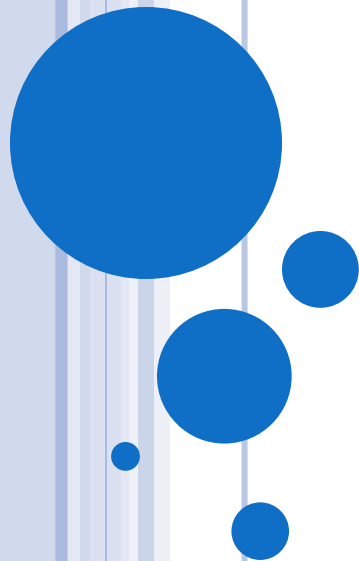


# SUSTAINING FINANCIAL VIABILITY UNDER MULTIPLE EMPLOYMENT PROGRAMS

**Kevin Berry**  
**Associate Executive Director**  
**Wayne ARC**



# OBJECTIVES TODAY

- What are the challenges?
- What is Wayne ARC's record?
- What has contributed to success?
- What does success look like?
- What remains to be done?



# CHALLENGES

SEMP Redesign July 2015:

- Billing changed from monthly to hourly (15 minute units)
- Minimum Wage Requirement reduced rolls
- Ratios of 1:1 or group of up to 8:1
- Increased staffing needs
- Potential loss of revenue



# CHALLENGES

## Community Prevocational Services July 2015:

- Hourly Billing (15 minute units)
- Transportation between activities, but not to/from home
- Most integrated setting possible
- No more than two hours for Job Readiness and identifying Prevoc activities per day
- 1:1, 2:1, up to 8:1 ratios



# CHALLENGES

Multiple vocational programs:

- Different rates
- Different staff : individual ratios
- Different billable services
- Different rules re: individual compensation

Transportation: vehicles and staffing



# CHALLENGES

Staffing to cover:

- Job Coaching
- Work Experiences
- Volunteering
- Community Activities
- Transportation
- Individual Needs
- Transportation

Time to document all new requirements



How did Wayne ARC perform?



# HOW THE SEMP REDESIGN HIT US

- Reduced number of individuals from 67 to 40

| Level 1            | Level 2          | Level 3          |
|--------------------|------------------|------------------|
| \$390.91 per month | \$521.55         | \$588.49         |
| <u>20 people</u>   | <u>28 people</u> | <u>19 people</u> |
| \$7,818            | \$14,603         | \$11,179         |
|                    | Total per month  | \$35,601.01      |

That \$35,601 in June 2015 went to \$21,254 in July; would have been about \$172,000 per year loss





# SEMP

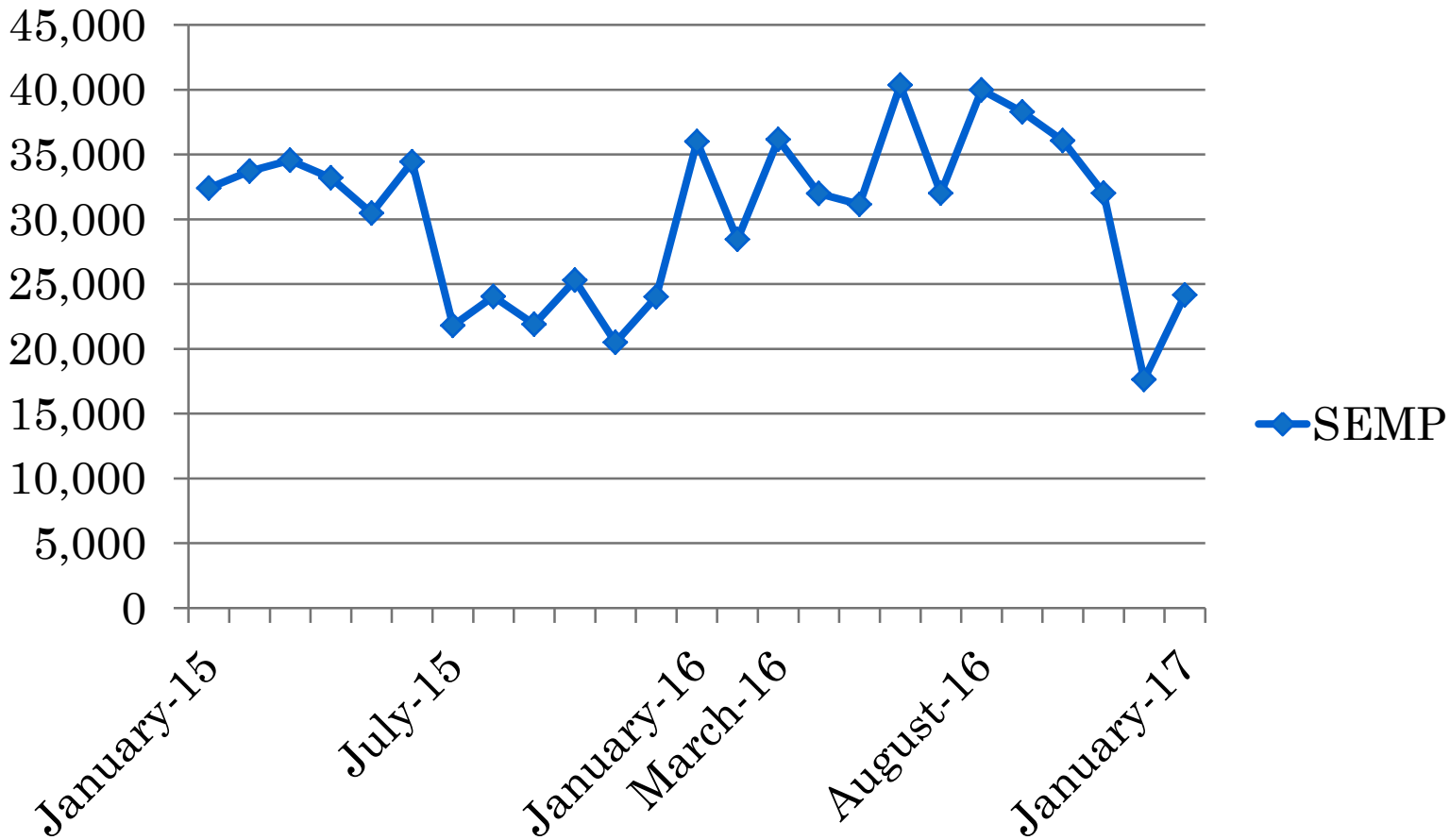
- June 2015 \$35,601
- July 2015 \$21,254
  
- SEMP average July 2015 – present: \$29,563 per month
- SEMP average last 12 months: \$32,347

We have lost about \$3,250 per month from before the redesign.



# SEMP

## SEMP

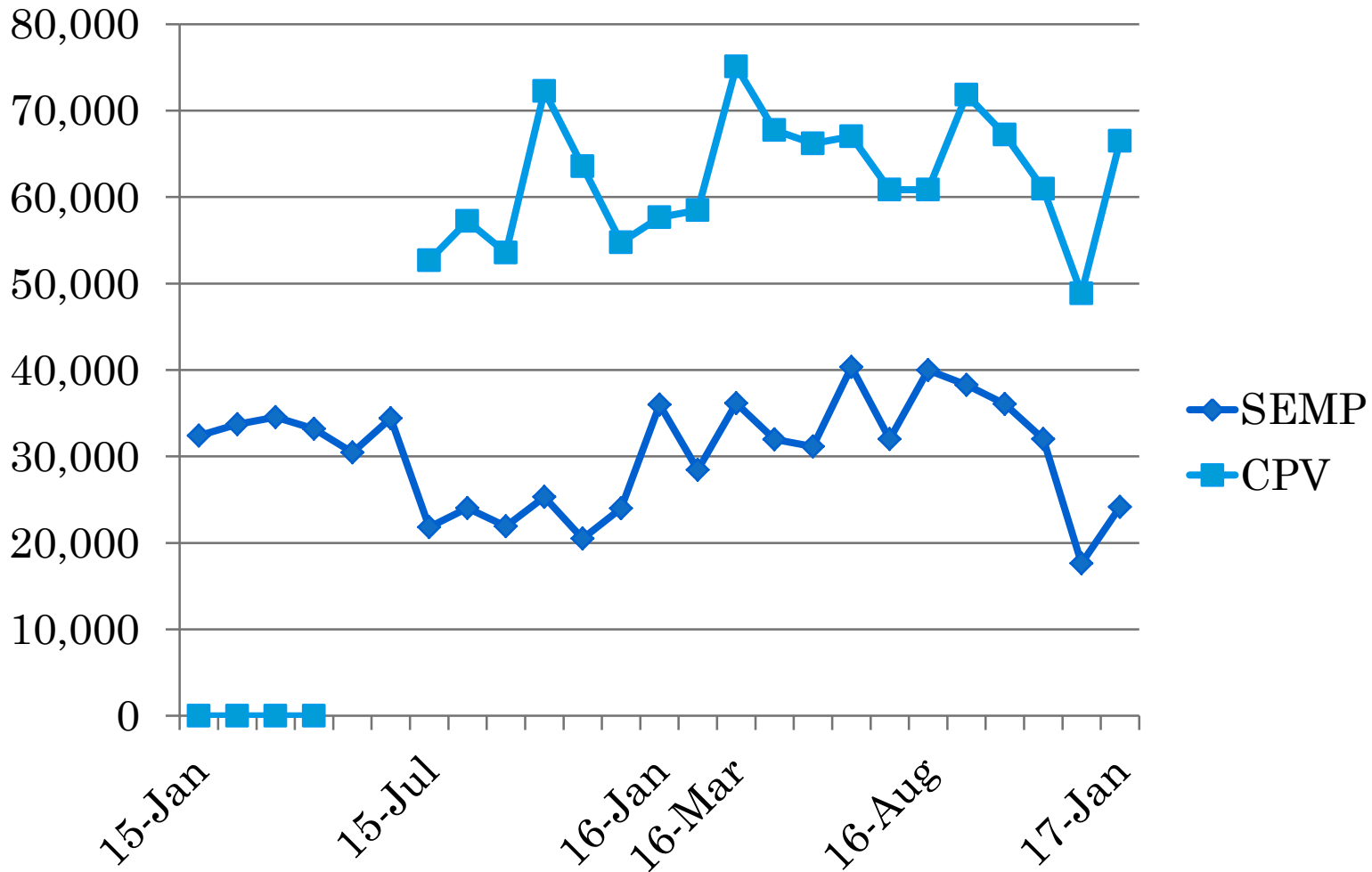


# COMMUNITY PREVOC

- Started out July 2015 with 27 participants in addition to the 4 already involved
- First month's billing was \$52,664 against a SEMP loss of \$14,347 that month
- Now have 58 participants
- January 2017 billing was \$66,501
- With SEMP down \$3,250 per month, CPV has us up by \$63,251 per month.



# ADD CPV



- Remember that we lost \$168,000 per year in SEMP contingency funds, but we are still well ahead of where we were.
- For the last year, we brought in an average of 64,301 per month in CPV

\$771,612 CPV revenue  
- \$168,000 Contingency loss  
- 39,000 SEMP loss  
\$564,612 more funding



# HOW DID WE SPEND \$564,612 MORE FUNDING?

- Four new job coaches
- Hugely increased transportation costs for CPV
- More vehicles
- Investment in programs
- Staff training



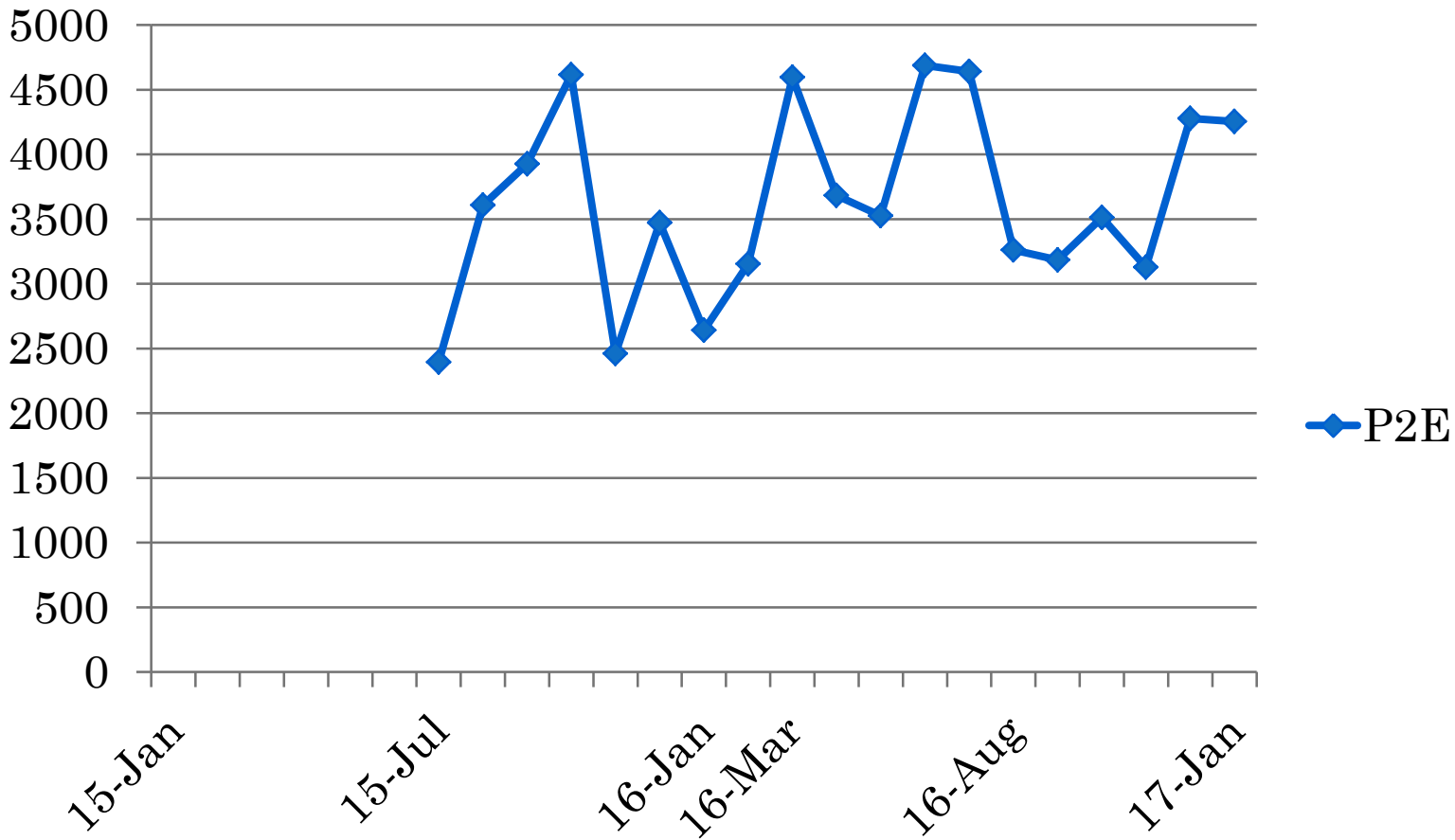
## P2E

- We had a real struggle to get this off the ground
- Individuals want to get paid
- Future rewards for learning and volunteering can be quite abstract
- Dedicated or shared staff? (Both)
- Short term program
- Many people went through and completed, so enrollment is down



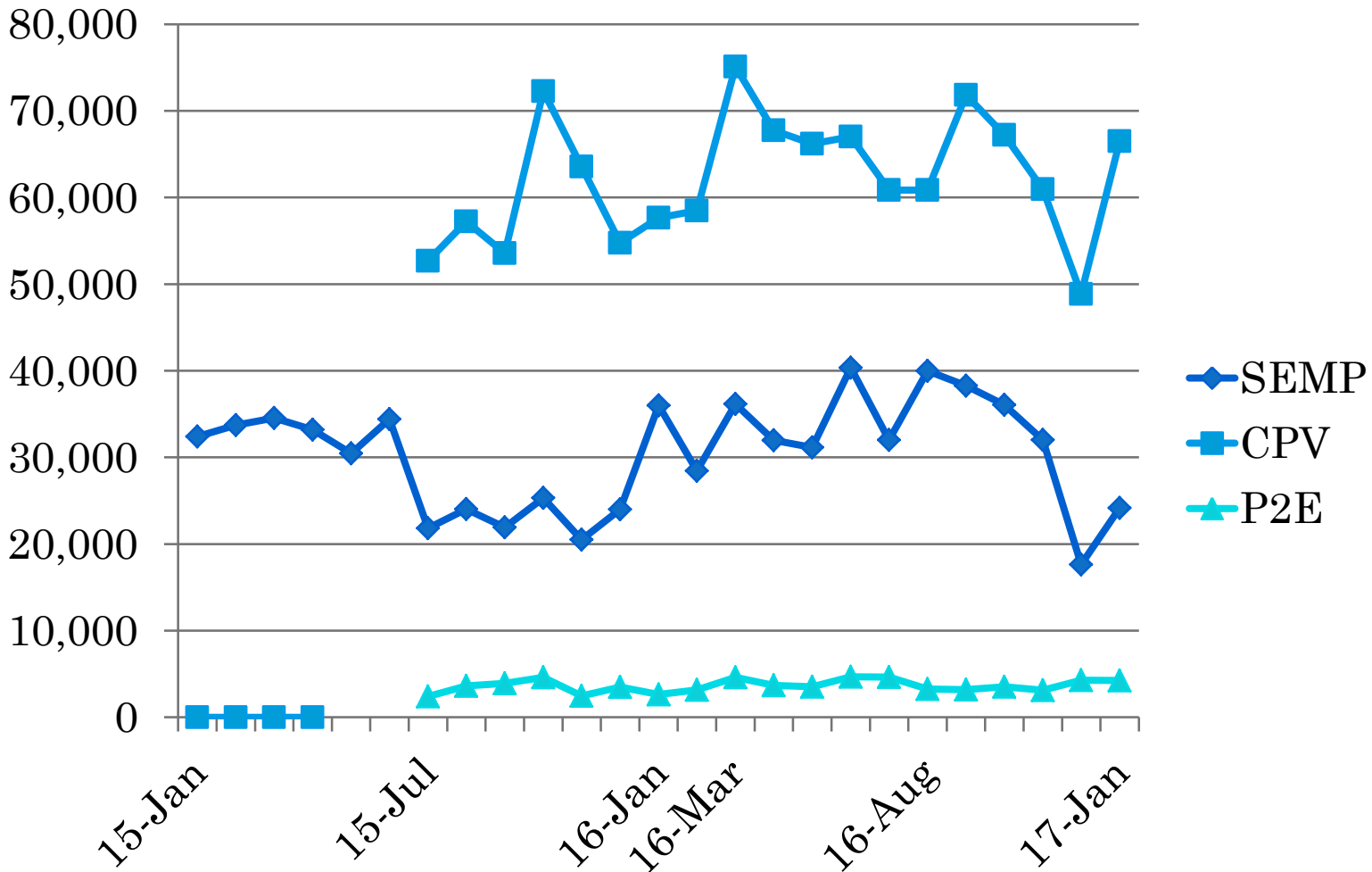
# P2E

## P2E





# SEMP, CPV, P2E

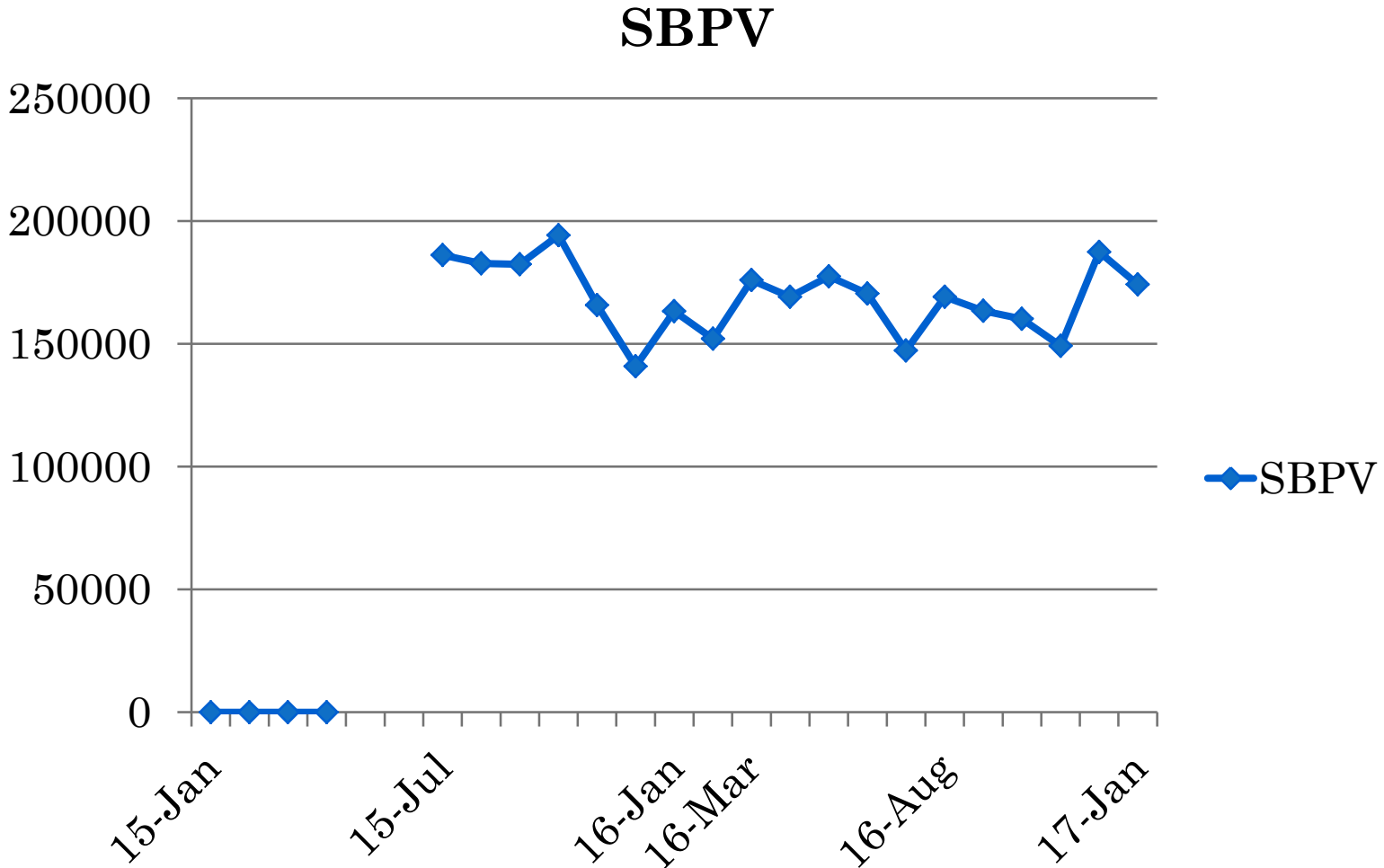


# SITE BASE PREVOC

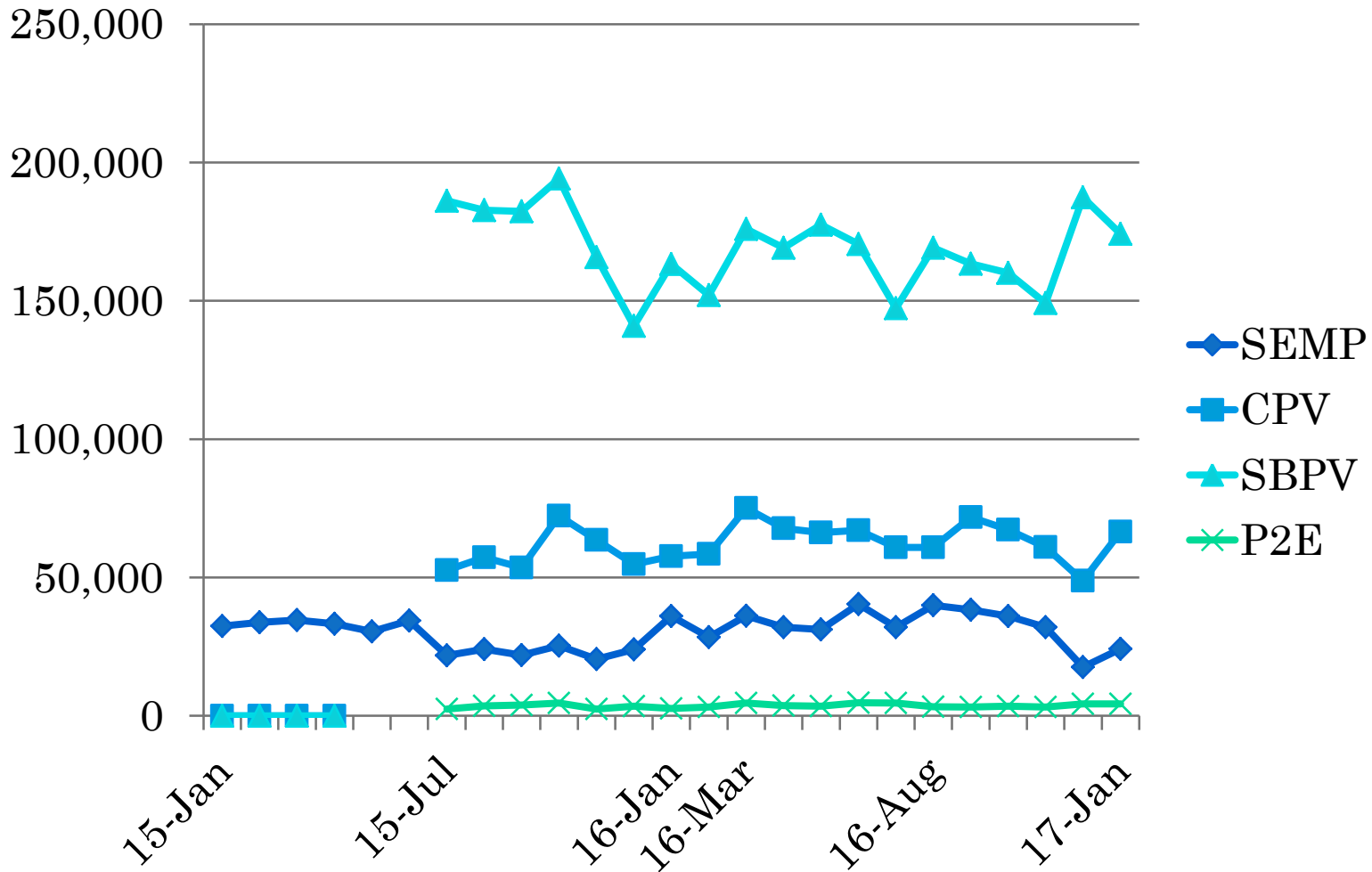
- Lost money due to lower enrollments, no new admissions, and lower rates
- The good news is that we continue to do well due to increased productivity
- Increased training and integration



# SBPV



# ALL



# SOME AGENCY STATS:

## Community Prevoc:

### 58 Individuals:

35 CPV only  
17 CPV and SBPV  
1 CPV, SBPV and P2E  
1 CPV and P2E  
3 CPV and DH  
1 CPV, P2E and DH

### Staff:

2 Case Managers

3 Individual Job Coaches (9 individuals)

11 Job Coaches do CPV and/or SEMP (OPWDD does not advise this)



# SOME AGENCY STATS:

## Site Based Prevoc:

### 99 Individuals:

76 SBPV only  
17 SBPV and CPV  
1 SBPV, CPV and P2  
3 SBPV and P2E  
1 SBPV and DH  
1 SBPV and SEMP

### Staff:

3.5 Case Managers  
1 Rehab Associate  
7 Job Coaches



# SOME AGENCY STATS:

## SEMP:

### 46 Individuals:

45 SEMP only

1 SEMP and SBPV

### Staff:

3 Vocational

Instructors

1 Job Coach

11 Job Coaches do  
CPV and/or SEMP



# SOME AGENCY STATS:

## P2E:

### 9 Individuals:

3 P2E only

1 P2E, SBPV and CPV

3 P2E and SBPV

1 P2E and CPV

1 P2E, CPV and DH

### Staff:

1 Case Manager/Job  
Coach

About 3 others help  
(enrollment has been  
in the 20's)





# WHAT HAS CONTRIBUTED TO SUCCESS?

- Adding staff when you need to, and having a detailed financial justification
- Teaching staff that this is a business, we cannot serve humans if we are out of business
- Have a program expert staff for every program
- Ensure that all staff know the billable services backwards and forwards
- Staff know rates, ratios, billing, billable services, individual compensation rules
- Get staff buy-in



# WHAT HAS CONTRIBUTED TO SUCCESS?

## Staff Activity Expectations

- Calculate the number of units required for each program to be financially viable. Inform the staff and use this to set their objectives.
- Set objectives for billable hours
- Scheduling of staff
- Adaptability when schedules change (absence, refusal)
- Use staff activity charts
- Follow up to ensure objectives are met



# WHAT HAS CONTRIBUTED TO SUCCESS?

## Individuals

- Repeatedly educate individuals on new philosophies regarding work
- Promote individual buy in
- Do not over support individuals; promote independence (reduces unnecessary staffing)
- Support the people who present the greatest challenges (more funds, but more importantly energizes the staff with success stories)
- Efficiently use group v. individual services (considering individual need and cost effectiveness)



## GENERAL:

- Maximize efficiencies
- \*\*\*When in doubt, interpret regs and guidance liberally, but verify that you are correct
- Try and retry; be willing to fail or make mistakes
- Having quality programs increases your enrollments, which increases flexibility
- Monitor, monitor, monitor!

Have layers of checks:

Documentation, integration, satisfaction, etc.



# WHAT DOES SUCCESS LOOK LIKE?

- Financial stability
- Increased staffing
- More vehicles
- More varied work activities for staff
- Better documentation
- More individuals moving out of SEMP, upward mobility in programs
- Increased training for individuals



# WHAT DOES SUCCESS LOOK LIKE?

- Increased productivity
- More choices of work
- Individuals trying new things
- Greater job satisfaction
- Increased community integration
- Increased income



# OUR CHALLENGES FOR THE FUTURE

- Balance having enough staff, to provide services and document, with increased staffing costs
- Staff need to know multiple programs
  - Billable services
  - Units of service
  - Limits on billable service time
  - Documentation requirements
- Staff need to be careful that there is no double-billing for dual enrollees
- We have CPV and SEMP at some of the same sites. A staff person may have to document on both. We minimize this, but it's a reality.
- Not losing billing due to staffing issues.



# OUR CHALLENGES FOR THE FUTURE

- Workshop Transformation
- Integrate the business and keep earning vocational dollars
- Educate individuals, families, etc. (buy in)
- Reduce SBPV to what is necessary
- Build P2E, and SEMP
- Continue building CPV and increase true community activity
- Increase dual enrollments





# CONCLUSION

Sustaining financial viability is not about finances or the agency, it is about the ability of the organization to provide meaningful services to the individuals we support. The key is quality, but quality and resources go hand in hand.



# Questions and Discussion

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