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# Continu<sup>US</sup>

care. respect. together.

## Family Care Update: *Wisconsin Rehabilitation Council*

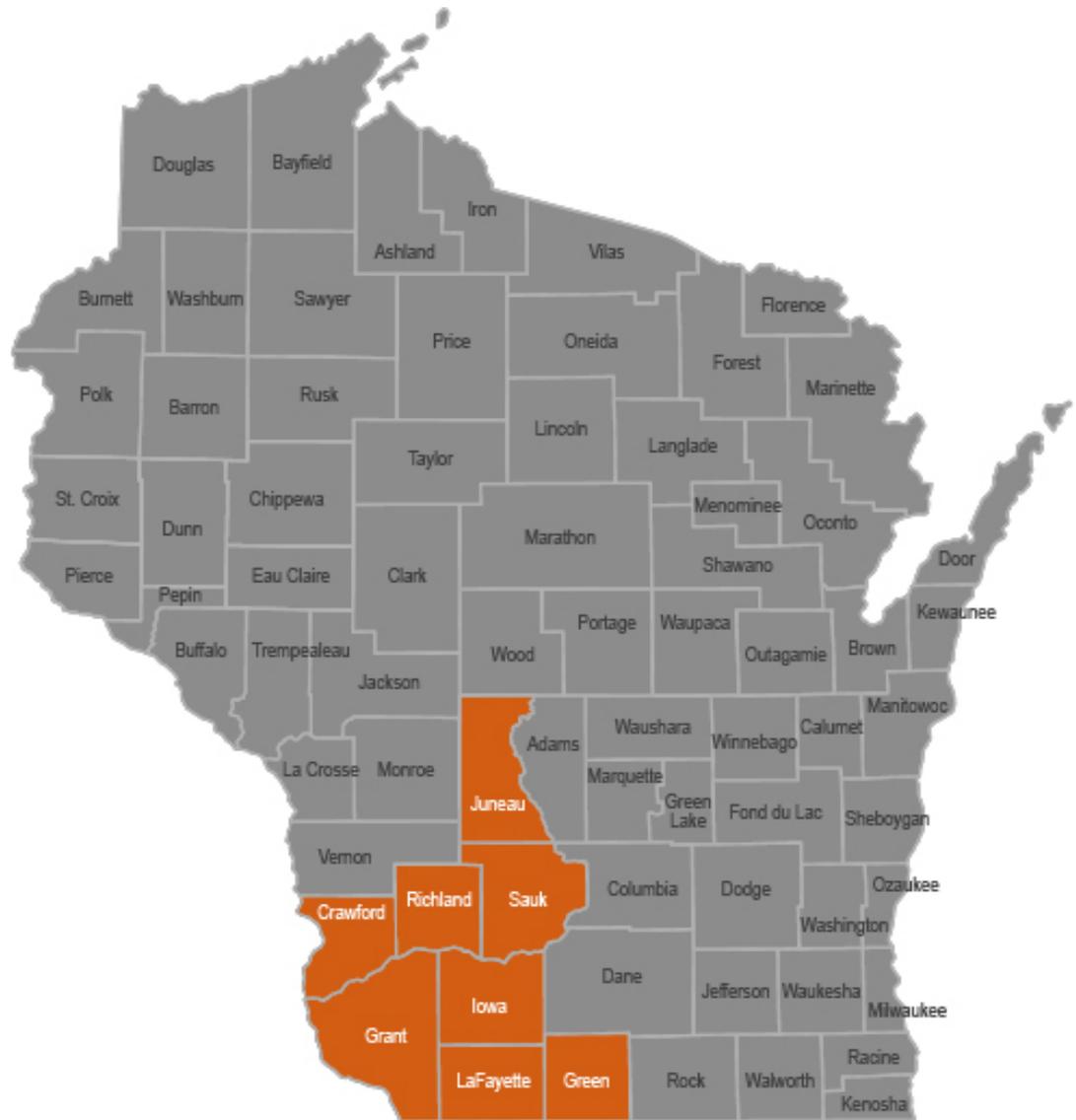
*July 17, 2014*



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Long-Term  
Care District  
Created in  
2008

*“Southwest  
Family Care  
Alliance”*

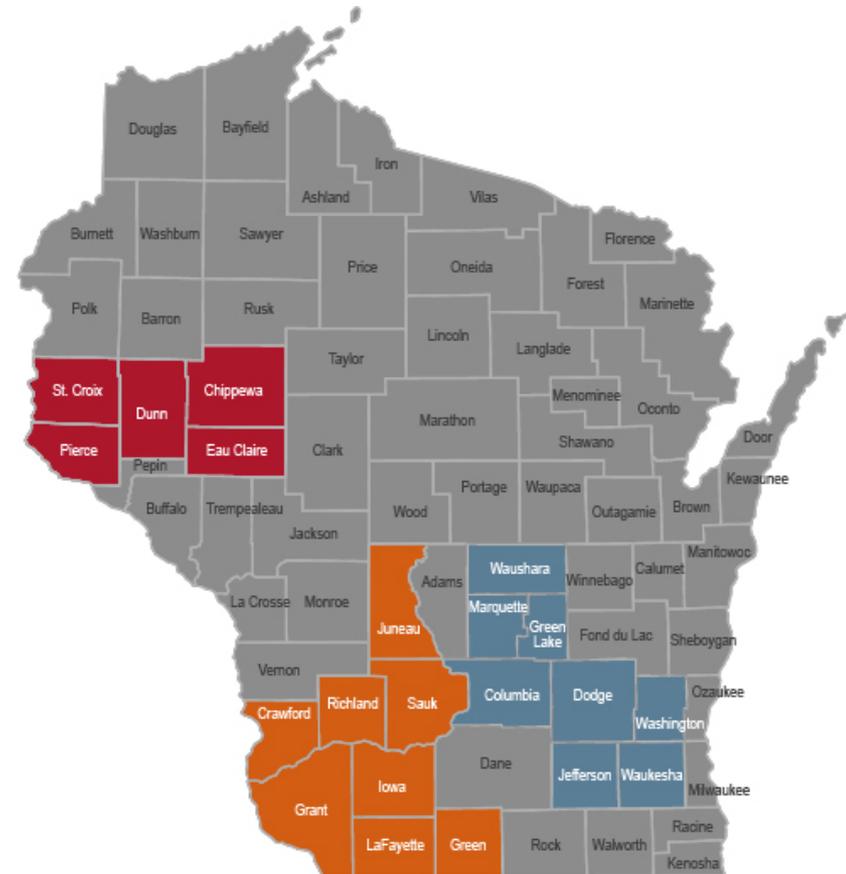


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## *Expansion to Northern Counties:*

- Southwest Family Care Alliance responded to a competitive bid process in the fall of 2012:
  - *Geographic Service Region #1*
  - *Geographic Service Region #3*
  - *Geographic Service Region #5*

We were notified we were successful in GSR #1 on October 11, 2012—less than 90 days to transition 2,600 members on January 1, 2013



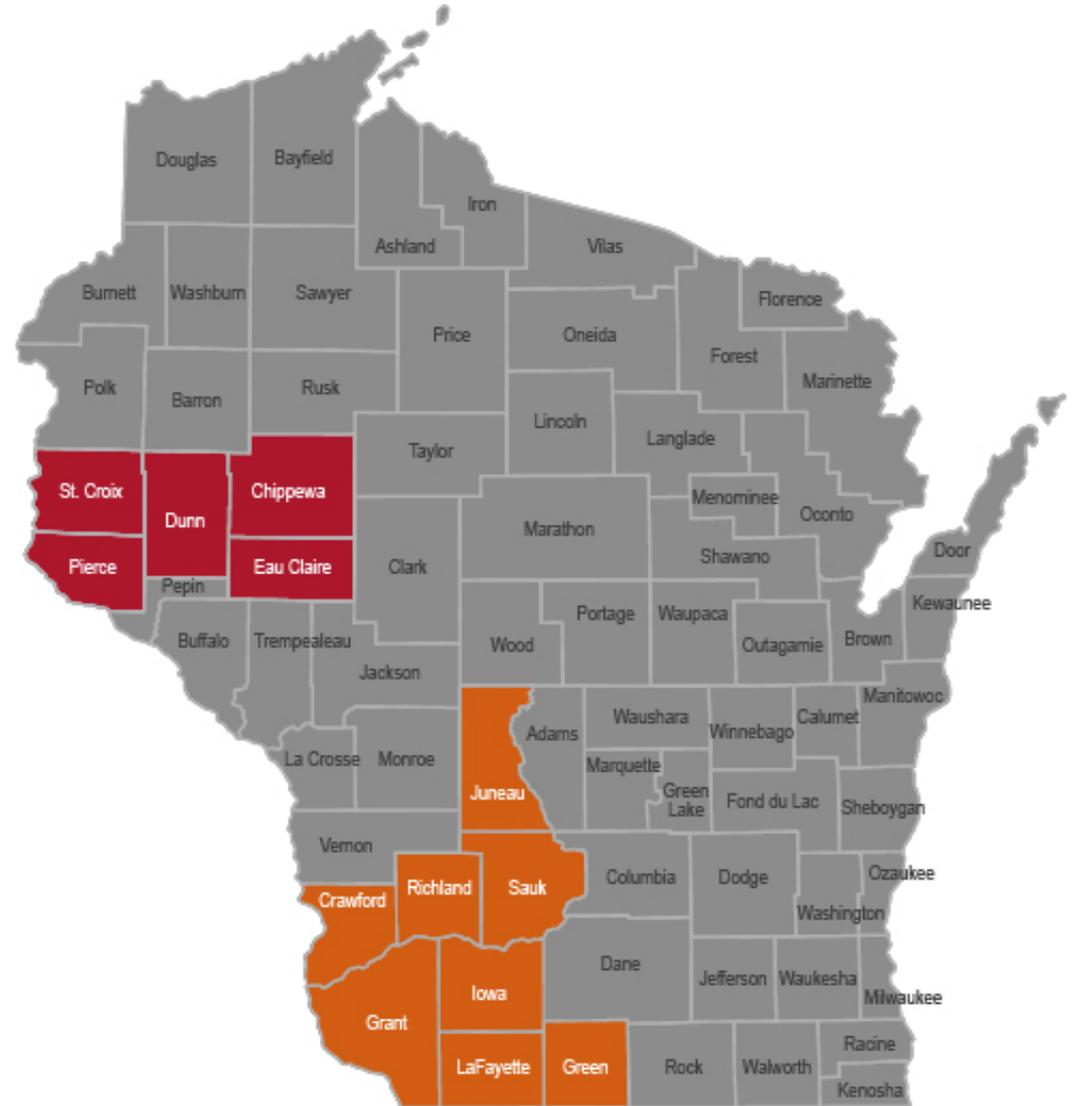
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# *Why Did We Expand?*

- **Competition**
- **Financial Risk**
- **Economies of Scale**

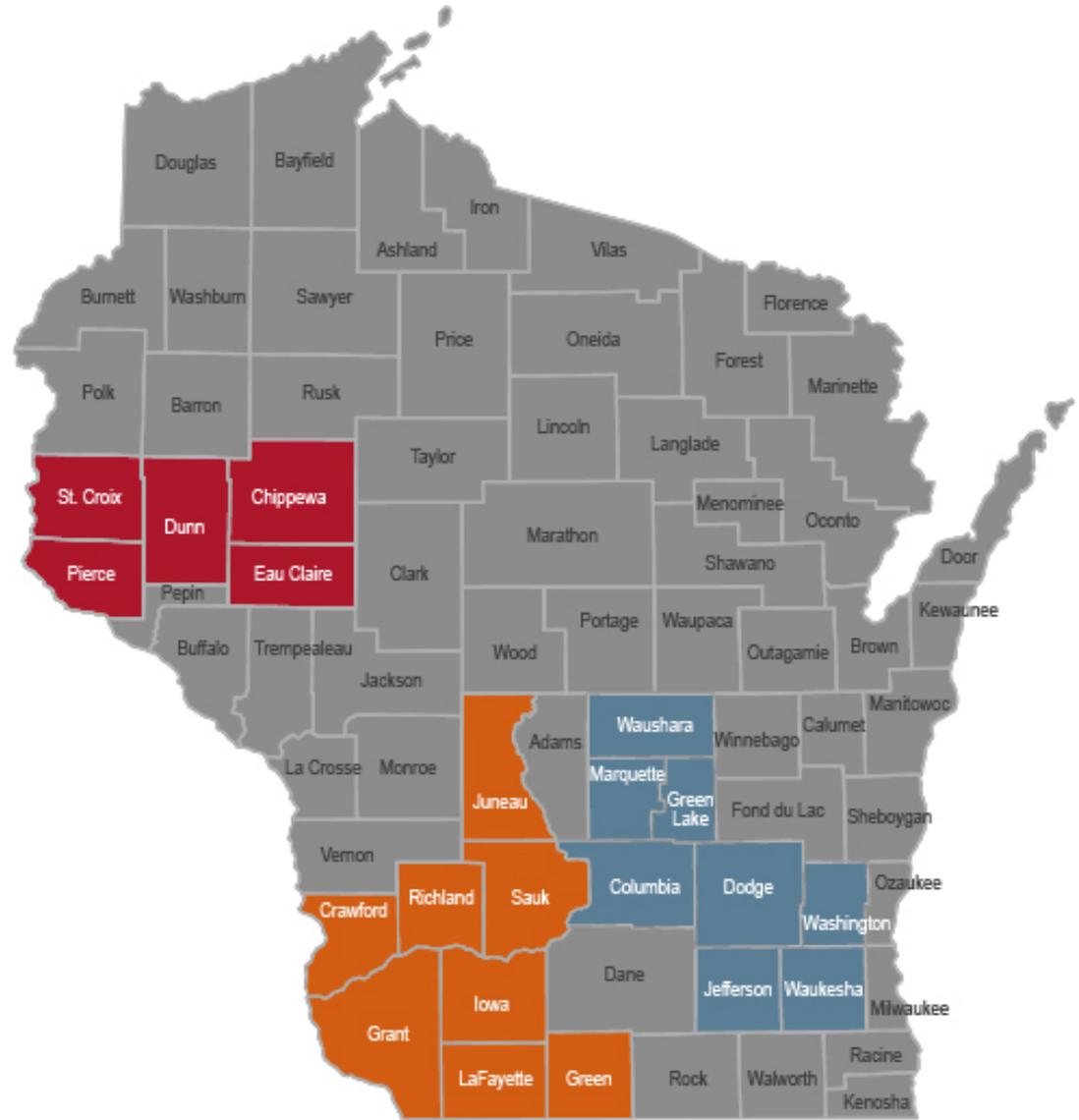
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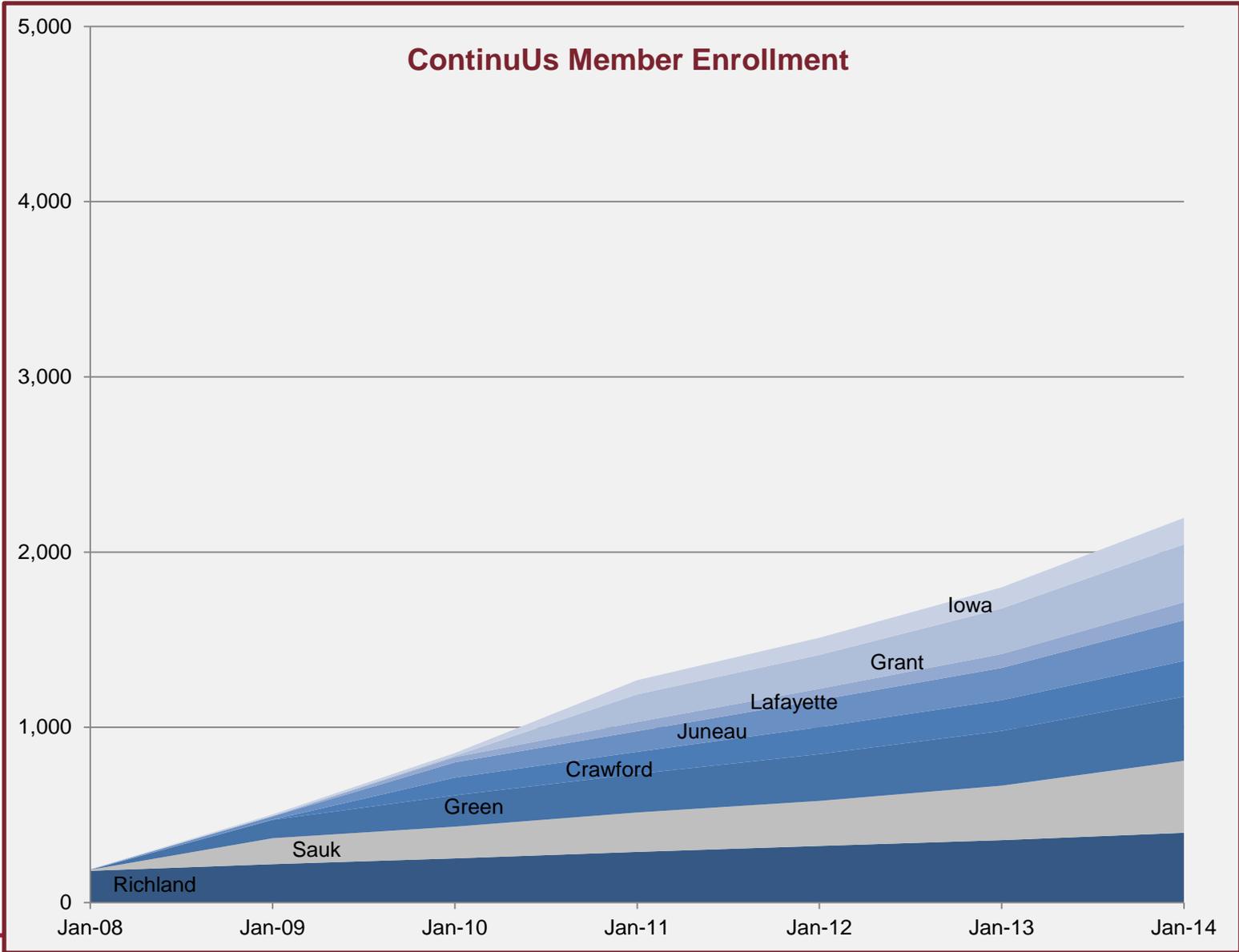
Expanded  
January 1, 2013



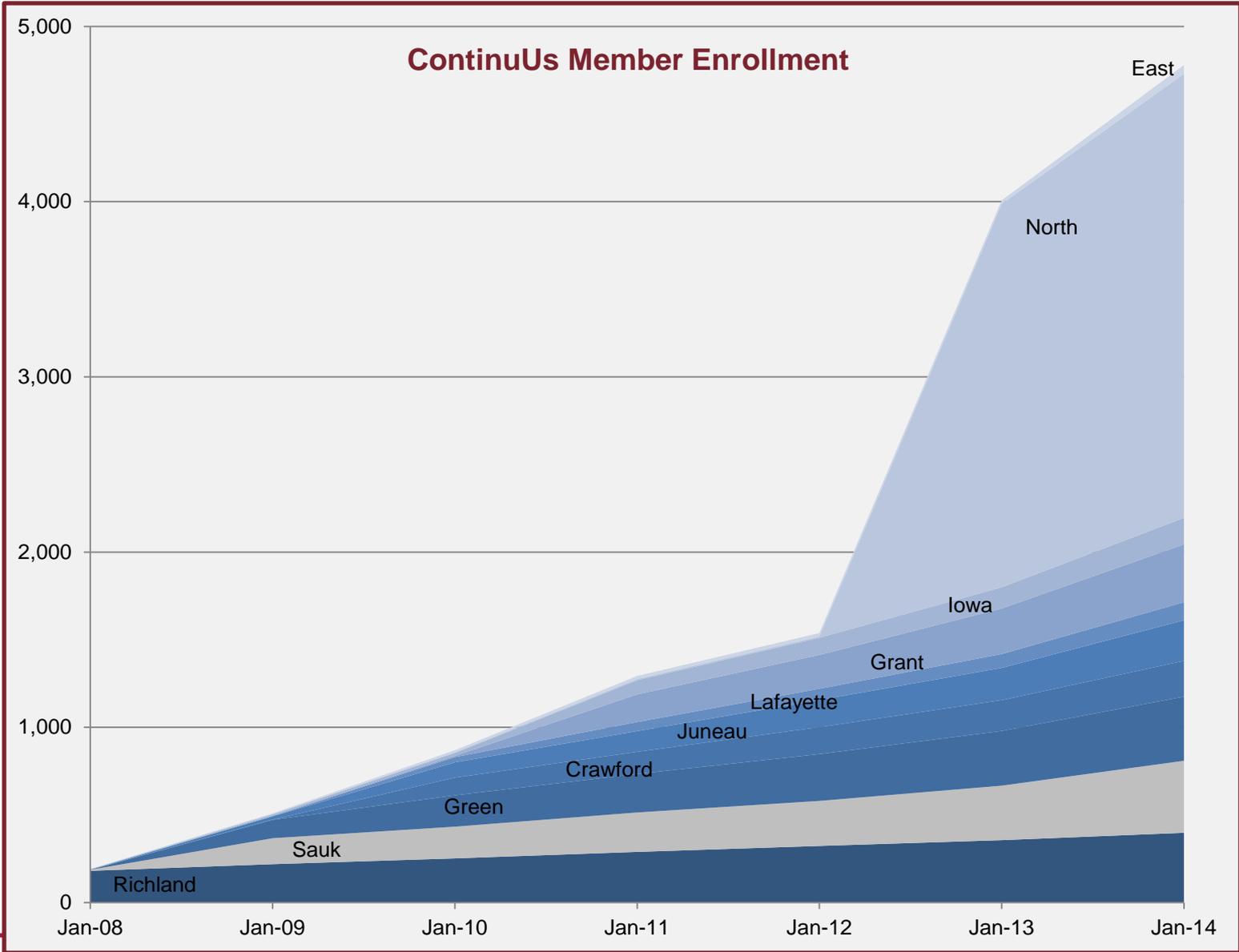
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# Expanded August 1, 2013





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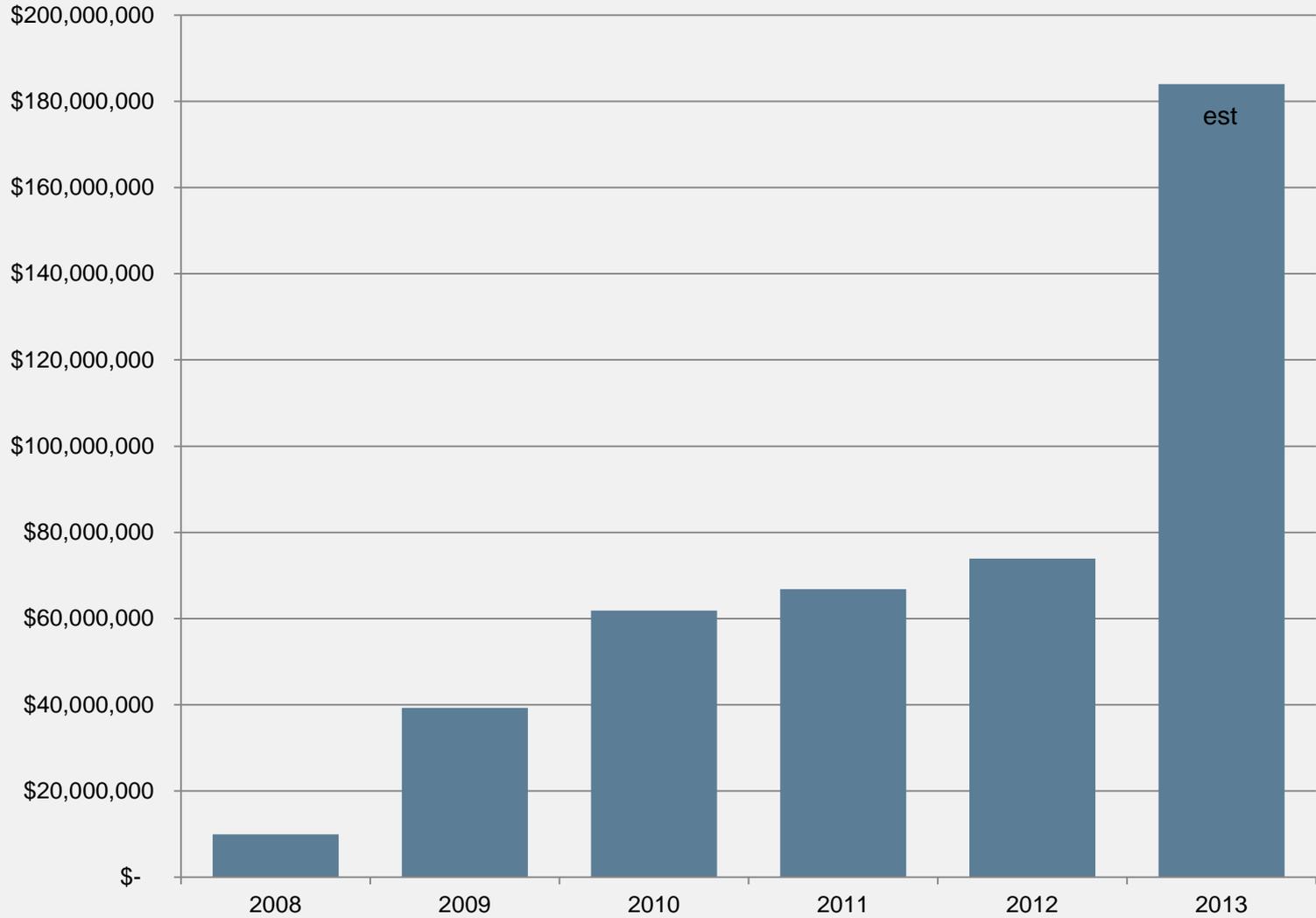
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## *Why Did We Change our Name?*

- With the expansion to new geographic service regions “Southwest” no longer accurately described us

“Continuus” Latin for “connected together”  
“Care. Respect. Together.”

## ContinuUs Revenues



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*What are the differences between Southwest Wisconsin and the Northern region?*

- More urban/ more work opportunities in the North
- Transportation
- No Community-Based Prevocational Services in the North
- More centralized DVR relationships

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## *What challenges did we experience?*

- Providers payments were months behind
- Rates had been, in some cases, dramatically reduced
- Providers were angry and initially expected the worst
- Raised job coaching rates and eliminated reduced rate for follow-up/follow-along services

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## *What successes did we experience?*

- Providers are stepping forward to start Community-Based Prevocational Services
- Good relationship with DVR
- Regular (quarterly) provider meetings with employment and day service providers
  - *Good dialogue*
  - *Time for input on proposed changes*
- People are creating jobs

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## *DVR Collaboration*

- Part of ContinuUs Employment Initiative (covered later)

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## *Current Coordination and Work with DVR*

- Quarterly meetings with ContinuUs, Western Wisconsin Cares, CCCW (Formerly Northern Bridges), and IRIS
- ContinuUs quarterly employment provider meetings – DVR attending

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## *Suggestions to strengthen Collaboration with DVR*

- DVR trainings at ContinuUs
- ContinuUs providing training at DVR
- Comment Forms

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## *Youth in Transition*

- Working with young adults in transition
- Collaboration with schools when a child turns 18 to help with the transition process
- Project Search

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## *Community-Based Employment vs. Facility Based Employment*

- Facility-Based Services/Non Integrated settings:
  - *Facility-Based Day Service (includes some outings): 21%*
  - *Facility-Based Prevocational Service (includes some enclaves): 34%*
  - *CBPV: 1%*
  - *Summary: almost half of members w/ DD in Northern counties are in facility-based settings*
- Competitive Employment: estimate 10-11% of all members

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## *Community-Based Employment vs. Facility Based Employment*

- New Scope of Service coming January 2015
  - *State definition of CBPV – left up to MCOs*
  - *Our definition of CBPV – guidelines but leave creativity up to providers*
- Currently one CBPV Provider in the North
- Two additional providers submitted proposal, One submitted general thoughts

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## *Replacing Employment / Day Service Provider*

- Background:
  - *Standardized rate \$17.00 per hour*
  - *Agreement on years notice to county provider to work toward this rate. We agreed to pay their CHP pre-reduction rate*

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## *Replacing Employment / Day Service Provider*

- County board gave notice that they would be working with ContinuUs to replace provider without holding hearings/obtaining input from members, family and staff
- Decision based on financial losses. Service was also not service that counties are mandated to provide

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## *Replacing Employment / Day Service Provider*

- More Background:
  - *Nationwide workshops set up in 60s as places for adult to be productive. They were next step when school years ended*
  - *Different bus, different location*

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## *Cultural Institutions (Rural and Urban)*

- Safety guaranteed
- Socialization built in
- Work usually available
- Opportunity for jobs in community (though this waxes and wanes with funding opportunities)
- People all over the USA love their workshops

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## *Community Reaction*

1. Member, families and guardians sent into crisis mode to “save their center”
2. They felt blind-sided and their initial reaction was to change the counties decision
  - *Letter to editor*
  - *News coverage*
  - *Political activity*

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## *Community Reaction Cont'd*

3. Very, very emotional time giving up a provider who had been providing services in this community for almost 50 years
4. It was never at any time indicated that ContinuUs would end the type of services that existed, only that ContinuUs would develop an RFP to find a new provider for existing services

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## *Process to address the change and work with stake-holders*

- County and ContinuUs began to host bi-weekly meetings over a period of three months
- This happened in tandem with parent/guardian efforts to keep the county as a service provider

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## *Process to address the change and work with stake-holders*

- This was referred to as a planning and transition committee
  - *ContinuUs staff*
  - *County Board members*
  - *County staff*
  - *ContinuUs members/guardians/parents*
  - *IRIS members/guardians/parents*

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## *Process to address the change and work with stake-holder*

- Utilized facilitator to determine:
  - *What qualities and experience were wanted in a new provider*
  - *What were the concerns about transition*
  - *What were critical issues*
  - *What were their hopes and dreams in regard to services that could be added by the new provider (took a while to consider that)*

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## *Process to address the change and work with stake-holders*

- ContinuUs would meet with the group for 1.5 hours and they would meet separately afterwards
- Political pressure on board continued during this time

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## *Process to address the change and work with stake-holders*

- ContinuUs shared timeline with the group that would be implemented once the county board made their final decision
- ContinuUs proposed that within 4 months of the board's final decision, ContinuUs would conduct an RFP process, select a provider, and start services with the new provider.

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## *Process to address the change and work with stake-holders*

- After our facilitated meetings as well as several emotion filled meetings/hearings at the county board level the board decided to end their contract to provide employment and day services for ContinuUs
- ContinuUs then started the four month process to find a provider and contract
- Three parent/guardian representatives were part of developing the RFP and accepting the final provider who started April 1, 2014

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## *Process to address the change and work with stake-holders*

- It ended as an uneventful and smooth transition despite a bumpy and emotional process
- Lessons learned:
  - *Do not leave members/families/guardians out of the loop when making changes*
  - *For this group, safety and socialization (seeing friends) was of higher value than work/wages themselves*

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## *Process to address the change and work with stake-holders*

- One of our final group meetings was with the members themselves. We discussed the process of finding a new provider and what changes they might see
- They asked incredible, astute questions – best meeting of the entire process
- One of the final questions from a young woman summed up for me what this process meant for many members:
  - *“will I still be able to see my friends”*

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## *Center for Medicaid Services (CMS) Changes*

- Final rule: to ensure that individuals receiving long-term care services and supports through home and community base service (HCBS) programs have equal access to benefits of community living and the opportunity to receive services in the most integrated setting appropriate.

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## *Center for Medicaid Services (CMS) Changes*

- The requirements maximize opportunities to have access to the benefits of community living and the opportunity to receive services in the most integrated setting
- Will be a draft with details available toward the end of the month
- Will define settings that will not be considered home and community based
- Will set state compliance and transition requirements for state.

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## *Center for Medicaid Services (CMS) Changes*

- It is our intention to work with DHS, other MCOs, providers and other stake-holders such as DVR to look at the new requirements and work collaboratively to develop new and enhanced services that are more community based.
- As we know from our process with replacing the provider in the North, members, families, and guardians will need to be involved as well
- Those services need to address safety and socialization concerns

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## *ContinuUs Employment Initiative*

- This is part of our 2014 business plan
- This initiative will take at least two years to implement
- Efforts are focusing on developing a stronger foundation for supporting community-based employment and building on past successes

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## *Outcomes*

- Hiring people with disabilities to work for ContinuUs – Job descriptions go to DVR
- Increasing competency of staff with employment planning
- Creation of informational tools for members (with input from ContinuUs Member Advisory councils)
- Fostering creativity and change among employment service providers and expand community-based prevocational services

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## *Outcomes (Continued)*

- Develop/ strengthen local partnerships with key stakeholders (DVR, schools, etc.)
- Develop methods to capture data and track progress over time
- Pilot and evaluate best practices in target areas, such as: peer to peer supports of job clubs, business outreach, use of Self-Directed Supports, provider payment strategies
- Replicate and nurture the practices that produce integrated employment outcomes.

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## *What is different this time?*

- Cross-Departmental Investment
  - *Care Management*
  - *Provider Services*
  - *Quality*
- Appreciation of the need for enhancement of partnerships with employment service providers, DVR and other community resources
- PIP

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## *Performance Improvement Process (PIPs)*

- We have selected increasing employment for people with physical disabilities as one of our two PIPs required by the state. This is a two year process
- Data shows that ContinuUs numbers for members with physical disabilities that are working are considerably lower than people with developmental disabilities – they are under represented in the work force
- We will focus on those who want to work but are not currently working

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## *Performance Improvement Process (PIPs) (Continued)*

- In the first year we will focus on:
  - *Development of a toolkit and related training to Care Managers to work with members to identify desired employment outcomes and planning to achieve outcomes*
- In the second year we will focus on:
  - *Increasing integrated/competitive employment by 20%*
  - *More information is available if you are interested*

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## *Barriers*

- Transportation costs, distance to employment
- Rural employment / variety of opportunity
- Social isolation of (particularly) DD members
- Employment trend / multi-tasking desired
- Lack of knowledge about people with disabilities
  - *myths / stereotypes*

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## *Statements*

- Few things can change a life more than having work that makes us feel productive, purposeful and provides an income that supports personal goals and lifestyles.
- Helping members meeting employment goals has always been a high priority for ContinuUs and our new PIP and employment initiatives are helping us help members meet those goals.
- This initiative is here to stay

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# Questions?

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