

2018 TASH-ANCOR Employment Webinar Series:  
**Emerging Landscape in Integrated Day Services**

***Presenters:***

- Esme Grant Grewal, Vice-President of Government Relations, ANCOR
- Cesilee Coulson, Executive Director, Wise
- Laura Howell, Executive Director, Maryland Association of Community Services
- Donna Retzlaff, Executive Director, Spring Dell Center

***Moderator:***

- Marie Campos, Education and Foundation Director, ANCOR

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advocating for and supporting

- Over **1,400 private providers** of services and supports to
- Over **one million people with disabilities** and their families
- And employing a workforce of well over **700,000 direct support professionals** (DSPs) and other staff
- Membership benefits include robust government relations representation at federal level, access to exclusive and timely ANCOR content, as well as discounts on technology and I/DD products through the ANCOR marketplace and Shared Resources Purchasing Network (SRPN).

*Our mission is to advance the ability of our members in supporting people with intellectual and developmental disabilities to fully participate in their communities.*

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## About the webinar series sponsors ...

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### ABOUT TASH

Founded in 1975, TASH advocates for human rights and inclusion for people with significant disabilities and support needs – those most vulnerable to segregation, abuse, neglect and institutionalization.

Learn more at:  
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# ***Emerging Landscape in Integrated Day Services: A Federal Overview***



***Presented by Esmé Grant Grewal  
Vice President of Government Relations, ANCOR  
[egrant@ancor.org](mailto:egrant@ancor.org)***



# Education Statistics

In fall 2013, some 95 percent of 6- to 21-year-old students with disabilities were served in regular schools; 3 percent were served in a separate school for students with disabilities; 1 percent were placed in regular private schools by their parents; and less than 1 percent each were served in one of the following environments: in a separate residential facility, homebound or in a hospital, or in a correctional facility.

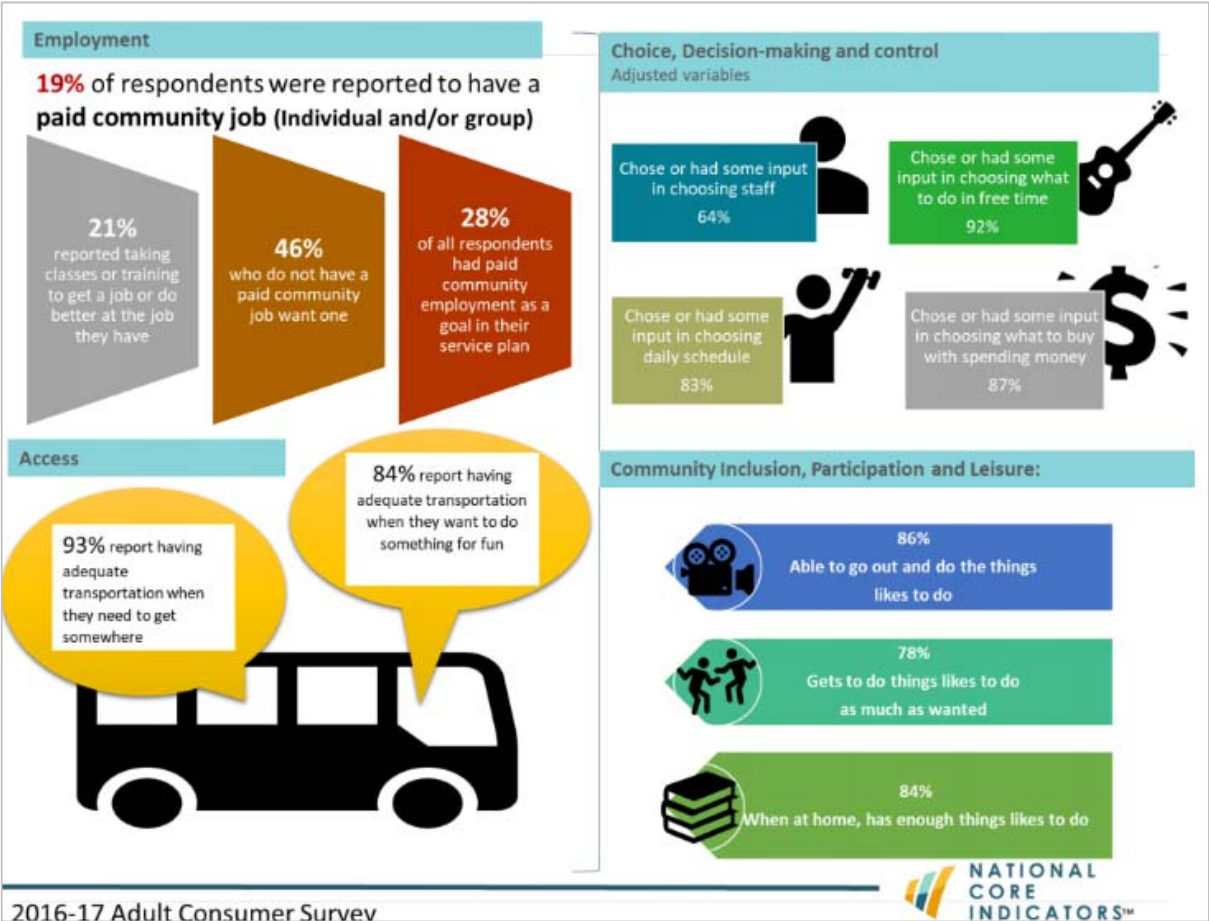
**SOURCE:** U.S. Department of Education, National Center for Education Statistics. (2016). *Digest of Education Statistics, 2015* (NCES 2016-014), Chapter 2.

*Percentage distribution of students 6 to 21 years old served under Individuals with Disabilities Education Act, Part B, by educational environment and type of disability: Fall 2013*

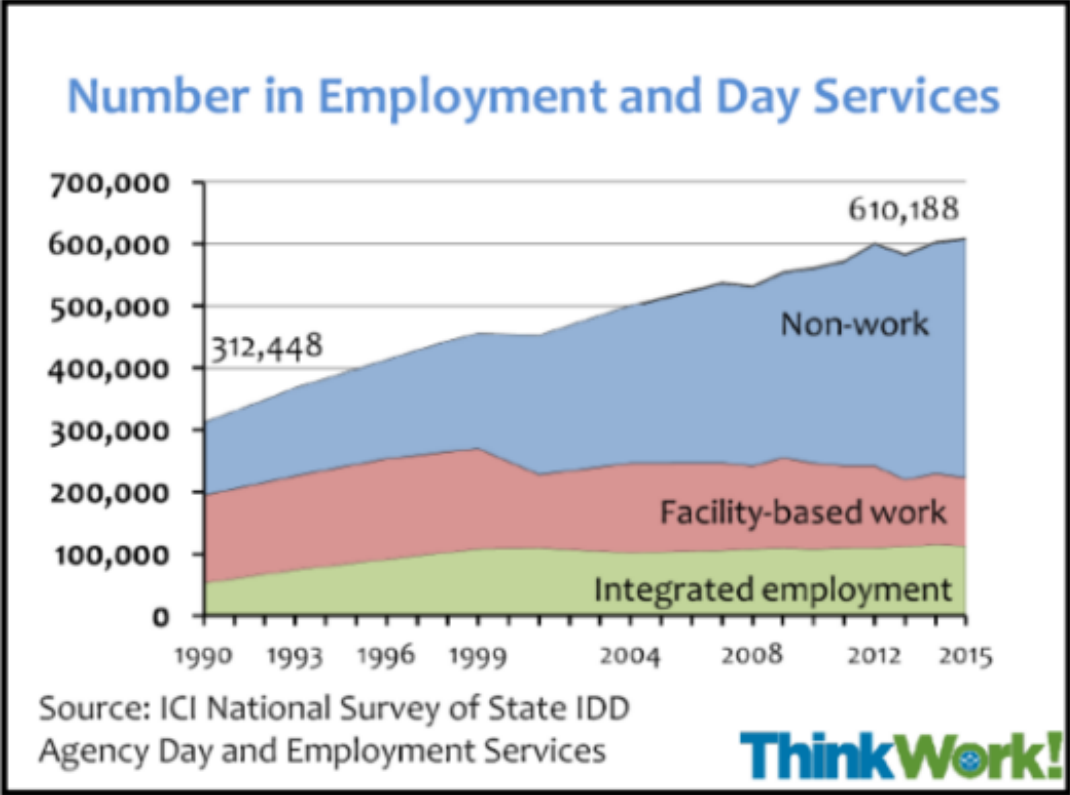
Type of disability	All environments	Regular school, time inside general class			Separate school for students with disabilities	Separate residential facility	Parentally placed in regular private schools <sup>1</sup>	Homebound/hospital placement	Correctional facility
		Less than 40 percent	40–79 percent	80 percent or more					
All students with disabilities	100.0	13.8	19.4	61.8	2.9	0.3	1.1	0.4	0.3



# National Core Indicators



# ICI Data





## *HCBS Settings Final Rule*



How is CMS applying the home and community-based settings requirements to day programs including settings offering prevocational and training and employment services?

A: CMS has clarified in this final rule that requirements for home and community-based settings apply to all settings where individuals receive HCBS including employment and training settings. CMS will provide additional guidance to address the implications of the regulation for non-residential settings.



## ***HCBS Settings Final Rule***



The final rule requires that all home and community-based settings meet certain qualifications.

These include:

- The setting is integrated in and supports full access to the greater community;
- Is selected by the individual from among setting options;
- Ensures individual rights of privacy, dignity and respect, and freedom from coercion and restraint;
- Optimizes autonomy and independence in making life choices; and
- Facilitates choice regarding services and who provides them.



# HCBS Settings Rule



- Compliance of rule now pushed to 2022
- Guidance being reshaped beginning with heightened scrutiny requirements
- NEW guidance expected on heightened scrutiny soon

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## Statewide Transition Plans

Approval Process

The table below provides all available documents related to Statewide Transition Plans. The table will be updated as states submit additional documents and additional documents are available from CMS. More information about the statewide transition plans and the final HCBS regulation published January 26, 2014, is available under Recent Guidance on the HCBS page.

State	Status	Documents
Alabama	Initial Approval <sup>1</sup>	<ul style="list-style-type: none"><li>• <a href="#">Alabama Proposed Plan</a></li><li>• <a href="#">Alabama Clarifications and/or Modifications required for Initial Approval (CMIA)</a> (PDF 124.63 KB)</li><li>• <a href="#">Alabama Initial Approval</a> (PDF 177.71 KB)</li></ul>
Alaska	Initial Approval <sup>1</sup>	<ul style="list-style-type: none"><li>• <a href="#">Alaska Proposed Plan</a></li><li>• <a href="#">Alaska CMIA</a> (PDF 81.32 KB)</li><li>• <a href="#">Alaska Initial Approval</a> (PDF 97.76 KB)</li><li>• <a href="#">Alaska Initial Approval Addendum</a> (PDF 153.01 KB)</li></ul>
Arizona	Initial Approval <sup>1</sup>	<ul style="list-style-type: none"><li>• <a href="#">Arizona Proposed Plan</a></li><li>• <a href="#">Arizona CMIA</a> (PDF 81.34 KB)</li><li>• <a href="#">Arizona Initial Approval</a> (PDF 95.37 KB)</li></ul>



# *Workforce Innovation and Opportunity Act*

- Defining WIOA and legislative history (Rehab Act!)
- Requirements for ages 14-24
- Set aside of 15% VR funds for transition services
- Specific changes:
  - VR/Career Counseling/Options and Informed Choice
  - Documentation of counseling service
  - If 14(c) elected, check in first 6 months then annually



# The Pacific Northwest

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While the strategies may change...the values remain the same.



**Presented by: Cesilee Coulson**  
**Executive Director, Wise**  
[cesilee@gowise.org](mailto:cesilee@gowise.org)

Our Values are  
the Foundation

- Competence
- Health and Safety
- Integration/Inclusion
- Relationships
- Power and Choice
- Status and Respect

# Know the why...

- One of the best investments government can make
- Participation in our society is harder when you are poor
- Speaks to the human need to contribute and participate- a job, a place in the community and friends
- An issue of quality of life and opportunity- a social justice issue
- Thriving communities are inclusive communities





What is needed to maintain and grow thriving community based services?



A group of approximately 15 people are gathered around a large, circular metal campfire pit in a grassy field. Some are sitting on wooden benches or logs, while others are standing. The scene is outdoors with trees in the background. A semi-transparent circular overlay is positioned on the left side of the image, containing text.

## Cool Cultures

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- **People belong to a culture not to strategies**
- **Culture provides resilience in tough times**

## Build Long Term Relationships to Build Trust

### Example public statement:

**“Building a network of services to insure that all students with developmental disabilities have access to employment, appropriate formal and informal job supports, or additional educational opportunities as well as other needed community supports or linkages.”**



# Development and Growth Goals

- Annual, predictable core training
- Statewide and local goals for outcomes
- Investment in development over time
- Systems improvements to continually evolve
- Be Bold— Make strong commitments





## Commitment

- Leaders attract and build with the people who are willing
- Follow the energy...the power of 'Yes'
- Clear mission and vision of everyone working in good jobs that is shared across leadership at organizations and at state agencies
- Continual stakeholder involvement
- Written values and public statements
- Engage in activities that continually build belief that everyone has something to contribute to the community

# Implementation Strategies

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# Employment agency strategies

1

Annual,  
predictable core  
training

2

Complimentary &  
specialized  
training

3

Gatherings

4

Program Manager  
Coaching and  
Mentoring

5

Individual  
Technical  
Assistance

6

Communities of  
Practice

**Seats Filled:  
Duplicate Counts**

10/2013-6/2018

	Intro. , Discovery, PCP	Job Development	Social Security Benefits	Systematic Instruction	TOTALS
7/2017-6/2018 (12 months, 19 seminars)	210	158	109	217	694
7/2016-6/2017 (12 mos., 17 seminars)	105	131	117	213	566
7/2015-6/2016 (12 mos., 16 seminars)	154	108	147	167	576
10/2014-6/2015 (9 mos., 10 seminars)	88	85	34	96	303
10/2013-9/2014 (12 mos., 16 seminars)	91	79	59	97	326
<b>Totals 10/2013-6/2018</b>	<b>648</b>	<b>561</b>	<b>466</b>	<b>790</b>	<b>2465</b>



## Training and Technical Assistance

versus

## Individual Technical Assistance

- Focused on building the capacity to serve a broad array of individuals

- Delivered to groups of stakeholders, or delivered to stakeholders with a focus on improving overall outcomes

- Not usually directed at a particular individual, funded through Community Information and Education, or local resources

- Delivered alongside and with engagement employment agency staff

- Designed as a model which improves the effectiveness of local professional staff through demonstration and mentoring with a focus on a specific person in service

- Funded through an individual's Waiver Services



# Getting to High Performance



# Challenges and areas of emphasis

- Shift the focus from policy/rule to implementation
- Residential vs. Employment– One team...One goal
- Fund and grow expertise for Technical Assistance internal and external to agencies
- Honor and face our fears
- Fund and honor innovation
- Rebrand and resource 21<sup>st</sup> century tools and techniques
- Include families and self advocates at all levels
- Educate and include your community





Opportunities are created at the national and state levels, but what really happens is in the community. We can change our communities, it is much harder to change a state or a nation.

# The Road to Greater Inclusion in Maryland

Laura Howell, Executive Director,  
Maryland Association of Community Services

Donna Retzlaff, Executive Director,  
Spring Dell Center

# The Maryland Journey

- Approximately 200 community based providers in MD
  - Largely non profit
  - No private ICFs
  - Two remaining small state institutions
- Approximately 14,000 people receive day time supports, mostly day habilitation and supported employment

# Systems Change

- 2008 – Maryland became an Employment First state
- 2014 -- CMS issued the Final Settings Rule
- 2015 – Current DD Director worked with stakeholders to create a new strategic plan for implementation of E1ST
- 2016 – Maryland was the second state in the country to pass legislation phasing out sub-minimum wages for people with disabilities (legislation provided a 4 year timeline for providers to discontinue use of sub-minimum wages)

# Support for Systems Change

- Multi-pronged effort to provide resources to help providers make change:
  - **MD DD Administration:**
    - brings The Delaware Leadership Institute to Maryland in a model that allows providers to bring small teams to participate in a week-long leadership intensive curriculum
    - has partnered with other stakeholders to bring grant funding to MD to support agency change and to strengthen employment supports
  - **MD DD Council** – several years of grant making to providers to fund the support they need to make change; flexible funding based on what each provider needs (including partnership with MD Works, an employment-focused provider association)
  - **MACS (statewide provider association):**
    - sponsored two agency transformation retreats for larger agency teams to work with local and national experts and a personal facilitator to foster agency change
    - ongoing education and support of providers through conferences and trainings
    - facilitate communication with state leaders on transformation issues and challenges

# Most Recent Data

- October 2017 –over a 2 week period

(note: data is duplicated because many people participated in more than one option:

**EMPLOYMENT:**

- 20% spent some time working in an individual competitive job
- 16% spent some time working in a facility based job
- 8.8% % spent some time working in a group integrated job
- 3.5% % spent some time working in an individual contract job
- 0.3% % spent some time self-employed

**VOLUNTEER:**

- 20% spent some time volunteering

**NON-WORK ACTIVITY:**

- 58% spent some time in a facility-based day program
- 40% spent some time in the community in a non-work activity

# Case Study: Spring Dell Center

- Located in a rural area outside of Washington DC
- Has been a part of the community for over 50 years
- Provides residential, day habilitation, and supported employment supports to over 200 people
- Has traditionally supported people with a high level of support needs, including many people who use wheel chairs, do not communicate with words, and need 1:1 staff support
- Began aggressively working to transform supports to be more person-directed and community inclusive in 2015



# How We Got Started...

At first, the Final Settings Rule was OVERWHELMING...

- Change started with the MACS Agency Transformation Retreat, where we developed an initial plan to take back to the whole agency, to start making change, one person at a time
- We developed teams to lead the change process throughout the agency
- We pursued grant funding to bring in experts to support various aspects of making change
- Communication was key!

# VISION

- SPRING DELL IS A **COMMUNITY FIRST ORGANIZATION** THAT INCLUDES EMPLOYMENT OPTIONS *FOR ALL*.
- THE PEOPLE WE SUPPORT LOVE THE FULL LIFE THEY ARE LIVING.
- THE PLANS ARE DRIVEN BY THE PEOPLE.
- THE PEOPLE CREATE EMPOWERING EXPERIENCES AND THEY HAVE A PERSON DRIVEN CIRCLE OF SUPPORTS.
- THE PEOPLE HAVE A PERSONAL AND COLLECTIVE OWNERSHIP OF THEIR LIVES.
- THERE ARE COMMUNITY PARTNERS WHO ARE ENGAGED AND SUPPORTIVE OF THE MISSION.

# Thoughts

A STRONG TANGIBLE CULTURE AND POLICIES THAT LEAD TO QUALITY COMMUNITY SUPPORTS.

COMMUNICATION THAT LEADS TO UNDERSTANDING AND COLLABORATION WITH PEOPLE WHO RECEIVE SUPPORTS AND THEIR FAMILIES.

ONE SINGULAR ORGANIZATIONAL CULTURE WHERE EMPLOYEES FEEL ALIGNED WITH THE MISSION AND VISION.

# CHALLENGES

- COMMUNITY READINESS
  - community locations for personal care
  - community adjustment to seeing and interacting with people with disabilities
  - opportunities for customized employment and volunteerism
- WORKFORCE
  - recruitment and retention
  - transition from congregate caregiving model to independent community support
  - matching staff with people based on the person's interests in the community
- INDIVIDUALIZED MEANINGFUL DAY

# CHALLENGES

## RESOURCES

- Higher staffing levels
- Transportation
- Costs of community activities
- Staff training

# Spring Dell PATH

Now	Enroll	Strengthen	1 <sup>st</sup> Steps
<p><i>Forces For/Helpful</i></p> <ul style="list-style-type: none"> <li>• Person specific job descript.</li> <li>• Begun Matching</li> <li>• Good Communication</li> <li>• Tenure staff</li> <li>• Care and Compassion</li> <li>• Good reputation</li> <li>• Relationships Built</li> <li>• Willingness/Determination</li> <li>• Progressive/Proactive</li> <li>• Strong Management Team</li> <li>• Community acceptance</li> <li>• Good DSP/Peer Support</li> <li>• Alternate revenue sources</li> <li>• Movement is right</li> <li>• Personal involvement</li> <li>• Interaction positive</li> </ul> <p><i>Barriers/Forces against</i></p> <ul style="list-style-type: none"> <li>• Limited Development</li> <li>• Natural Consequences</li> <li>• People's opinions</li> <li>• Bad apples/Closed Minds</li> <li>• Resistance/Lack of leeway</li> <li>• Immaturity/Control</li> <li>• Tenured staff</li> <li>• Lack of empowerment</li> <li>• Aging people</li> <li>• Lack of career commitment</li> <li>• Some looking out for self</li> <li>• No organizational unity</li> <li>• No bonus system</li> <li>• No confidence/advocacy</li> <li>• Lack of common sense/decision making</li> <li>• Fearful of speaking up</li> </ul>	<ul style="list-style-type: none"> <li>• Staff own plans for Development and development</li> <li>• Empowered to Solve issues</li> <li>• Board</li> <li>• Parents/Families</li> <li>• Local businesses that people patronize</li> <li>• People we support</li> <li>• Community</li> <li>• DORS</li> <li>• Local High Schools</li> <li>• Invest in Contractual/ Pro bono Services (for the expertise we need)</li> <li>• Solicit community in-kind services</li> <li>• Retired professionals</li> <li>• Chamber of commerce</li> <li>• Computer Literacy</li> <li>• Partner with social justice organizations that are active in local area</li> <li>• Neighborhood associations</li> <li>• Civic associations</li> <li>• Community colleges</li> </ul>	<ul style="list-style-type: none"> <li>• We have a progressive and strong Executive Director</li> <li>• Hold retreat</li> <li>• Reorganize</li> <li>• Shadow</li> <li>• Follow-through to support people at all levels to make decisions and provide input</li> <li>• Peer reviews</li> <li>• Job Shadow</li> <li>• Team approach –7:30 meeting</li> <li>• Clear information from DDA&amp; Medicaid new rules</li> <li>• Ensure Transparency and Communication</li> <li>• Make sure we Match</li> <li>• Knowledge and input from all levels of the organization</li> <li>• Develop plan to address needs and prevent or address ongoing issues</li> <li>• Listening</li> <li>• Know what peoples like, preferences, and non-negotiables</li> <li>• Empower People</li> <li>• Invest in Certification, credentialing/ staff development</li> <li>• Develop the plan/ stick to it!</li> <li>• Celebrate successes</li> <li>• Hands on and persevere</li> <li>• Board Development</li> <li>• Building commitment to our mission (and Vision)</li> </ul>	<ul style="list-style-type: none"> <li>• Valuing and respecting differences, perspectives, culture and positions</li> <li>• Implement a pilot program for community connections</li> <li>• Development of staff for increased capacity thinking and ability to connect people to community resources</li> <li>• Printed information and Q&amp;A sessions</li> <li>• Agency wide person specific job descriptions</li> </ul>

## Bold Steps/Goals

- #1 – Provide 100% Person Driven Community Supports
- #2 – Spring Dell is One Unified Organization
- #3 – Develop a Comprehensive Workforce Development Plan
- #4 – Develop a Comprehensive Technology Plan
- #5 - Define Data to Measure



Our Vision

## **GOAL #1 – Provide 100% Person Driven Community Supports**

Nothing without someone who receives supports involved!

- Internally – policies, hiring, committees, etc.
- Externally – membership, meetings, job fairs, business partnerships, marketing, etc.

## **GOAL #2 - Spring Dell is One Unified Organization**

- Merger of the Day and Supported Employment Programs
- Person Centered Plan Process



## **GOAL #3 – Develop a Comprehensive Workforce Development Plan**

- Review and update interview process
- Matching staff with people who receive supports
- What's important to person receiving supports
- What's important to the employee
- Team approach to interviewing
- Implement peer reviews
- Communication

## **GOAL #4 – Develop a Comprehensive Technology Plan**

- Improving technology for the agency
- Mobile technology for staff in the community
- Adaptive technology for people receiving supports

## **GOAL #5 - Define Data to Measure**

- Measuring satisfaction of people who receive supports
- Collecting data on how often people are out doing things that tie back to the goals in their person centered plan, and increasing the amount of time that people are spending in a meaningful way in integrated settings
- Assessing progress in helping people with more intensive needs participate in meaningful community activities on a regular basis
- Implementing survey of employee satisfaction - 60 days and annually
- Participating in broader state data collection

## **GOAL #6 - Provide a Person Centered Community and Employment Plan**

- Always looking for opportunities for people to work and/or volunteer regardless of what program they are in
- Utilize the discovery process
- Agency policy that supports community choice and collaboration

## **OTHER NOTES**

The agency is very committed to a path that leads in the direction of assuring the people we support are making their own choices and assuring all supports are offered in the community, regardless of their disability.

The agency is equally committed to assuring that all people have the opportunity to pursue employment regardless of their disability.

The agency is committed to developing a workforce plan that will promote retention and development of all staff.

## Donna: one of many “success stories”



# Overarching Challenges

- Current rate system based on congregate, facility based programs
- Workforce crisis - a “systems failure”
- Transportation – especially where there isn’t good public or para transit transportation, and/or where people need staff support and wheelchair transport
- Family desire for “safety”
- Culture change – staff, families, community, people who receive supports

Change is Happening!



# Questions?



# Contact Information

- **Presenters:**

- Esme Grant Grewal, Vice-President of Government Relations, ANCOR ([egrant@ancor.org](mailto:egrant@ancor.org))
- Cesilee Coulson, Executive Director, Wise ([cesilee@gowise.org](mailto:cesilee@gowise.org))
- Laura Howell, Executive Director, Maryland Association of Community Services ([lhowell@macsonline.org](mailto:lhowell@macsonline.org))
- Donna Retzlaff, Executive Director, Spring Dell Center ([donnaretzlaff@springdellcenter.org](mailto:donnaretzlaff@springdellcenter.org))

- **TASH Points-of-Contact:**

- Ruthie-Marie Beckwith, Executive Director ([rbeckwith@tash.org](mailto:rbeckwith@tash.org))
- Alison DeYoung, Project Manager, The YES Center ([adeyoung@yestoemployment.org](mailto:adeyoung@yestoemployment.org))
- Donald Taylor, Project Manager ([dtaylor@tash.org](mailto:dtaylor@tash.org))
- [www.tash.org](http://www.tash.org)

- **ANCOR Points-of-Contact:**

- Gabrielle Sedor, COO ([gsedor@ancor.org](mailto:gsedor@ancor.org))
- Marie Campos, Education and Foundation Director ([mcampos@ancor.org](mailto:mcampos@ancor.org))
- [www.ancor.org](http://www.ancor.org)

