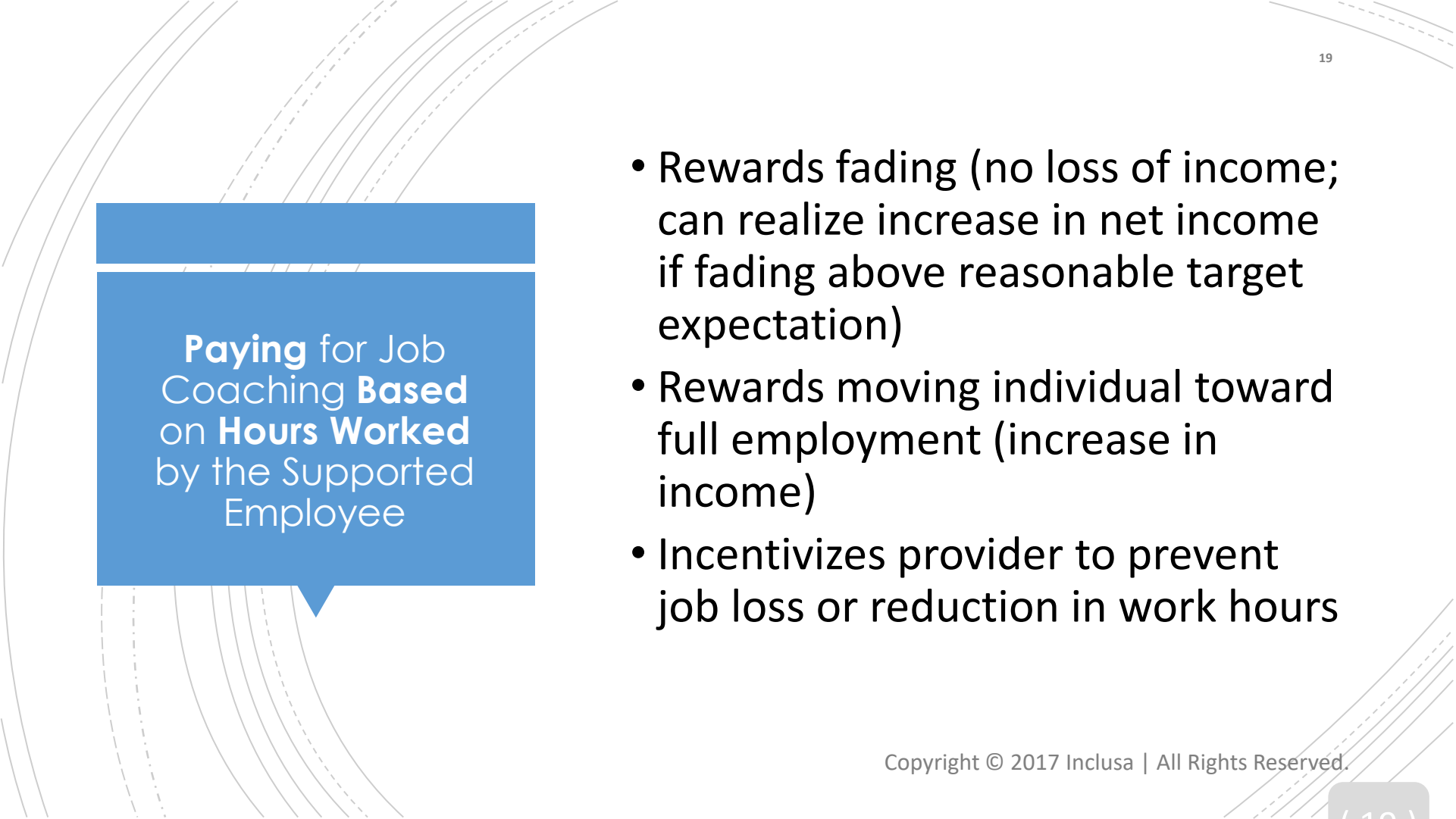
Increasing hours the person works
(while not increasing support) does not
result in any financial reward for
provider.

02

Increasing hours of support (while not
increasing hours the person works)
results in increased payment to the
provider.

03

Allowing billing only for face-to-face service
is contradictory to what we know to be
good job development and worksite
support strategies.



Paying for Job
Coaching **Based**
on **Hours Worked**
by the Supported
Employee

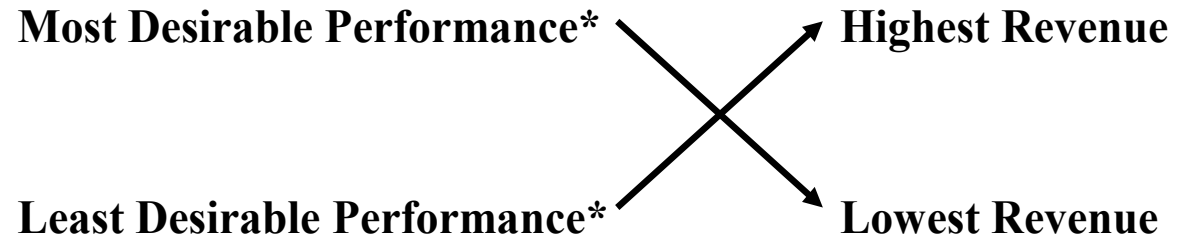
- Rewards fading (no loss of income; can realize increase in net income if fading above reasonable target expectation)
- Rewards moving individual toward full employment (increase in income)
- Incentivizes provider to prevent job loss or reduction in work hours

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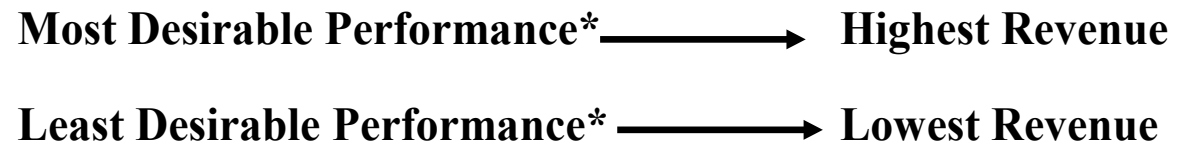
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The Impact of Paying For Outcomes

Move Away From This:



Move Toward This:



Sophisticated Model
to Ensure Fairness,
Prevent Creaming &
Increase #s Working

Pay based on
hours the
individual
works

- **Tiered rates** per hour worked to account for level of individual disability
- **Phased rates** per hour worked to account for length of time on job

Permanent,
minimum, on-
going payment
as person
maintains
employment.

- Pay for **the outcome we want** (value-based purchasing)
- Pay for **the outcome we want being sustained over time** (similar to sub-capitation)

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Acuity Tiers

	Low Monthly Capitation Rate	High Monthly Capitation Rate	Difference
Tier 1	\$7,927.00	\$10,502.00	\$2,575.00
Tier 2	\$5,351.00	\$7,926.00	\$2,575.00
Tier 3	\$2,775.00	\$5,350.00	\$2,575.00
Tier 4	\$199.00	\$2,774.00	\$2,575.00

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Job Coaching Percentages Used for Rate Calculation

	0-11 Months on Job	12-24 Months on Job	25+ Months on Job
Acuity Tier 1	95%	78%	60%
Acuity Tier 2	80%	60%	45%
Acuity Tier 3	60%	40%	30%
Acuity Tier 4	35%	30%	24%

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Reimbursement Per Supported Employee Hour Worked
Based on \$32/hour of job coaching service

Acuity Tier	0-11 Months on Job	12-24 Months on Job	25+ Months on Job
Tier 1	\$30.40	\$24.96	\$19.20
Tier 2	\$25.60	\$19.20	\$14.40
Tier 3	\$19.20	\$12.80	\$9.60
Tier 4	\$11.20	\$9.60	\$7.68

Outcomes and Impact:

2012:

6 Providers

194 Members

31 Average Hours worked per month

2017:

21 Providers

356 Members

39 Average Hours worked per month

2021:

43 Providers

561 Members

45 Average Hours worked per month

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Outcomes and Impact:

25 MONTHS LATER: 35% GROWTH in number of people employed in competitive integrated employment

6 YEARS LATER: 70.6% GROWTH in number of people employed in competitive integrated employment

9 YEARS LATER: 189% GROWTH in number of people employed in competitive integrated employment through the SEOB Model

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Cost- Effectiveness and Quality:

- Average base FFS rate = \$32.00
- Average Support % = 34.81%

CY2013: Average cost per supported employee hour worked was **\$9.93**

CY2016: Average cost per supported employee hour worked was **\$9.70**

CY 2018 (Jan-May): Average cost per supported employee hour worked was **\$9.75**

CY2021: Average cost per supported employee hour worked was **\$10.29**

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Cost-Effectiveness with Better Outcomes for Members:

- Financial
- Community Integration
- Natural Supports
- Choice

CY2013:

SE/hour: \$9.93

Day Services/hour: \$14.80

Prevocational Services/hour: \$13.76

CY2016:

SE/hour: \$9.70

Day Services/hour: \$12.00

Prevocational Services/hour: \$12.16

CY2018 (Jan-May):

SE/hour: \$9.75

Day Services/hour: \$12.00

Prevocational Services/hour: \$12.16

CY2021: (Jan-March)

SE/hour: \$10.29

Day Services/hour: \$12.00

Prevocational Services/hour: \$12.16

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“Alone we can do so little. Together we can do so much.”
– **Helen Keller**

Values = Success

Partnership

Respect

Integrity

Innovation

Development

Excellence



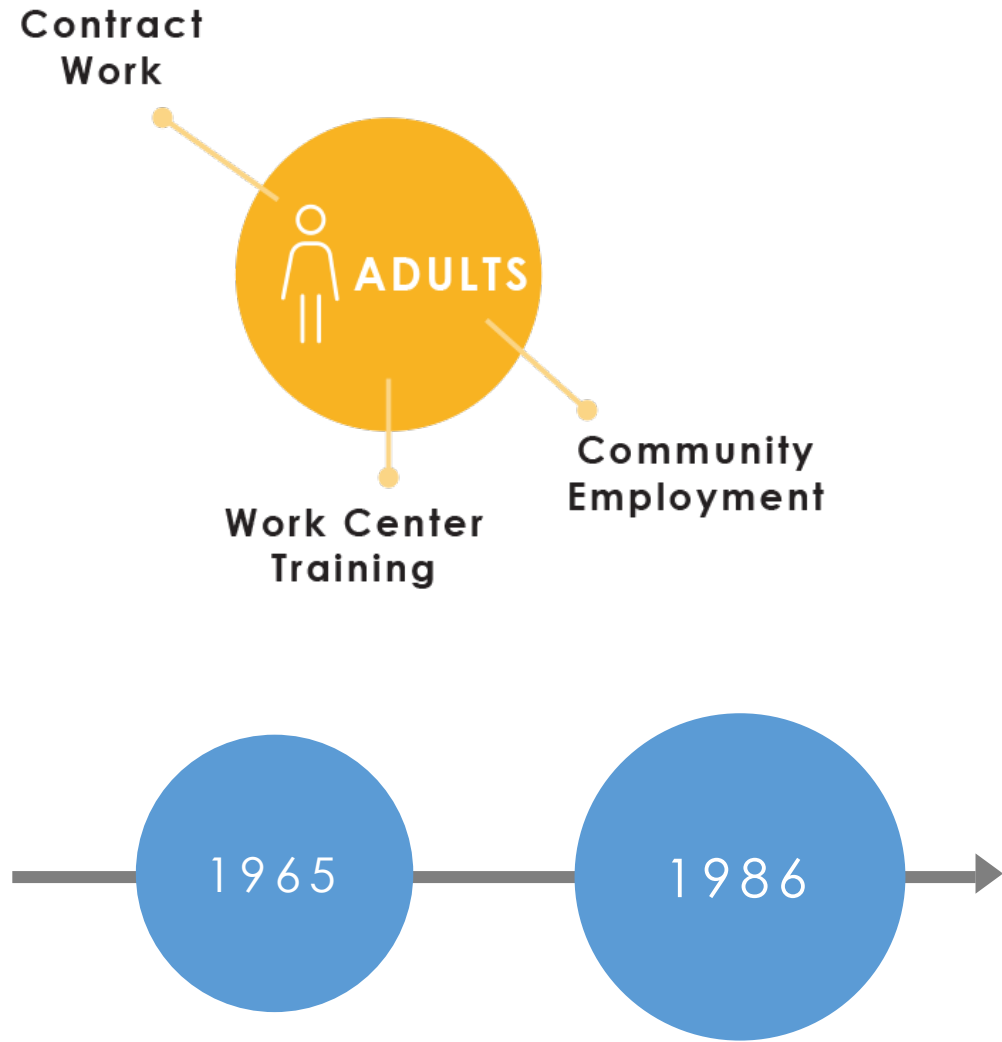
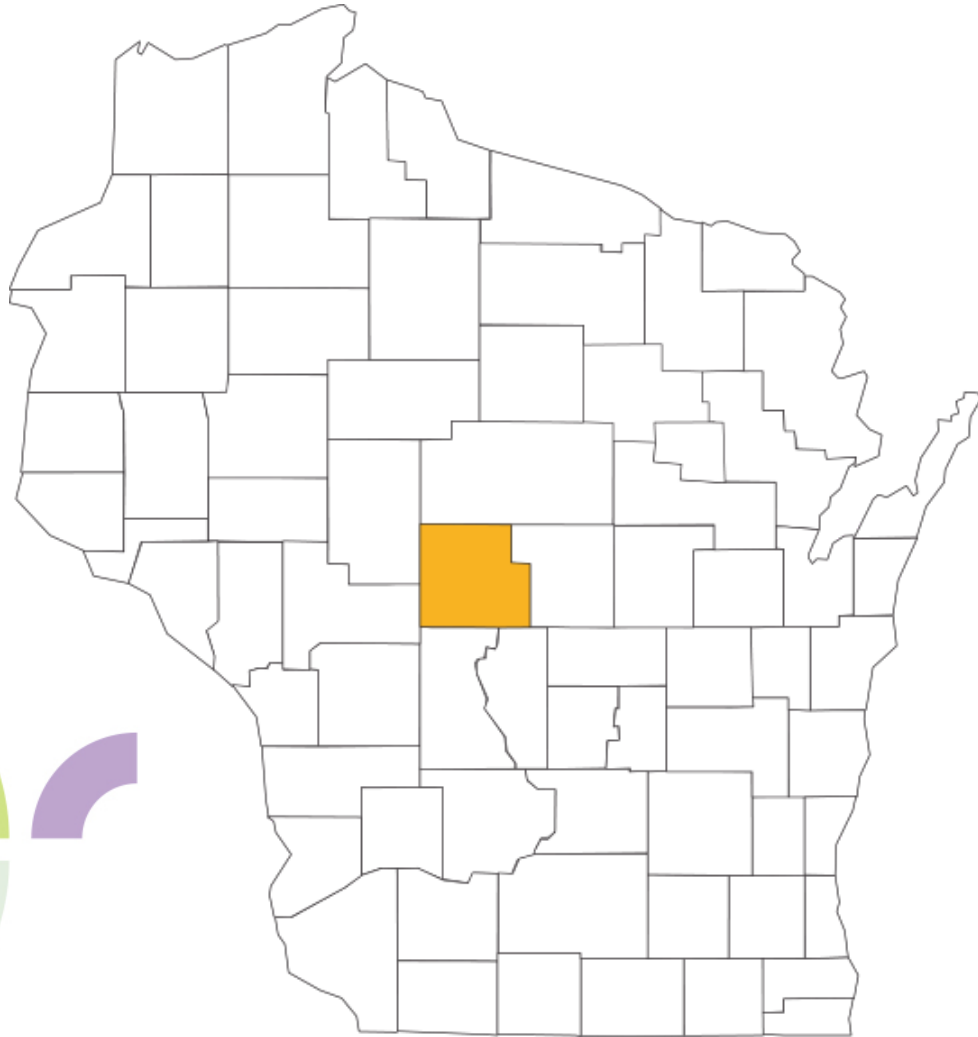
The Provider Perspective and Journey

Julie Strenn
President/CEO
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How did we do it? Our Journey
Examples of creative partnerships...
What were the results....



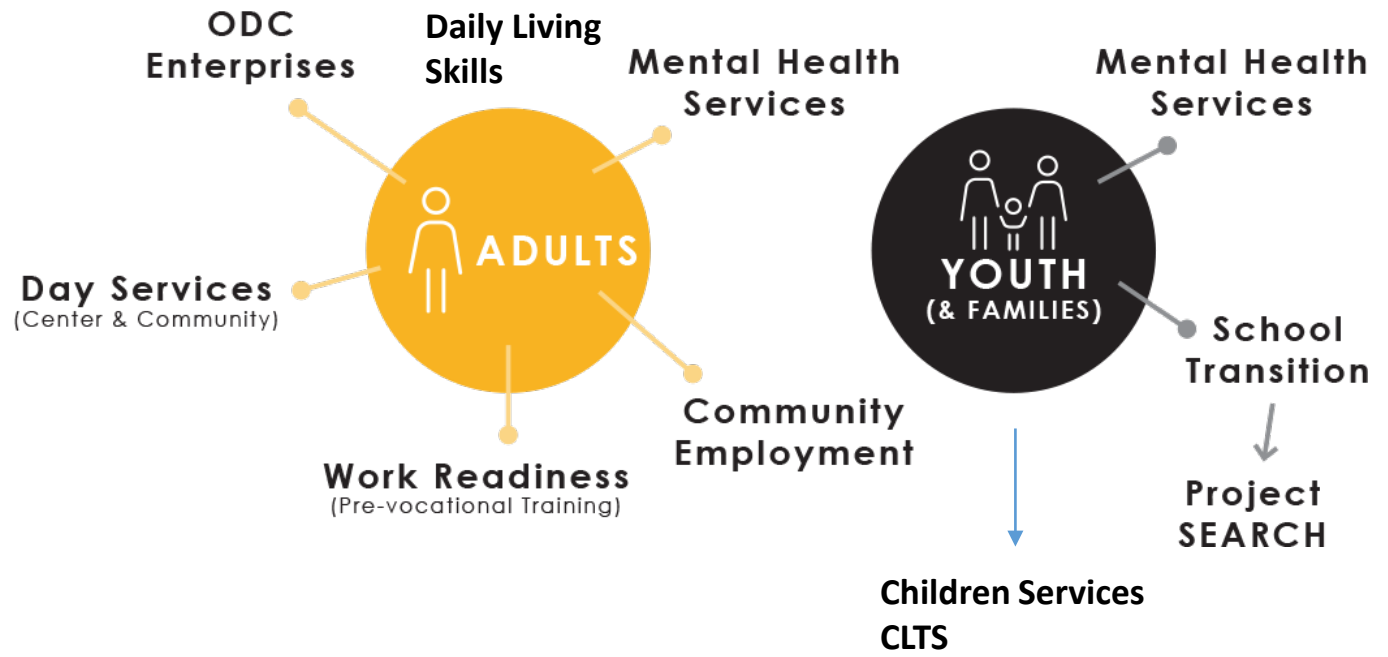
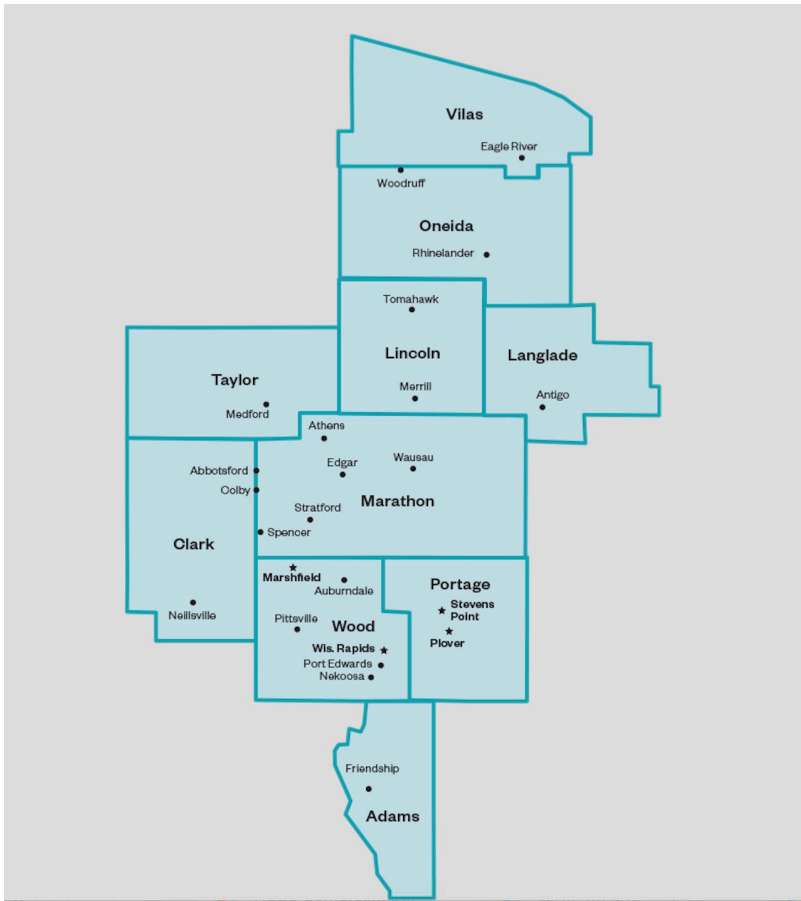




Supported Employment & Work Skills program added



OPPORTUNITY
DEVELOPMENT
CENTERS, INC.



Our History

Opportunity Development Centers, Inc.



1965
A group of concerned citizens help create the "South Wood County Sheltered Workshop" and the "Marshfield Rehabilitation Workshop" to provide vocational opportunities for adults with disabilities.

1975
ODC
On its 10 year anniversary, Wood County Workshop changes its name to **Opportunity Development Centers, Inc.**, to reflect changes in programming.

1986
ODC establishes Workskills and Supported Employment programs, opening up new employment opportunities for people with more significant disabilities.

1994
With over \$1.25 million raised during ODC's first capital campaign, construction begins on expanding the Wisconsin Rapids facility to include a **warehouse and larger work areas**.

2009
Wisconsin Family Care becomes the primary funding source for ODC's long-term support services.
Previously, Wood County Unified Services was the major funding source.

2011
ODC is awarded a **Project SEARCH program in Wisconsin Rapids.**

2014
ODC merges with Community Industries Corporation (CIC) in Stevens Point to become one organization. The number of individuals served increases from 665 in 2016 to 803 in 2017.

2017
ODC is awarded a Project SEARCH program in Wausau.

2019
Milkweed Market retail store opens.
ODC acquires Ink Splash, an apparel and promotional printing business.

2021
Julie Stronn is named CEO / President of ODC, as Pam Ross announces her plan to retire from ODC in 2022.



1970
The Marshfield Rehabilitation Workshop, Inc. and South Wood County Sheltered Workshop merge to become **Wood County Workshop, Inc.**

1998
Having raised \$746,000, construction is completed on a **new building in Marshfield.**

2004
Beginnings program is established to provide work opportunities for people with significant support needs. Community donors support construction of the Beginnings workroom in Wisconsin Rapids.

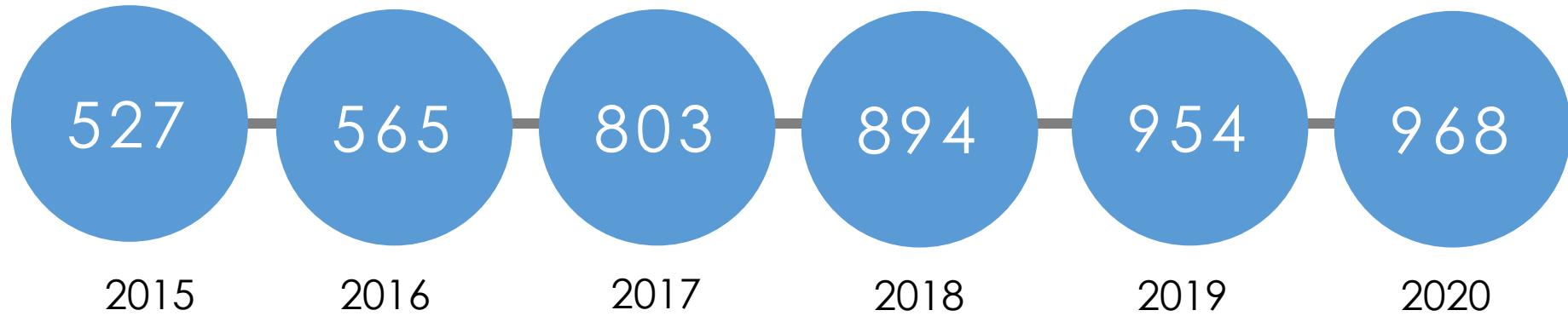
2010
ODC receives a Pathways for Independence grant to "rebalance and restructure" ODC's resources to advance integrated community employment for individuals with disabilities.

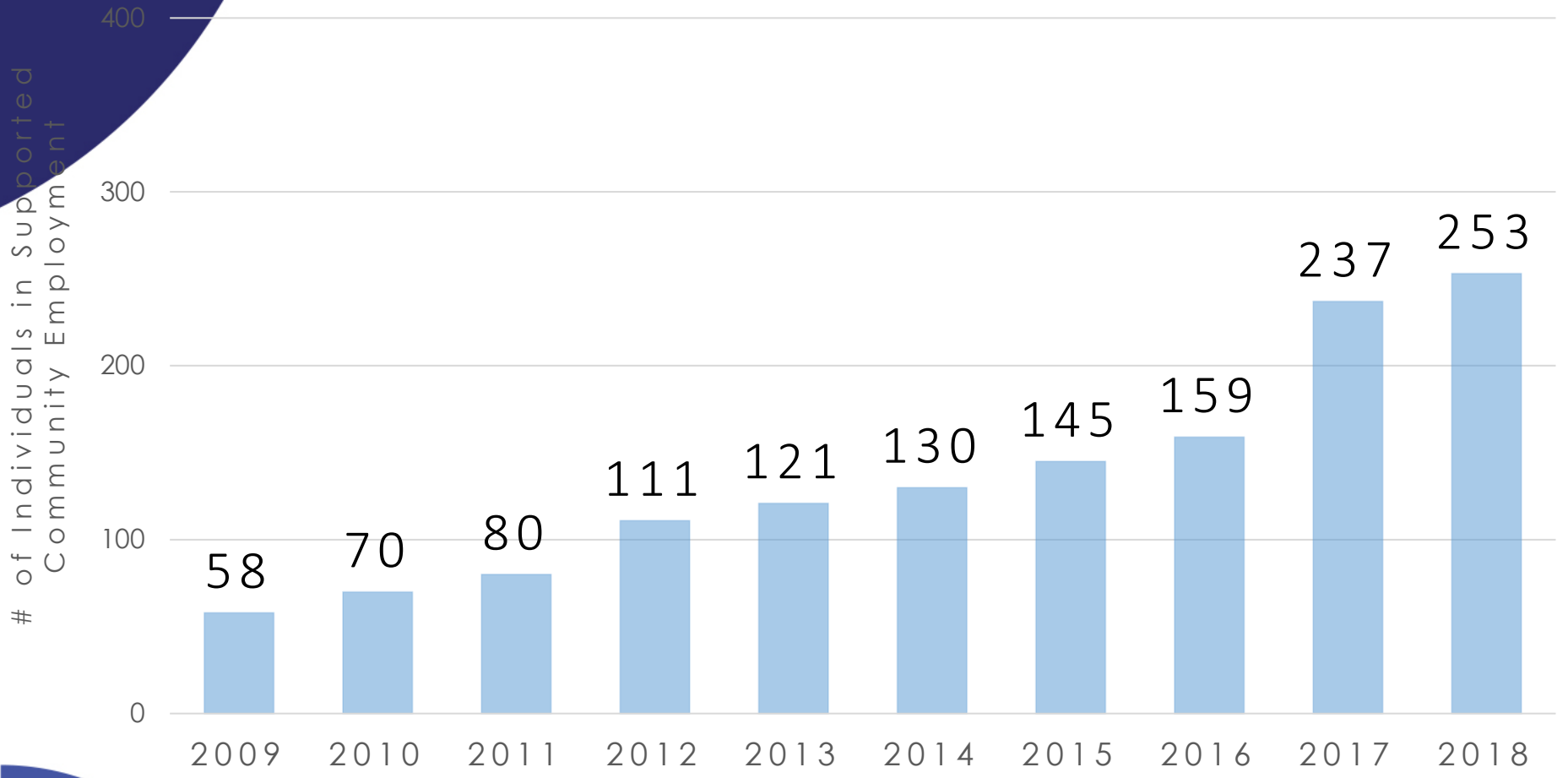
2018
ODC begins the final phase of transitioning individuals from center-based training to other programs with an emphasis on community.

2020
ODC implements a Mental Health Services program.
ODC is awarded a Project SEARCH program in Stevens Point & Minocqua.
ODC implements Children's Long-term Support Services and Daily Living Skills Training.



INDIVIDUALS SERVED





2019

328

PEOPLE OBTAINED
OR MAINTAINED
EMPLOYMENT
with ODC's assistance

155

NEW
HIRES IN
2019

232

PEOPLE
IN ACTIVE JOB
SEARCH

331

EMPLOYERS
THAT CHOSE TO
#HIREABILITY

99

NEW
EMPLOYERS
IN 2019

Connecting the dots... Tony's Journey

When Tony started his journey with ODC, he had major reservations about participating and was reluctant to try new things. It took a lot of time, but once he got to know people at ODC who could help him work through his reservations, things started to positively change for Tony.

Ask anyone who knows Tony, and they will tell you he is a changed man.



Tony states, "I feel good because I finally got a job in the community. I'm not at ODC anymore!"

"He's really grown up," said Arlene, Tony's mother. "He's really doing a good job - I'm proud of him. He's come a long way, yes he has!"

The Hitners, owners of Family Natural Foods also see many of Tony's great qualities. "Tony's always eager to pitch in...we've just learned he has more of a sense of humor than we realized. He helps out with things that we don't have as much time to do. We really appreciate how he helps the team!"

2018

Tony had settled in at ODC but had fears about leaving the building. He felt, "If you go 'out there' you will get bullied and pushed around".

He took a risk and started volunteering at SWEPS.

Apr. - Oct. 2019

After initially resisting, Tony decided to participate in an internship at Sand Valley Resort from April through October. After getting comfortable he really SHINED doing two rotations in housekeeping and laundry.

Dec. 2019

Tony was hired by Family Natural Foods.

2017

Tony began two days a week at ODC, due to a combination of factors, Tony was not thrilled to be at ODC.

First two months volunteering at SWEPS job coaching was constant. Within six months he was volunteering without a job coach and still does today.

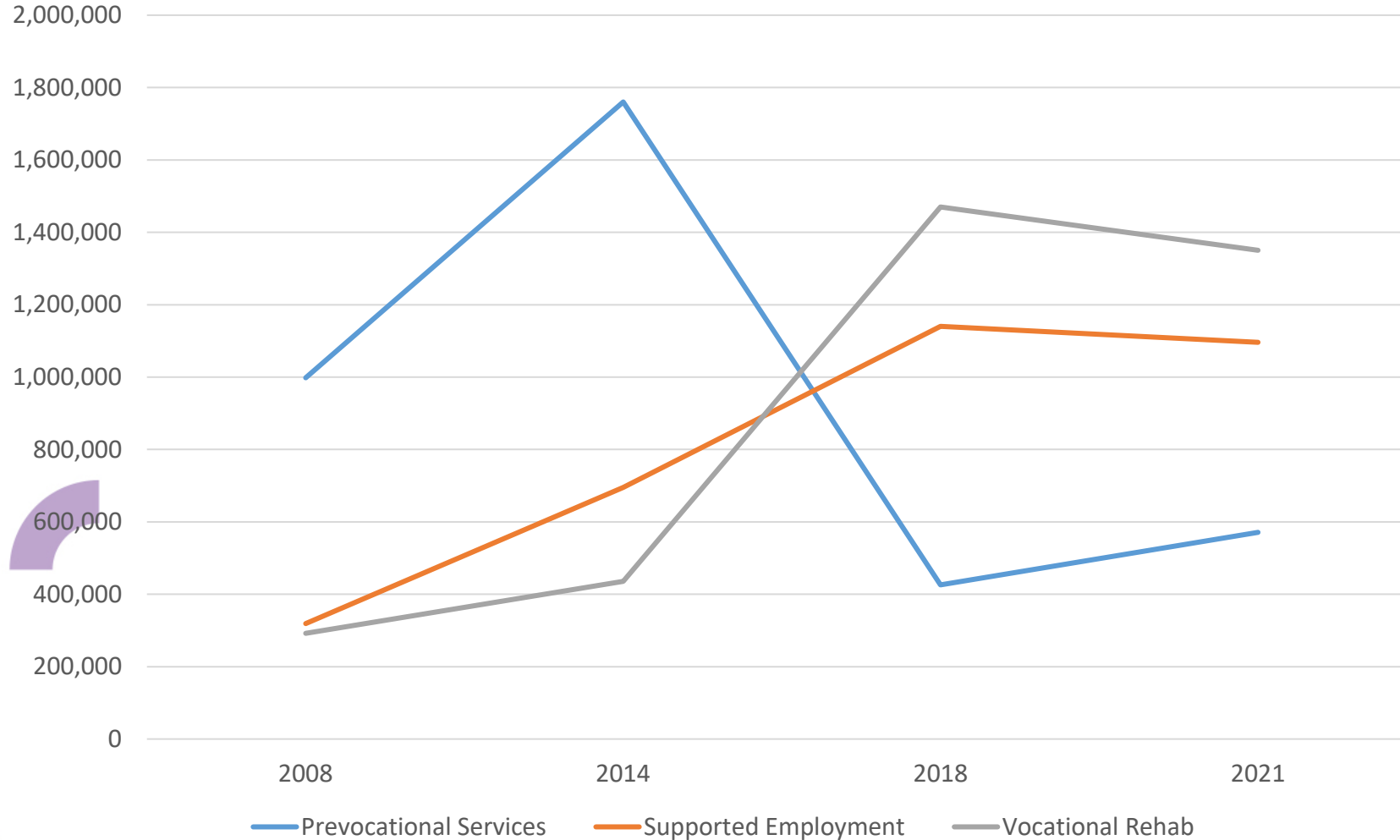
Nov. 2019

Tony did a temporary work experience at Family Natural Foods two days per week cleaning and stocking.

Ongoing

Tony enjoys SWEPS and his relationship there with Rich. He continues to volunteer while working at Family Natural Foods.

Transformation Impact on Funding



Total Funding:

2008: \$1,586,000

2014: \$2,891,000

2018: \$3,037,939

2021: \$3,017,288
(projected)

- ❖ Funding switches from Prevocational to Supported Employment and VR
- ❖ Agency Expansion

Employment Data – June 2021

- 157 Individuals with Inclusa working in the community (CIE)
- 25 of 157 members (16%) are receiving other services besides CIE
 - Day Services (Community or Facility Day)
 - Prevocational Services (Community)
- 10% Cost Savings for MCO from Prevocational Model = \$142,020/Annually
- *Average # of Hours Worked Monthly in CIE = 50 Hours per month
- *52% increase in wages for CIE vs. Prevocational 14c

How did we do it...

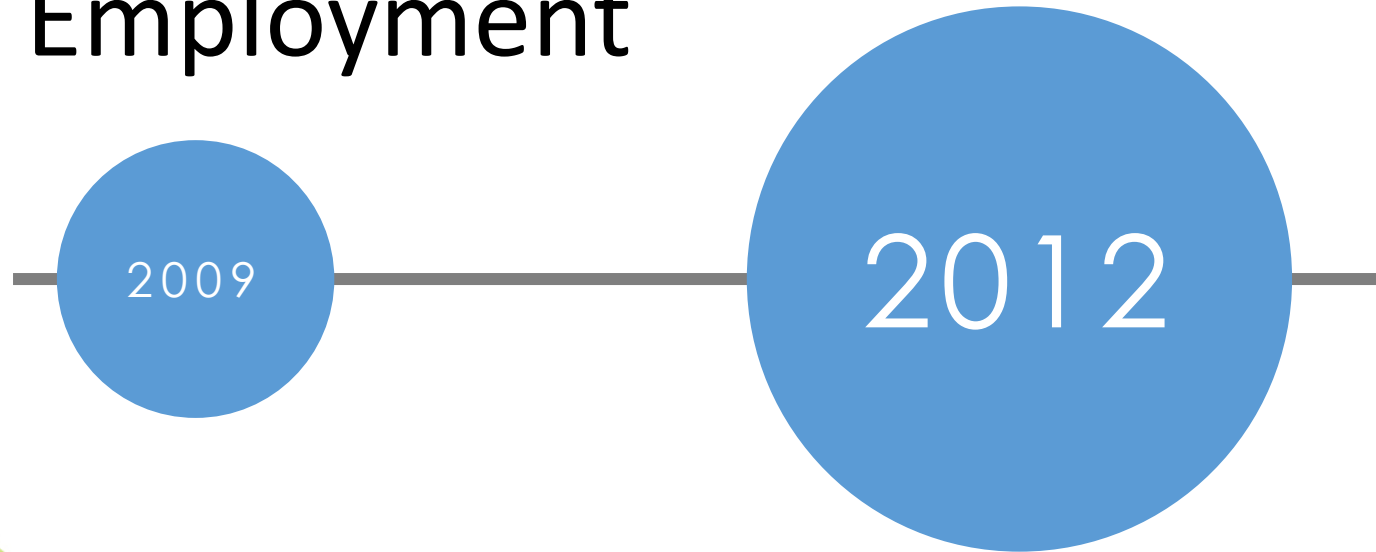
2010 Rebalancing Initiative Grant

- 35 individuals from center-based took steps toward community employment
- 30 new referrals had combination of center-based and community-based services

2011

- 25 individuals from center-based took steps toward community employment
- 20 new referrals had combination of center-based and community-based services
- 20 individuals obtained at least part-time community employment

Outcome Based Model of Supported Employment



• THREE FACTORS

- Number of hours person works in Supported Employment job
- Number of months they have been employed in that position/employer
- “Tier” level based on functional screen score



Thinking differently about Supported Employment

- Job match is important
- Need to know the person's strengths
- Find unmet needs at prospective employer
- Provide support to person and employer, with intent of fading
- Develop a relationship between employer and employee
- Training employer on how to support the person's success

2012

2015

***Sharing the
message of change...***

When will
I see my
friends?

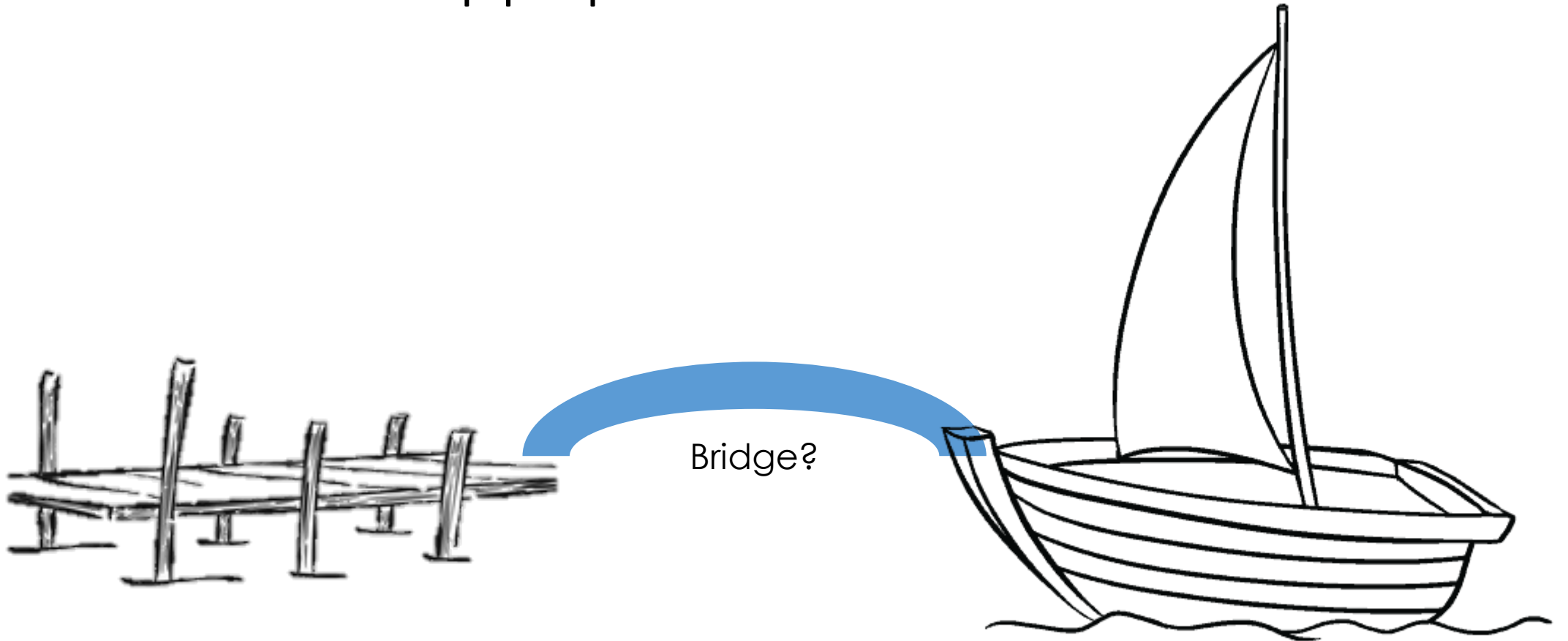
What
will I do?

What
if I fail?

How will
my family
feel?

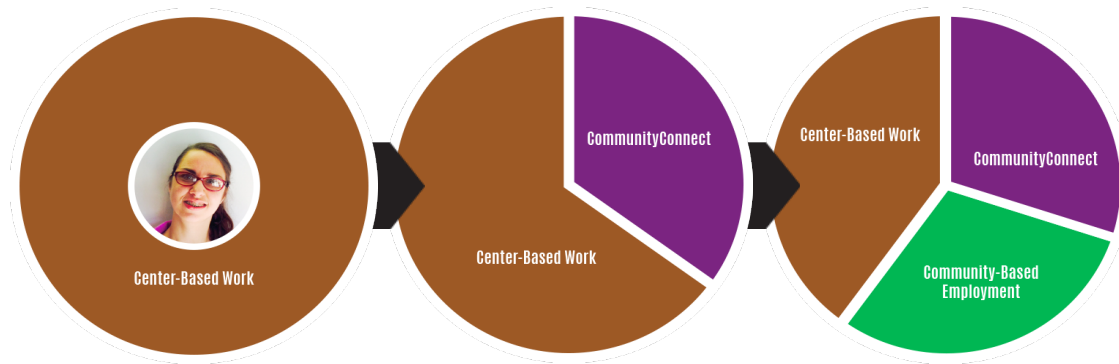


We needed a bridge
to help people move toward the boat

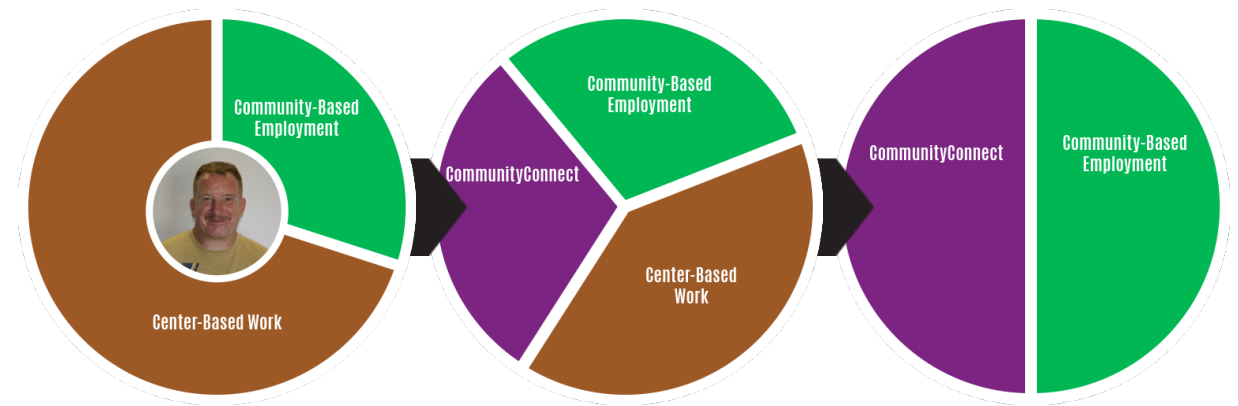


Community Day

- For individuals who are currently only in
- Center-Based Work program



For individuals who participate in both Center-Based & Community Employment



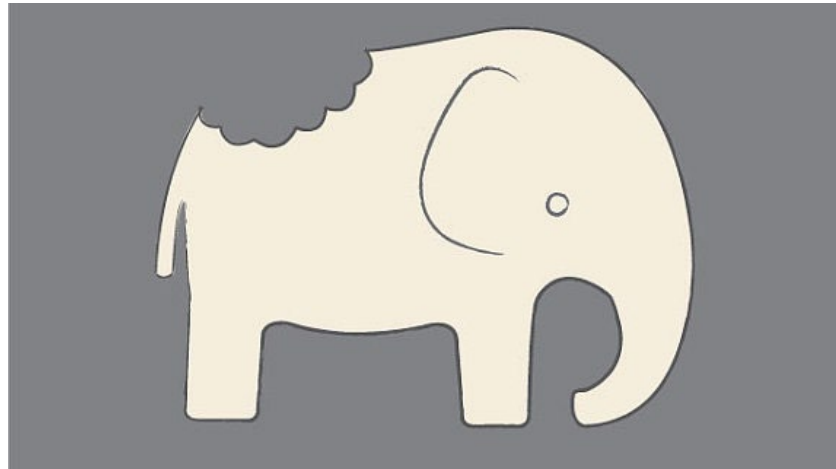
For individuals who work entirely in the community, but may lack other connections



2015

2016

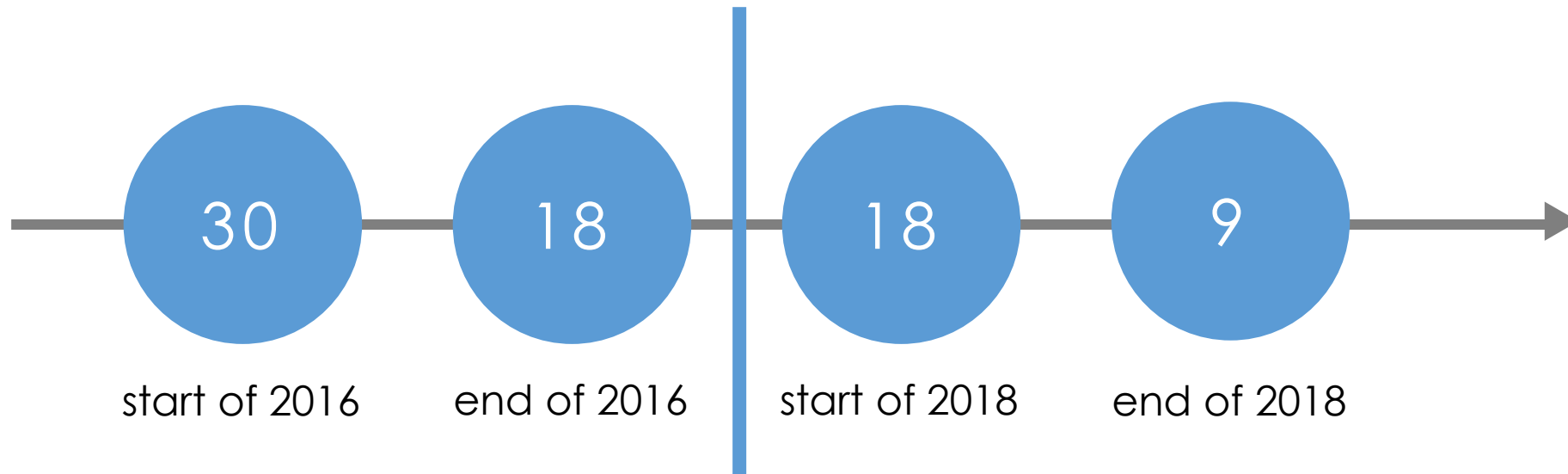
*Still **200** people in
exclusively center-based work
with no community
employment*



Remember...

It's still one person at a time.

Limiting hours in center-based work 2016 & 2018



“Phase three”

2018

2019

One Person At A Time



As of June 2019:

- 74 people still in center-based work, not working (yet) in community
 - 63 with “no active steps” toward community
 - 11 with “active steps” toward community

- More “boat capacity” needed
- Decision to substantially move away from center based prevoc authorizations—working with funding source
- Person centered, involving family, funding source, ODC
- Looked at each person’s needs, interests, support needs and what might be good next steps
- Movement still happening



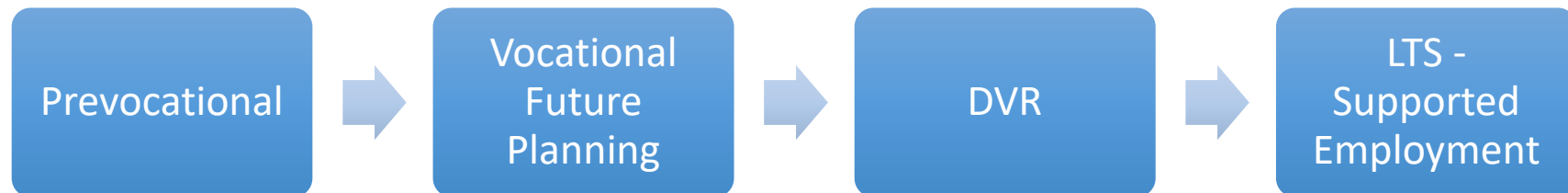
Community-Based Prevoc

- Sand Valley (“internship” opportunities)
- Jeremiah’s crossing (Job Volunteering)
- MAPPS, UW, MSTC, Family Center, Recreation Center, Community Theater, churches, Lion’s Club, etc.



Braiding and Blending Examples...

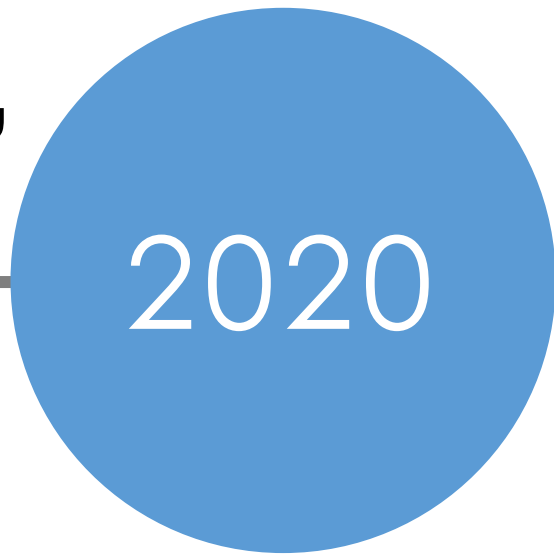
- Community Prevocational
- Vocational Future Planning
- DVR
- Long Term Support



Vocational Future Planning

- Discovery – Barriers and Asset Identification
- Career Planning and Exploration
- Guided Job Search
- Job Placement
- Benefit Analysis

“COVID...”



Persevering and
Empowering

Supported 968 Individuals

44 Unique Virtual Classes including tablets and data

81 New Hires

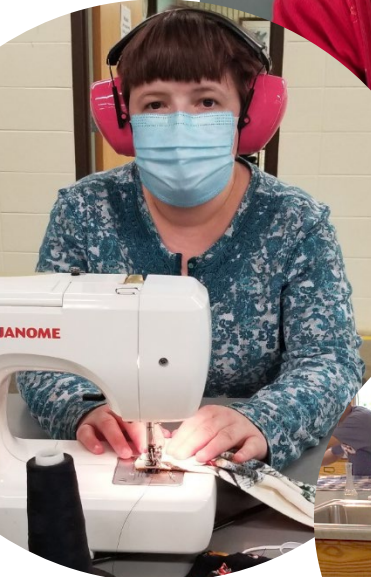
302 People obtained or maintained Employment

35 New Employers

333 Employers chose to #HireAbility

Launched New Services and Expanded Services

******All During a National Pandemic******



Creative
Community
Partnerships



Virtually Connecting

B	I	N	G	O
2	18	42	55	65
8	25	31	47	64
14	27	FREE	56	67
13	22	34	53	6
4	16	2		



We Come to You!



ODC

STILL

Connecting People and Communities

Volunteer Projects

- Giving back to the community with a focus on soft skill development
 - Homemade Dog Treats, dog tug toys, cat toys, animal blankets for the Humane Society
 - Lap blankets, wheel chair bags for assisted living facilities
 - Bird Treats to hang outside assisted living facilities
 - Sewing masks
 - Fleece Scarves donate to local shelters



“What’s Next...”



2021

- Community Living Grants
- Outcome Based Day Services Pilot
- Outcome Based Housing Counseling
- Daily Rates for CSL/DLST
- Continued success for SEOB Model

Transformation Strategies

- Leadership Commitment
- Think “Addition” vs “Taking Away”
- One person at a time, one job at a time
- Different people = Different approaches
- Understand people’s reluctance and resistance
- Never say Never
- Update Job Title and Descriptions
- Remove Silos
- It’s all about Relationships
- Celebrate Success
- Take all the help available
- Collaborate rather than Commiserate
- Change is NOT linear



ODC's Advice for Other Organizations:

- ❖ Put your energy toward figuring out what you can do, and identifying possibilities, rather than putting your energy into resistance. They have seen some great successes that might not have happened in the past, and people are enjoying new opportunities
- ❖ Leadership has to set the tone in a positive and consistent language.
- ❖ If people are resistant to change, determine what is behind that resistance and find ways to support their concerns and apprehension.
- ❖ Remember it will not happen overnight... but it will not happen at all if you don't take steps. ODC has been transforming for 10 years and the journey continues on.

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