

Fiscal Viability of Vocational Services

Aaron Shmueli, AVP Goodwill Industries NYNJ

Jim Scutt, Associate Vice President, People Inc.

Yolanda Tirado, SEMP Manager, Goodwill Industries NYNJ

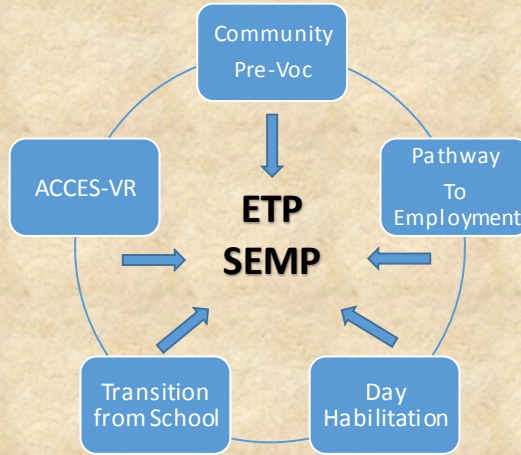
With assistance from:

Lynne Thibdeau, Acting Director, Employment and Meaningful Community Activities ,
OPWDD

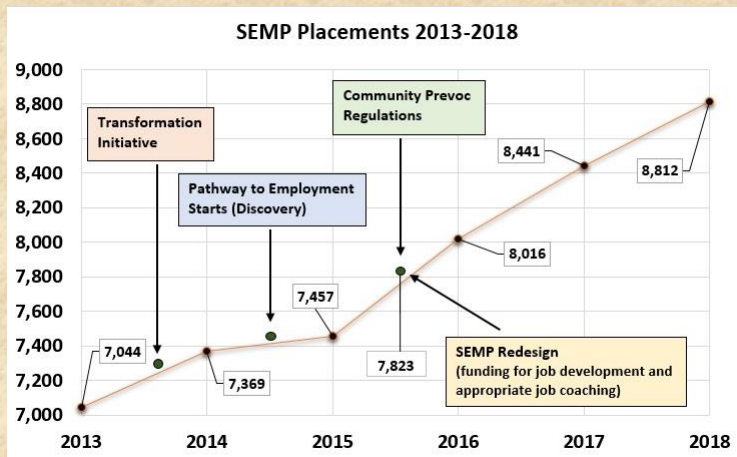
What are Vocational Services?

| Community Pre-Voc | Pathway to Employment | Employment training Program (ETP) | Supported Employment (SEMP) |
|---|---|-------------------------------------|--|
| Waiver service: Prepares people for paid employment or meaningful activities in 2 years or more | Waiver Service: Prepares people for paid work in approximately 1 year | Program: Employed in 1 year or less | Waiver Service: Coaching, Job Development Life-Long Support on a Job |
| Community based volunteer opportunities | Activities to introduce the possibility of work and develop a vocational goal | Internship opportunity | Community based, competitive, integrated employment |
| Unpaid/ Volunteer Experiences | Unpaid/ Volunteer Experiences | Wages paid by OPWDD | Paid by business at minimum wage or higher |

All Roads lead to Employment...



OPWDD Supported Employment Number of Individuals in Competitive Employment



What do new “customers” want?

- How are we gauging the wants of those transitioning from school &

How do we contextualize this into a Business Delivery system?

- Who are our customers?
- Who are our partners?
- What do your customers want to purchase from your organization?

How are we engaging new “customers”

- Family outreach
- School districts
- Departments within our own agency
- Community Open Houses
- Agency Admissions

What are we doing to keep the “customers” we have?

Information to be added by:

- Educate people on what services are available to help them move toward the goal of employment
- Ongoing career evaluation, not taking “I like what I have” as an answer.
- Attending self advocacy meetings
- Attending informational meetings for self direction services and work collaboratively together.

How do we utilize staff between services as need arise?

DEDICATED –vs- ALLOCATED staff

- All employment specialist are trained and knowledgeable about all services and the regulations that pertain to each service.
- Employment Specialist follow the person the continuum of employment services beginning with Transitional/school services, Prevocational, Pathway to Employment and SEMP.

How to utilize an array of services preparing for employment?

- Providing high school students with real life experiences at local business. Allowing the student to explore what is available in their communities, match skills, and career exploration.
- When the student exits school are we ready to explore/present the employment services provided by your organization.
- Do we present the services below as a package or individually, separate from one another:
 - Community Prevocational services
 - Pathway to Employment
 - ETP
 - ACCES-VR
 - SEMP
 - Group Day Hab
 - Day Hab without walls
 - Community Hab

Explore these services in combination to compliment one another!!

Continuum of Services

Sample 1:

Person enters transitional services for 2-3 years while in high school. During that time, people are working on eligibility for OPWDD services. Upon graduation, the person enrolls in Day Hab without walls and community prevocational services. The person then enrolls in Pathway to Employment. Upon completion we have a good discovery leading to ETP or SEMP.

Sample 2:

Person enrolls in Pathway to Employment and then moves on to SEMP.

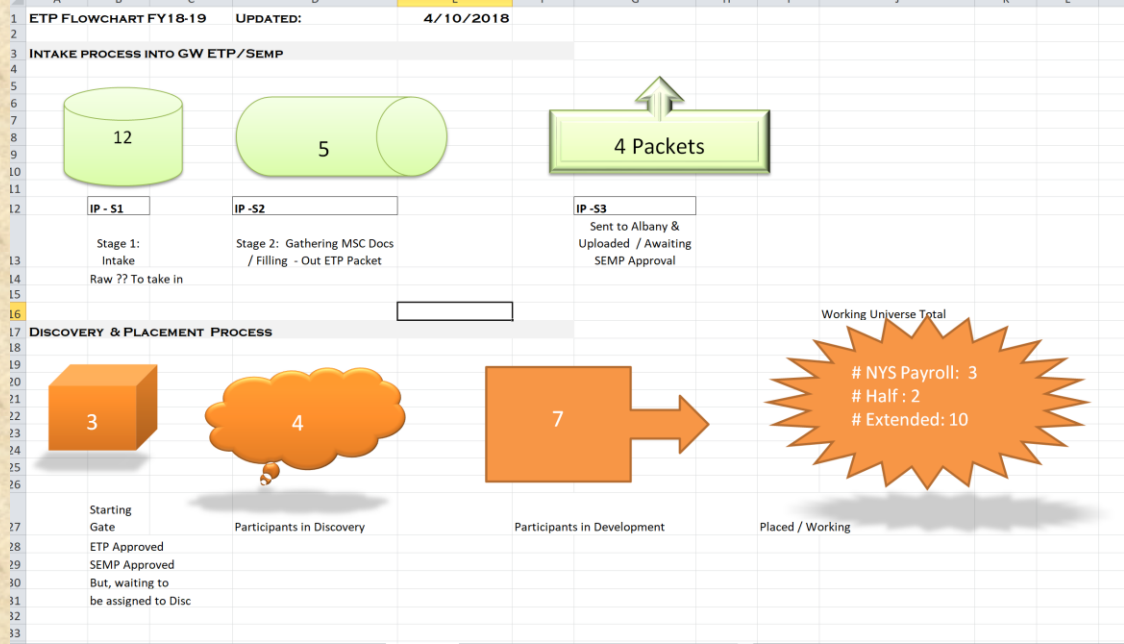
How do we use technology to gain efficiency?

- How do you use technology in your SEMP programs?
 - Documentation (Therap, Medisked, other)
 - Electronic billing
 - Teaching and training (online Learning Management Systems)
 - Time management (Calendars, spread sheets)
 - Sharing information (email, texts, Google Docs, other)
 - Internet resources
 - Register for trainings
 - Others?

WORKFLOWS & TRACKING



Tracking ETP WorkFlows...



WORKFLOWS & TRACKING

| ETP Start | Duration | Situational Assessment #1 | Situational Assessment #2 | Observation 1 | Observation 2 | Interview 1 | Interview 2 | Interview 3 | Team | Completion Date | Discovery Sent |
|-----------------|----------|---|---|--------------------------------------|--|-------------------|-------------------|-------------------|------------------------------|-----------------------------|------------------------|
| 3/22/2018 | 120 | Date: 5/4/2018 Site: HomeGoods | Date: 5/25/2018 Site: Walgreen's | Date: 5/1/2018 Site: Popeyes | Date: 4/24/2018 Site: Target/Footlocker | 4/12/2018 Type | 4/12/2018 Type | 3/23/2018 Type | Leader: Shama ESP: Imalay | 4/17/2018 Total Duration | 7/20/2018 Outcome |
| Bibi/Liz | | Type: Retail | Type: Pharmacy | Type: Career Exp. | Type: Community Exploration | Individual | Family | Support Staff | ESP: N/A | 120 | Employed at GAP Outlet |
| 2/13/2018 | 125 | Date: 5/1/2018 Site: HomeGoods | Date: 5/24/2018 Site: Walgreen's | Date: 4/16/2018 Site: Museum | Date: 6/12/2018 Site: Home | 3/28/2018 Type | 3/28/2018 Type | 6/12/2018 Type | Leader: Shama ESP: Osafio | 6/18/2018 Total Duration | 6/18/2018 Outcome |
| Bibi/Liz | | Type: Retail | Type: Pharmacy | Type: Career Exp. | Type: Community Exploration | Individual | Family | Support Staff | ESP: N/A | 125 | Employed at Walgreens |
| 5/25/2018 | 89 | Date: 7/23/2018 Site: St. Johns The Divine | Date: N/A Site: N/A | Date: 6/13/2018 Site: Red Lobster | Date: N/A Site: N/A | 5/25/2018 Type | N/A Type | 7/23/2018 Type | Leader: Shama ESP: Serena | 8/22/2018 Total Duration | 8/22/2018 Outcome |
| Temesia/Felicia | | Type: Retail | Type: N/A | Type: Career Exp. | Type: N/A | Individual | Family | Support Staff | ESP: N/A | 89 | Employed at Walgreens |
| 4/24/2018 | 164 | Date: 7/12/2018 Site: Walgreen's | Date: 8/10, 31/2018 Site: Bedstuy Campaign | Date: 5/3/2018 Site: Home | Date: 5/9/2018 Site: Macy's | 4/24/2018 Type | 5/21/2018 Type | 7/16/2018 Type | Leader: Shama ESP: Ronny | 10/5/2018 Total Duration | 10/5/2018 Outcome |
| Bibi/Liz | | Type: Retail | Type: Pantry/Food Service | Type: Family interaction | Type: Retail | Individual | Family | Support Staff | ESP: N/A | 164 | Referred to Pre-voc |

Do your employment staff know?

EXPENSES

- Staff salaries and benefits (fringe)
- Overhead
- Travel
- Training
- Equipment (computer, pens, etc.)

REVENUE

- Billable hours
- Development
- Other organizational revenue to offset costs (entrepreneurial businesses, grants, contracts, etc.)

When looking at the staff persons day, how many units are lost because of 1...2...3...minutes

How efficient are you?

How can we use data to measure the following:

- Transition time from VR stabilization to OPWDD enrollment?
 - How much “free” service is being provided?
- How do you monitor staff productivity?
 - Why does this matter?

| YTD Performance by Service | | | | | | | |
|----------------------------|------|------------|----------------|------------|-----------|------------------|-----------|
| Service | Rate | Hours Goal | YTD Accrued | Accrued \$ | % Service | Service Total | % of Goal |
| CBPV | \$40 | 400 | 200 | \$8,000 | 50.0% | | |
| PTE | \$40 | 1400 | 700 | \$28,000 | 50.0% | | |
| Intensive SEMP | \$75 | 4000 | 2000 | \$150,000 | 50.0% | | |
| Extended SEMP | \$75 | 4000 | 2000 | \$150,000 | 50.0% | \$336,000 | 50.0% |

SEMP Service Deliverables

| |
|---|
| Vocational assessment |
| Person-centered employment planning |
| Job-related discovery |
| Job development, analysis, customization, and carving |
| Training and systematic instruction |
| Job placement |
| Job coaching |
| Development of business plan |
| Transportation between activities |
| Travel training |
| Development of soft skills and retention strategies |
| Benefits planning |
| Career advancement services |
| Workplace support services |
| Negotiating with employers |
| Communication with employers |
| Communication with family/circle of support |
| Communication with other OPWDD services staff |
| Documentation of delivery of SEMP services |
| Other activities previously approved by OPWDD |

Business Calculations for DSP & Management

Chart below for DSP Staff

| | |
|--------------------------------------|-------------------|
| Standard Billing Hours in Day | 7.5 hours |
| Lunch | 30 min |
| Water Cooler Talk | 30 min |
| Miscellaneous | 15 min |
| Daily Billing Goal | 6.25 hours |

Efficiency Sweet Spot: 85%-90% Against Time & Attendance Records

Chart below for QA & Supervisors

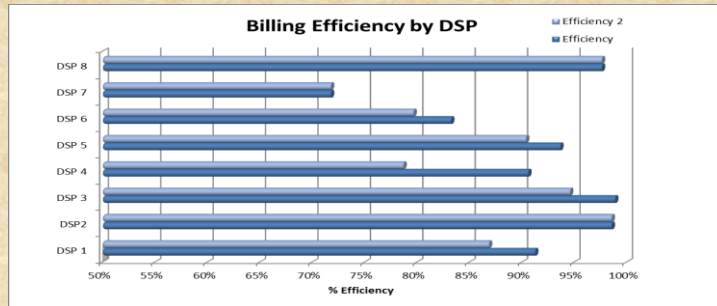
| | | | | |
|---------------------------------|---------------------|---------------|----------------|---------------------|
| Efficiency Chart Per DSP | Billing Rate | \$75 | | |
| | Hours Worked | | | |
| | <i>Daily</i> | <i>Weekly</i> | <i>Monthly</i> | <i>Monthly Rev.</i> |
| | 6.5 | 32.5 | 130 | |
| 100% | 6.5 | 32.5 | 130.0 | \$9,750 |
| 90% | 5.9 | 29.3 | 117.0 | \$8,775 |
| 85% | 5.5 | 27.6 | 110.5 | \$8,288 |
| 80% | 5.2 | 26 | 104 | \$7,800 |

QA - Tracking of Billable Waiver Services

| Week of 3/10/2019 | | | | | | | |
|-------------------------|--------------|--------------|--------------------|----------------|--------------------|-------------------------------|-----------------------|
| Job Coach/Job Developer | Hours Worked | Hours Billed | Overall Efficiency | Billable Hours | Non Billable Hours | Insurance In-Force Efficiency | Notes |
| DSP 7 | 38 | 27 | 72% | 27 | 0 | 72% | Medicaid Lapse, ACCES |
| DSP 4 | 38 | 34 | 91% | 32 | 2 | 79% | ACCES |
| DSP 6 | 28 | 23 | 83% | 23 | 1 | 80% | |
| DSP 1 | 23 | 21 | 91% | 20 | 1 | 87% | |
| DSP 5 | 31 | 29 | 94% | 28 | 1 | 90% | |
| DSP 3 | 23 | 23 | 99% | 23 | 1 | 95% | |
| DSP 8 | 38 | 38 | 98% | 38 | 0 | 98% | |
| DSP2 | 41 | 41 | 99% | 41 | 0 | 99% | |

QA - Tracking of Billable Waiver Services

| Week of 3/10/2019 | | | | | | | |
|-------------------------|--------------|--------------|--------------------|----------------|--------------------|-------------------------------|-----------------------|
| Job Coach/Job Developer | Hours Worked | Hours Billed | Overall Efficiency | Billable Hours | Non Billable Hours | Insurance In-Force Efficiency | Notes |
| DSP 7 | 38 | 27 | 72% | 27 | 0 | 72% | Medicaid Lapse, ACCES |
| DSP 4 | 38 | 34 | 91% | 32 | 2 | 79% | ACCES |
| DSP 6 | 28 | 23 | 83% | 23 | 1 | 80% | |
| DSP 1 | 23 | 21 | 91% | 20 | 1 | 87% | |
| DSP 5 | 31 | 29 | 94% | 28 | 1 | 90% | |
| DSP 3 | 23 | 23 | 99% | 23 | 1 | 95% | |
| DSP 8 | 38 | 38 | 98% | 38 | 0 | 98% | |
| DSP2 | 41 | 41 | 99% | 41 | 0 | 99% | |



Executive summary/Take away slide

- **Employment and Integration is the new business model, structure your waiver programs to meet the demand.**
- **SEMP Rates and Services have been designed to be Fiscally Viable**
- **Many paths Lead to Employment – Don't get stuck in an old linear model**
- **Invest in Online Case Management Software**
- **Own the process from Intake and Schools to navigating through Wavier services**
- **Use Metrics and Key Performance Indicators to measure against goals and Share with everyone in the team, including your DSP's**