

ENVIRONMENTAL ANALYSIS

Demographics and Economic Outlook

In 2006, Wisconsin's population of 5,560,000 was near the national median, with median household income slightly higher than that for the United States, and per capita income was slightly lower. The poverty rate of 10.9% was somewhat below that for the nation at 12.7%.

Wisconsin has smaller proportions of "minority" residents than the rest of the nation. Wisconsin is similar to many states in the nation in that it faces labor shortages expected to increase over the next several decades. By 2010, 40% of the U.S. workforce is prepared to retire. In contrast to the national workforce, Wisconsin's present and projected workforce is characterized by a more than normally large baby boom cohort.¹ In 2006, the median age of Wisconsin residents was 37.6 years, somewhat higher than the U.S.² Though the Wisconsin fertility rate is similar to that of the United States, Wisconsin attracts far fewer immigrants than typical of most states.

According to the 2000 census, only 3.6% of Wisconsin residents were foreign born compared to 11.1% for the United States.³ Because the state has not been a magnet state for new arrivals of immigrant populations it has not experienced large numbers of young replacement workers.

Another challenge to Wisconsin involves the large and particularly vibrant neighboring metropolitan areas, like Minneapolis/St. Paul and Chicago, that have drawn a large population of recent Wisconsin college graduates from the state. The Wisconsin Workforce Investment Act State Plan 2005-2007 concludes that these trends give Wisconsin an early glimpse of worker shortages that are very likely to be exaggerated in the relatively near future.

¹ "Occupational Outlook Quarterly" US Bureau of Labor Statistics, Winter 2001-02, p. 11.

² "ACS Demographic and Housing Estimates: 2006" American Community Survey (<http://factfinder.census.gov>)

³ "Selected Social Characteristics in the United States: 2006" American Community Survey (<http://factfinder.census.gov>)

Overall, Wisconsin has seen steady, incremental employment growth of 0.7% and 0.5% in 2006 and 2007, respectively. Wisconsin employment is expected to show a modest but continuing growth path, adding about 15,000 jobs in 2008 and 2009. As the economy recovers toward 2010, Wisconsin employment is expected to grow above 1%.⁴ Wisconsin employment will hold steady during 2008 and 2009, thanks to the lower exposure of the Wisconsin economy to the bursting housing bubble. The state also has a competitive advantage for exports as the dollar continues to weaken, particularly against the Canadian dollar.

The Wisconsin business community, with increased baby boomer retirements looming, will see challenges in the following industry sectors due to projected job growth in the near future.

Industry/Sector	Job Growth percentage 2008-2011⁵
Professional/Business Services	13.7%
Health/Educational Services	9.8%
Financial	6.1%
Tourism/Leisure	4.3%

Increased economic inclusion of persons with disabilities appears more important to maintaining Wisconsin's labor force and, thereby, the state's economic viability than in other states with younger populations and/or a larger influx of immigrants. American Community Survey data (2006) indicate that approximately 13.4% of the Wisconsin population over age four had significant disabilities. The proportion of working age adults in Wisconsin (21 to 64) with disabilities was 11.1%. However, the employment rate in Wisconsin for such persons was

⁴ "Wisconsin Economic Outlook", Wisconsin Department of Revenue, Division of Research and Policy, February 2008, p. 3.

⁵ "Wisconsin Economic Outlook", Wisconsin Department of Revenue, Division of Research & Policy, February 2008, p. 26.

estimated at 41% compared to 84% to persons not reporting a disability in the same age group. This indicates that successful “system change” has a strong potential to support Wisconsin’s economic needs.

Economic Development Efforts Statewide

The Governor’s “Grow Wisconsin” plan lays out a vision and strategy to create well paying jobs and a “high road” economy, with state investment in education, training and infrastructure.

The plan outlines a multi-faceted strategy to make more effective use of existing resources to create well paying jobs and to leverage additional private and federal investment in Wisconsin.

In total, this plan represents a strategy to put over \$1 billion to work to grow Wisconsin’s economy. The MIG Strategic Plan is patterned after the “Grow Wisconsin” plan. Wisconsin’s Governor has publicly stated that the Pathways Plan is the “Grow Wisconsin” component for people with disabilities. The Governor’s Grow Wisconsin Initiative and the establishment of the Council for Workforce Development (CWI) that took place in 2006 has increased activity throughout Wisconsin to improve the business climate. The state has been challenged with budget shortfalls and slow economic growth. Development and implementation of economic growth opportunities and strategies for individuals with disabilities are key. Employment is certainly a key element of economic development, however other important components include: utilization of special matched savings account, increased use of existing work incentives available through public programs, micro-enterprises, tax credits, credit counseling, financial education and literacy, and budget management. Better integration of economic development information and tools into Wisconsin’s comprehensive benefits counseling system will increase use of these options, resulting in improved economic health for those who choose to participate.

Public Employment Services

Wisconsin's Department of Workforce Development (DWD) provides services to individuals seeking work and for those who have been displaced by a shifting economy. Wisconsin is nationally recognized for its system of One-Stop Job Centers under the direction of DWD.

Wisconsin is pro-active in providing services to its workers seeking career movement and those looking for work. One of Southern Wisconsin's largest employers, General Motors, recently announced that it will close its Janesville plant in 2010, leaving 2600 auto workers out of work.

Wisconsin's Governor and DWD immediately began developing a plan to address this crisis.

Wisconsin has started a tuition remission program for returning veterans from Iraq interested in attending post-secondary school. This move will keep trained workers in the state to meet business needs. As the Iraq War has resulted in a substantial number of veterans with severe injuries resulting in disability, the tuition program paves the way for MIG efforts with this special population.

Disability Employment Services

Wisconsin's One-Stop Job Centers are both viable and accessible. They host a cadre of 16 Disability Navigators, who work with other DWD employees in attracting employers to the recruitment of registered job seekers with and without disabilities. Under the purview of DWD,

Wisconsin has a well-respected and innovative Division of Vocational Rehabilitation (DVR).

DVR's annual \$71.5 million budget supports field operations with a staff of over 180 counselors,

and purchased services from a substantial array of providers. In federal fiscal year 2007, 3,165

DVR consumers achieved employment at an average of nearly \$11 per hour. Integrated since

1996 with the One-Stop Job Centers, DVR is currently serving 20,500 people, including 6,629

Social Security Administration (SSA) benefit recipients. To support those individuals with

disabilities who are in the workforce in Wisconsin, the following programs are fully operational and effective:

- The Wisconsin Medicaid Purchase Plan (MAPP) is one of the nation's largest with over 11,000 participants at the end of 2007 and with expenditures over \$115 million annually. MAPP is continually under independent evaluation, using longitudinal data and targeted analyses.
- Personal Assistance Services (PAS) in the workplace are vital to successful employment for many Medicaid participants. PAS is available state-wide through a combination of state Medical Assistance (MA) plan, home and community based waivers and the expanding "Family Care" long-term managed care program. A person centered planning approach in Family Care coordinates MA with state Vocational Rehabilitation (VR) support when a consumer has an employment goal in his/her care plan.
- Family Care⁶ is expanding statewide. In April 2008, Family Care served nearly 13,000 people with physical and developmental disabilities in 12 counties. An additional 20 counties will implement Family Care by March 2009. Family Care is a managed long term care program that provides choice about where and from whom people receive services, improves access, and promotes quality of life. Family Care eliminates county waiting lists, replaces fee-for-service funding with capitated funding, curtails incentives for institutional care, and institutes person-centered planning as the basis for services. The program is committed to full community and workforce inclusion.
- Program for All-Inclusion Care for the Elderly (PACE/Partnership) programs are operating in 8 Wisconsin counties. In April 2008, these programs served 3,618 people.

⁶ U.S. Department of Health and Human Services (2003) *Promising Practices in Long Term Care Systems Reform: Wisconsin Family Care*. Centers for Medicare and Medicaid Services, Disabled and Elderly Health Programs Division

- Aging and Disability Resource Centers (ADRCs) are an integral part of the reform of Wisconsin's long-term care system and the statewide expansion of Family Care. The 28 existing ADRCs act as a one-stop portal for information and access to services in 33 of Wisconsin's 72 counties.
- Home and community-based waiver programs in Wisconsin serve over 18,000 people with physical and developmental disabilities and offer reimbursement for person-centered, team-based employment planning.
- With an internationally renowned mental health system⁷ Wisconsin is now providing Evidence Based Supported Employment. A peer mentor training program and certification process were recently implemented, allowing the mentors to be paid through the Medicaid system.
- The Grassroots Empowerment Project (GEP) is the only state-wide non-profit organization that is controlled and directed by mental health consumers. GEP has 13 mental health consumer-run organizations throughout the state, providing peer support groups, non-crisis phone line services, and community education. GEP has provided information and assistance to over 2,600 people, published 74 newsletters and made over 100 community presentations. The GEP is a MIG supported partner through the funding of training for paid peer mentors in supporting their consumers in the workplace.
- The Social Security Administration's (SSA) four state Social Security Disability Insurance (SSDI) Employment pilot is currently entering its fourth and final year. There are nearly 500 beneficiaries enrolled as participants in Wisconsin. Approximately one-half of the participants

⁷ U.S. Department of Health and Human Services (1999). *Mental Health: A Report of the Surgeon General-Executive Summary*. Rockville, MD: U.S. Department of Health and Human Services, p.286

were randomly assigned to the treatment group and have access to a cash benefit offset of \$1 for every \$2 earned above the Substantial Gainful Activity level. The pilot was primarily designed as a process evaluation, not intended to test outcomes. Wisconsin is working closely with SSA and its identified contractors as the pilot phase ends and movement toward implementing the Benefit Offset National Demonstration (BOND) begins. Wisconsin has been selected as one of ten national demonstration sites for BOND.

- The state mental health system acknowledges the important role employment plays for people with mental illness in their recovery. Wisconsin serves people through community-based models, the Community Support Program (CSP) and Comprehensive Community Services (CCS). The system is county-based and guided by the Division of Mental Health and Substance Abuse Services (DMHSAS). As mentioned, the state plans to introduce Evidence Based Practice (EBP) in supported employment to the local service programs, with the intent of increasing the use of EPB in Supported Employment to 50% of the state by 2010.
- A statewide network of eight Independent Living Centers (ILCs) supports community living for people with disabilities. In 2006, Wisconsin ILCs served 53,636 consumers. The ILCs are also Device Loan and Device Demonstration Centers as part of the WisTech Assistive Technology Program, which is organizationally connected to MIG and the University of Wisconsin-Stout in Menominee. WisTech provides information on selecting, funding, installing and using assistive technology. WisLoan is Wisconsin's alternative financing program for people with disabilities needing assistive technology. The loans help people buy equipment such as hearing aids, modified vehicles, wheelchairs and ramps. WisLoan is organizationally integrated into the same state unit that administers MIG. As of March 31, 2008, WisLoan had

issued 468 loans that provided for \$3.9 million in assistive technology to people with disabilities in the workplace and the home.

- Wisconsin's Disability Benefits Specialist (DBS) Program helps people navigate the public and private benefit system from application through the appeal process, with assistance and substantive case oversight from a program attorney. Each ADRC has at least one DBS in place. By the end of 2008, there will be 45 full-time Disability Benefits Specialists throughout Wisconsin. The Wisconsin Disability Benefits Network (WDBN) provides core training, technical assistance and a professional forum for one of the nation's largest and most accessible cadre of work incentive benefits counselors, with more than 40 working around the state. The WDBN will also provide certification to eligible benefits counselors in 2009, the first state to do so.

- Wisconsin is one of 13 states in the National Community of Practice on Transition. Over 100 families, youth and professionals are actively involved in the Wisconsin Community of Practice, which focuses on how to make the transition from school to the adult world smoother for youth with disabilities. The Wisconsin Statewide Transition Initiative (WSTI) is a project through the Wisconsin Department of Public Instruction (DPI) designed to improve post-secondary results for youth with disabilities. There is a Transition Coordinator in each of the 12 Cooperative Educational Service Agencies (CESA) who provide assistance at the local level to promote understanding and implementation of the Individuals with Disabilities Education Act (IDEA) transition requirements and best practice. The WSTI project has also established Transition Advisory Councils (TAC) in each of the 72 counties in Wisconsin to work on local issues. The WSTI project collaborates with 14 key partners including DHFS, DPI, DVR, and the state parent training center.

- The University of Wisconsin-Stout Vocational Rehabilitation Institute (SVRI) offers a unique approach to conducting research, providing services and displaying leadership related to the employment of individuals with disabilities. SVRI has worked with over 2,000 employers on “demand-side” disability and employment issues and has assisted over 3,500 individuals with disabilities to obtain competitive, community-based employment. Additionally, SVRI is recognized as an international leader in the field of assistive technology and its application within community employment settings. Approximately one-third of the Wisconsin MIG staff is employed through SVRI.
- The University of Wisconsin-Madison Waisman Center is a University Center for Excellence in Developmental Disabilities (UCEDD). The mission of the UCEDD is to support the full inclusion and self-determination of people with developmental disabilities. Initiatives that include natural supports in high school and employment have proven effective in assisting youth in transition with competitive employment. Best practices for natural supports in the community have been developed for pre-school through high school and disseminated through publications and trainings statewide. As with SVRI, approximately one-third of MIG is staffed through the Waisman Center.
- The Wisconsin Department of Transportation (WisDOT) administers the New Freedom Transportation Grants in Wisconsin (STRAP). STRAP provides transit service and mobility to rural areas and promotes coordination between specialized and public transportation systems. In 2007, WisDOT was granted \$2 million in STRAP funds; an additional \$2 million is authorized in FFY 08 and 09. Wisconsin MIG has been instrumental in the success of STRAP through staff expertise, outreach and targeted grants in support of rural transportation capacity building.

- The Division of Employment and Training (DET) within DWD is working to increase opportunities for people with disabilities through the Regional Industry Skills Education (RISE) and Workforce Innovation Regional Economic Development (WIRED) initiatives. RISE is intended to increase worker career pathways that meet the needs of regional employers.

WIRED, part of a national program administered by the U.S. Department of Labor, is designed to integrate workforce, economic development and educational efforts at the regional level and RISE is in support of that effort.

- The WorkSource Wisconsin project is a training and technical assistance center for state employers seeking to hire and retain workers with disabilities. WorkSource is a MIG companion project to the Wisconsin Assistive Technology Center, which provides a full range of technical assistance and referral for consumers and their employers seeking job-related assistive technology. The Assistive Technology (AT) Center is integrated with Wisconsin's federally mandated Assistive Technology system, WisTech.

Challenges in Wisconsin for Employment Services to People with Disabilities

- Despite progress in developing resources for people with disabilities wishing to work, the full range of employment choices do not appear to be present as many people choose sheltered employment over integrated work. Wisconsin had almost 7,200 persons with disabilities employed at sub-minimum wage in 2006. At the same time, there were 2,003 individuals in supported employment in Wisconsin. The 2006 employment data from managed care and the county-based systems show that most working age individuals with disabilities currently serviced in the long-term care system are unemployed or employed in non-integrated settings. More specifically, the majority of individuals with developmental disabilities (82% in waiver programs, 75% in Family Care program) are not currently engaged in integrated employment.

It is Pathway's intent to significantly increase the number of people with disabilities who are involved in supported employment by 2011 and offer a "real choice" and "informed choice" to individuals working for sub-minimum wage in segregated settings.

- Knowledge about systems and services to individuals with disabilities who are transitioning from high school to employment or post-secondary schools is limited on the part of students, parents, special education teachers, and case managers in the long-term support system. Often, students could benefit from services provided and paid for by several agencies simultaneously.

It is our intent to have the new interagency agreement between DHFS, DWD, and DPI provide trainings statewide and increase the knowledge of the consumers and providers, regarding services so that braided funding becomes the norm by 2011.

Factors Identified as Potential Improvement Areas Under the Managed Care System

Wisconsin's Governor has directed that Family Care be available statewide by 2011. The following issues appear to limit employment outcomes for people with disabilities and will be addressed, in part, by MIG in 2008 and beyond within the Family Care expansion framework:

- Incomplete understanding of integrated employment opportunities and the interaction between employment and public benefits;
- Waiver programs for people with physical disabilities do not include vocational support services other than personal care in the work place and a person centered planning model;
- Limited capacity of traditional long-term care service vendors to provide integrated employment services;
- Lack of adequate transportation for integrated employment and job development.

The majority of the 2009 and 2010 MIG activities are intended to address these and other significant issues identified by the Managed Care Employment Task Force (MCETF) in its study of strengthening employment opportunities for people with long-term care needs. The Task Force is finalizing recommendations for policy and systems change to support integrated employment outcomes for program members. The draft MCETF report, with a comprehensive

set of recommendations for Medicaid agency consideration, can be found in this document's appendices.

MISSION

Developed in 2005 and revised annually, the Pathways to Independence Strategic Plan will guide the overall work of the Wisconsin MIG through 2011. *The mission of the Pathways to Independence Strategic Plan is to develop a comprehensive system that maximizes employment for people with disabilities, increases the state's labor force through the inclusion of people with disabilities, and protects and enhances workers' healthcare, other benefits and needed supports.* All MIG activities will be guided by the Pathways Plan's key components and strategic priorities. Upon successful implementation, the Pathways Plan will be ingrained into the policies, practices and procedures of the major elements of the long-term care, workforce development and public educational systems.

Key Components of the Pathways Strategic Plan

Incremental systems change: Pathways will design systems change through innovative project tracks, metered into reasonable activities and expectations for each year.

Collaboration and transparency: Collaboration is critical for the strategic plan to be successful in achieving lasting systems change. Linking programs will create economies of scale and allow a streamlining of services. New collaborations promote transparency among stakeholders and a strong marketplace of ideas. The plan is integrated into Wisconsin's broader economic development plan – "Grow Wisconsin."

Local solutions: Wisconsin's stakeholders stress that there is nothing more local than employment. Communities and regions must identify particular demographic, economic, and cultural needs and develop customized local solutions.

Leadership: Long-term leadership is provided by the Governor through his Grow Wisconsin plan. As mentioned, this comprehensive economic development effort incorporates the Pathways Plan as a distinct initiative.

Sustainability: Sustainability of the Pathways Plan is assured through its inclusion in the Grow Wisconsin initiative and its involvement with the state's Long-Term Care Redesign Plan and the Governor's statewide councils and committees.

2008 Update to Strategic Plan

During the first half of 2008, Pathways to Independence headed up the MCETF, developing a targeted strategic approach to increase the competitive employment of individuals who are or will be served in the long-term care system. After a 6 month period of special meetings of the taskforce and regional listening sessions on integrated employment options, several recommendations regarding policy, procedure, data collection, and consumer planning were made for the new state "Family Care" system. The Medicaid Infrastructure Grant will support the changes necessary to meet the recommendations of this statewide planning group. Because the capacity for self-determination and integrated employment was within priority 3 of the 2005 Pathways Strategic Plan, these recommendations and plans for infrastructure change have been incorporated into that Strategic Priority and divided between policy-programming and training statewide.

GOALS AND OBJECTIVES

All of the 2009 MIG projects fall within the structure of the Pathways Plan's six strategic priorities. Priorities and associated projects are as follows:

Priority 1: Support the principles of universal design and the creation and use of assistive technologies to enhance independence and productivity for people with disabilities.

Intended Outcomes: Increase the number of people with disabilities who are employed and eligible for Medicaid services and increase the unique employers hiring people with disabilities who were sampled for the WI MIG outcome tracking system.

SPIA. Enhancing Participation in Employment Settings for AAC Users This project is intended to produce a system for access to career planning, job acquisition and job coaching through pod-casting of directions and accommodations for employment assistance to individuals using Assistive Augmentative Communication (AAC).

SPIB. Inclusive Workplace This project is intended to bring employers, elected officials, architects, and educators together for the purpose of designing a more accessible environment. Using the principles of Universal Design, this project intends to create an inclusive workplace consortium in order to maximize employment opportunities for people with disabilities.

SPIIC. Assistive Technology Resource Center This project assists employers and people with disabilities in acquiring and paying for AT. It also provides technical assistance for person with disabilities in the use of assistive technology for employment.

SPID. LIFT This transportation project trains case managers in the managed care organizations to incorporate transportation acquisition for their members who are working or want to work.

SPIE. Access Training for Assistive Technology This project is designed to ensure all service providers are appropriately trained and up to date in the knowledge of assistive technology statewide and how it can support employment.

SP1F. Assistive Technology Maintenance and Repair This is a research-based initiative directed at effective management and maintenance of assistive technology and durable medical equipment.

Priority 2: Produce a number of exceptionally prepared, qualified employees for the workforce of the 21st century through a seamless system of education for students with disabilities, from pre-kindergarten to post-secondary education.

Intended Outcome: Increase the number of students with disabilities who are employed or in post-secondary educational programs, one year after high school graduation.

SP2A. Natural Supports for Youth (Birth to 21) This project, operated out of the Waisman Center at the University of Wisconsin-Madison, works closely with 14 school districts in the development of Best Practices for effective training and use of natural supports in the classroom, recreation, family, and employment with dissemination and replication statewide.

SP2B. Youth Development and Leadership This is a statewide initiative to develop youth leadership in the provision of employment services and is under the direction of the Department of Public Instruction, Office of Special Education.

SP2C. Professionals Jobs for Individuals with Disabilities This is a research project building and testing a model for job development for college and technical school graduates with disabilities to determine the greatest influence on their ability to acquire professional employment in their field of study.

SP2D. Facilitating Social-Vocational Skills with Young Adults with Aspergers
This project is developing a best practice model for social competence training and pragmatic language for youth with disabilities in the workplace.

SP2E. Project SEARCH for Transitioning Youth Modeled after the national Project SEARCH model and in cooperation with Children's Hospital in Cincinnati, Ohio, this project

will train and place youth in transition in competitive work in the health care field for training while in high school and employment after graduation.

SP2F. Mental Health Transition Project This project is creating a model for serving youth with behavioral disabilities in competitive employment prior to high school graduation.

SP2G. ADRC Transition Training Mentor Program for Case Managers This project is intended to address the expected increased influx of youth into the managed care system due to Family Care expansion. ADRCs do not have the expertise currently to provide youth and their families with all of the alternative opportunities and funding sources to acquire full-time competitive employment and supports where needed. It is expected that trained experts will serve the Milwaukee ADRC for one year while training staff and will then be moved about statewide to improve skills of the staff in all of the agencies who are the entry point for the managed care long term support system.

Priority 3-1: Creation of a diverse and comprehensive system of unprecedented collaboration among all service providers. Person-centered focus and unified system services to both employers and people with disabilities, which results in a more productive work environment.

Intended Outcomes: Increase the number of people with disabilities who are employed, and double the percentage of persons with disabilities in the statewide long term care programs who are in integrated settings and/or supported employment.

SP3-1A. Job Development Mentor Program This project is intended to send a team of experts in job development and supported employment to agencies who contract with the managed care organizations to improve their ability to place members in integrated work or micro-enterprises.

SP3-1B. Project SEARCH Adult Model In cooperation with Children's Hospital in Cincinnati, this project will use a best practice model to train and place individuals interested in work in the medical field (a growing industry in Wisconsin).

SP3-1C. Wisconsin Stigma Reduction Marketing Public Service Announcements (PSA) and training videos will provide attitudinal change regarding the potential for contribution to the workforce that can be made by individuals with all types of disabilities. Intended audiences are policy makers, employers, and families.

SP3-1D. Self Directed Service (SDS) Waiver In order to create an opportunity for true self-management of supports to employment, the SDS Waiver will provide consumers with materials and confidence to manage their own supports and to hire their own providers.

SP3-1E. Career Planning for People with Brain Injuries This project is designed to open up a new system of service around integrated employment of people with traumatic brain injury and returning veterans.

SP3-1F. Association for Person in Supported Employment (APSE) This initiative is designed to revive and increase membership in the Wisconsin APSE and improve partnerships between service providers and all stakeholders.

Strategic Priority 3-2: Statewide training and implementation of integrated employment activities and practice of self-determination among Wisconsin residents with disabilities.

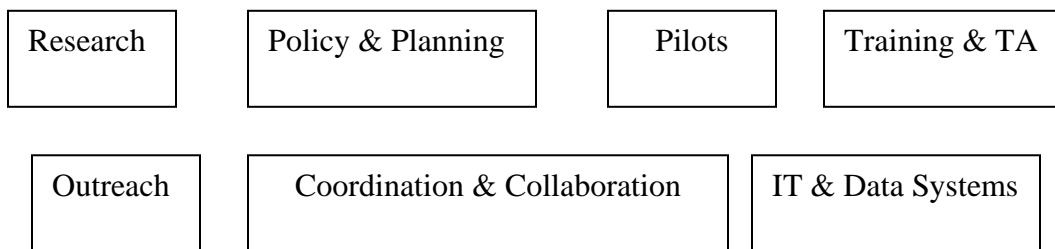
Intended Outcome: Increase the number and proportion of working age adults with disabilities who engage in integrated services.

Training for all ADRCs or long-term care entry systems as managed care is expanded statewide by 2011. All training will be regarding the implementation of employment outcomes for all members interested in employment.

Strategic Priority 3-3: To carry-out the recommendations of the Managed Care Employment Taskforce by the end of 2011.

Intended Outcome: Creation of new policies, capacity building and business restructuring with providers, and increased training for ADRCs, and Managed Care Organization (MCO) staff. Adoption of innovative purchasing strategies between MCOs and providers designed to increase integrated employment opportunities for people with disabilities.

Wisconsin's MCETF was convened in May, 2007 by the Division of Long-Term Care (DLTC), which is engaged in a statewide systems change to managed long-term care for adults with disabilities and frail elders. The transition to managed long-term care is expected to be fully completed by 2011. In the context of this transition, the DLTC Administrator recognized an opportunity to look closely at how the state can ensure that integrated employment options are expanded and fully supported by the new system, and how the MIG systems change efforts might effectively converge with the systems change to managed care. To this end, 28 members were appointed to the MCETF, representing broad stakeholder interests, including high-level representation from other state agencies, representation from consumers, families, advocates, providers, managed care organizations, secondary and post-secondary school systems, and employers. Resources from MIG have been used to support the work of the Task Force, which will submit a final report including nearly 100 specific recommendations in July, 2008. Implementation of the recommendations of this Task Force offers the possibility to greatly increase integrated employment outcomes among Wisconsin Medicaid beneficiaries and create true Medicaid system change. Recommendations which require support from MIG fall into seven categories:



Conversion of the Medicaid long-term care system to managed care is one of the Governor's top priorities. Integrating other MIG funded systems change efforts into this larger high-profile effort is expected to yield very positive results.

Strategic Priority 3-4: Create a regional system that addresses differences within the state and continue to support efforts that improve integrated employment options for people with mental health disabilities.

Intended Outcomes: Increase the number of individuals with mental health disabilities in Wisconsin who are provided Best Practice Supported Employment Opportunities and Peer Mentor Programming. Increase the ability of the system to deal with regional differences in barriers and capacities within Wisconsin communities.

SP3-4A. Title V Employment Research Project This project is designed to provide direction for service to persons who are over fifty-five, disabled, and want to work.

SP3-4B. Model Communities This project will continue to assist communities to increase the social capital of people with disabilities to help them obtain employment through networking and build a network of community builders to replicate the project statewide.

SP3-4C. Back on Track Toolkit: Solutions for a Healthy Workforce, Activating Women to Overcome Depression Techniques are currently being studied and focus groups held to find best practices for increasing the mental health of women with depression through employment opportunities.

SP3-4D. Career Ladders and SP3-4E Grassroots Empowerment Both initiatives are designed to improve peer mentoring programming to a paid status around employment supports in Evidence Based Best Practices (EBP) of supported employment.

SP3-4F. Regional Initiative The Pathways Regional Initiative will continue to develop multi-stakeholder coalitions in each of the current seven regions of the state to develop region-specific models that maximize employment for people with disabilities. Solutions will be customized to the demographic, economic, and cultural needs of each region. The regional framework also provides the means for replication of MIG-developed best practices and other effective models of service delivery.

Strategic Priority 4: Increase the extent to which employers, policymakers, insurers and people with disabilities are actively and effectively engaged in increasing access to long-term care and other benefits for employees with disabilities.

Intended Outcomes: Increase the number of people with disabilities who are employed and eligible for Medicaid services, and increase current MAPP enrollment while serving an increased number of people through the benefit counseling program.

SP4A. MAPP Evaluation Wisconsin Medicaid Purchase Plan (MAPP) has been evaluated every year since implementation. Dramatic changes in MAPP policy have been proposed for 2009.

SP4B. Work Incentive Benefit Counseling Provision of counseling regarding incentives and benefits to MAPP participants who are working.

SP4C. University Integrated Benefits Counseling Courses This university graduate level course is designed to sustain benefits counseling after MIG and to integrate coursework in several disciplines for counselors, case manager, social workers, and educators that serve persons with disabilities.

SP4D. Asset Development and Economic Self-Sufficiency This project is intended to create lessons learned and strategies to improve and maximize resources for self-sufficiency in the disability movement and progressive policy making.

Strategic Priority 5: The creation and provision of effective and practical technical assistance and accessible, on-going supports for employers who intentionally and successfully employ and accommodate people with disabilities.

Intended Outcome: Increase the number of unique employers hiring people with disabilities who were sampled for the WI MIG outcome tracking system.

SP5A. WorkSource Wisconsin In collaboration with the University of Wisconsin-Stout (SVRI), Wisconsin Manufacturing and Commerce, and DWD, the Wisconsin 2009 MIG will

continue to implement WorkSource Wisconsin. WorkSource is a one-stop center for employers needing assistance in recruiting and sustaining employees with disabilities. Available assistance and information include disability related tax credits, funds for employment-critical technologies, workplace accommodations, and job carving. WorkSource also addresses Americans with Disabilities Act (ADA) human resource issues, such as disability sensitivity training, workplace natural supports, and self-employment technologies and opportunities.

SP5B. Mental Health Stigma Reduction This media campaign and research project is related to employment for people with mental health issues, in conjunction with WorkSource. It is expected to result in increased employment.

SP5C. RISE (Regional Industry Skills Education-Career Pathways) As part of the Workforce Innovation in Regional Economic Development (WIRED) national initiative, Wisconsin is embarking on a skills training model for the improvement of career ladders for working people. Pathways has partnered with the DVR and Department of Employment and Training (DET) to include persons with disabilities in these career training opportunities.

SP5D. Deaf and Hard of Hearing Employment Project WorkSource Wisconsin also collaborates with the DHFS Office for the Deaf and Hard of Hearing to increase the hiring of people with deafness and severe hearing loss to assure the appropriate training and service to employers.

Strategic Priority 6: Raising the level of public and specifically employer awareness of the contributions of people with disabilities, their economic potential, and positive impact on the labor force.

Intended Outcome: Increase the number of people with disabilities who are employed and eligible for Medicaid services.

SP6A. Local Collaborations Local collaborative groups of providers are intended to increase consumer awareness of supports through local level networking and information sharing among professionals in the long term care system.

SP6B. Information Dissemination A comprehensive effort to coordinate and disseminate information about the activities of state agencies and stakeholder organizations remains a top strategic priority in 2009. Thoughtful and energetic dissemination of grant products will ensure accurate information, knowledge and communication vehicles that assist people with disabilities, stakeholders and employers in achieving employment outcomes. This effort will continue “branding” products that are disability/employment focused with a recognizable style and format that identifies grant products as CMS-funded and Pathways to Independence-developed. Dissemination needs and strategies will be informed through targeted mapping of resources and information available to consumers and professionals.

SP6-C. National Marketing Project with other State MIGs. Wisconsin intends to support and cooperate with several other states and the National Consortium for Health Systems Development (NCHSD) to reduce the stigma of disability among communities, employers, and families.

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 1: 1.a Enhancing Participation for Employment Settings for ACC users, 1.b Inclusive Workplace, 1.c Assistive Tech Resource Center, 1.d LIFT, 1e-Access Training for AT, 1.f AT Maintenance & Repair		Agency: Pathways to Independence, UW-Waisman Center, Stout Vocational Rehab Inst, DHFS, UW-Center for Rehab Engineering and AT, Southwest WI Transit (LIFT)		Contact: Ellen Felix, Stuart Gilkison, Samantha Ninnemann, Ralph Pelkey, Jackie Wenkman	
Priority 1: Support for the principles of universal design and the creation and use of assistive technologies to enhance independence and productivity for people with disabilities.					
Outcome: Increase the number of people with disabilities who are employed and eligible for Medicaid services and the number of unique employers hiring people with disabilities who were sampled for the WI MIG outcome tracking system.					
Rationale: These projects continue to address the need for education, collaboration, and infrastructure development around the issues of usability and access for all but specifically for people with disabilities. Poor access to work environments and community venues and support services lead to a lack of opportunities for independence, vocational success, and community inclusiveness. The problem stems from lack of information about products, applications, assessments, and perceptions regarding costs.					
Detailed activities		Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Identify barriers confronting students with communicative disabilities using WISCareers. ▪ Develop and plan AT and UD training events on specific topics. ▪ Utilize the web to share resources on Universal Design and AT resources. ▪ Collaborate with councils for input in the development of resources. ▪ Develop streamlined and coordinated transportation system in SW WI. ▪ Train consumers, caregivers, PCP teams and CMO's by expanding the total process of using and maintaining AT. 		<ul style="list-style-type: none"> ▪ AT resources and Information ▪ Universal Design resources and information ▪ ATRC website and Universal Design linkages ▪ WisTech AC, UD AC, WorkSource WI AC, ADRC Planning Group mtgs. ▪ Transportation outreach and training materials plus Toolkit ▪ Modified AT & Maintenance curriculum ▪ Trainings for PCP teams, consumers, and caregivers 	12/09 	<ul style="list-style-type: none"> ▪ People with disabilities have services and resources needed to obtain and maintain employment. ▪ Professionals provide appropriate information to people with disabilities and caregivers through increased knowledge and accessibility to resources. ▪ Efficient transportation, well maintained AT equipment, and universally designed communities and workplaces provide the infrastructure for successful employment options for people with disabilities. 	Stakeholders UWM Contractors Employers UW-Waisman Ctr. WISCareers SVRI WATI ATRC Healthcare assoc WisTech SW LIFT ADRCs DOT Consumers and Staff 1.95 FTE ▪ Total 2009 Budget: \$566,890

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 2: 2.a Natural Supports, 2.b Youth Development & Leadership, 2.c Employment of PWD in Prof. Positions, 2.d Facilitating Social & Vocational Skills in Young Adults with Asperger's, 2.e Project SEARCH, 2.f Outcomes for Youth with MH Disorders, 2.g ADRC Transition Training Mentor Program	Agency: UW-Madison – Waisman Center, DPI, WSTI, CESA 11, UW System, WTCS, Dane County Dept. of Human Services, UW-Eau Claire, BMHSA, DHFS, Milwaukee Public School, ADRC's.	Contact: Jenny Neugart, Samantha Ninnemann, Jackie Wenkman, Sarah Lincoln, Terri Lannan		
Priority 2: Increase the number of exceptionally prepared and qualified employees available for the workforce of the 21 st century through the development and implementation of a seamless system of education and training for students with disabilities (pre-K to Post Secondary).				
Outcome: Increase the number of students with disabilities who are employed or in post-secondary education, one year after high school graduation.				
Rationale: Youth with disabilities must develop pre-vocational and self-determination skills and be given leadership opportunities as well as higher expectations from the adults in their lives to have increased employment and post secondary education opportunities. The Case Managers who work with them must have detailed knowledge of all available systems and funding to effectively do person-centered planning.				
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Develop, provide and evaluate trainings and materials on natural supports. ▪ Engage youth in statewide activities/meetings. ▪ Establish best practices and collect data on two placement models for graduates. ▪ Expand toolbox and develop “facilitated employment” site(s). ▪ Develop and evaluate service model for youth with MH issues. ▪ Train Case managers in ADRC's statewide on transition services and blended funding. 	<ul style="list-style-type: none"> ▪ Print and web-based training materials, fact sheets, article submissions, and evaluation results. ▪ Training modules, cadre of youth speakers, statewide youth website, fact sheets. ▪ Best practices manual, handbook, research results. ▪ Refined toolbox, eval tool. ▪ Toolkit of model, eval tools. ▪ Development of Training manual and peer mentor program 	12/09 ↓	<ul style="list-style-type: none"> ▪ Youth, families and professionals have the tools to provide youth with skills for strong employment outcomes. ▪ WI will have a model of youth involvement that leads to increased employment outcomes. ▪ Increase the frequency of professional jobs for people with disabilities. ▪ Youth with MH diagnoses will be better connected when leaving school. ▪ Influx of increased numbers of youth in the long term system will be able to access integrated programming. 	WSTI, CESAs, DPI, DRW, BMHSA, UWEC, Community of Practice on Transition, MMSD, WORC, WTCS, disability services staff, DVR, Waisman, ILCs, CRPs, Birth to 3, Employment Liaisons, Milwaukee Public Schools 1.6 FTE Budget: \$1,311,334.00

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 3-1: 3-1.a Job Development Mentor Program, 3-1.b Project SEARCH, 3-1.c Stigma Reduction Video, 3-1.d SDS Waiver, 3-1.e Career Planning for People w/ Brain Injuries, 3-1.f APSE Conference	Agency: DHFS, MCO's, DPI, APSE, ADRC's, CRP's, DWD, Brain Injury Association, WisTech, UW System	Contact: Ann Sievert		
Priority 3: A system of unprecedented collaboration among all service providers, with a person-centered focus and a specific plan for a unified system which serves both employers and people with disabilities, resulting in a more productive work environment.				
Outcome: Increase the number of people with disabilities who are employed, and double the percentage of persons with disabilities in the statewide long term care programs who are in integrated settings and/or supported employment.				
Rationale: By providing training and mentoring to service providers and outreach and increased choice to people with disabilities, WI will see an increase in the number of people with disabilities in integrated employment.				
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Continued job developer mentoring and one added agency. ▪ Training for SEARCH model and Career Planning for Persons with Brain Injury. ▪ Offer Self Directed Services (SDS) to LTC participants. ▪ Identify areas of high turnover or entry level. ▪ APSE Conference. ▪ Create videos encouraging youth ▪ Modify and upgrade Job Development Network. 	<ul style="list-style-type: none"> ▪ Customized Action Plans ▪ Training Materials ▪ Promotional materials and brochure ▪ Written plan for facility to fill positions with student ▪ Membership roster and sustainability plan ▪ Videos ▪ Website 	<ul style="list-style-type: none"> ▪ Feb 2009 ▪ Apr 2009 ▪ July 2009 ▪ July 2009 ▪ July 2009 ▪ Dec 2009 ▪ Dec 2009 	<ul style="list-style-type: none"> ▪ Increase the number of people with disabilities in integrated employment. ▪ Increased job development capacity statewide. ▪ Ability for Long Term Care participants to direct their own services. ▪ Increased membership in professional and networking organizations. ▪ More youth with goals of reaching competitive employment. 	CRPs DVR Aurora HealthCare Project SEARCH ADRCs MCOs BMHSA DET WisTech VA Brain Injury Association .4 FTE <ul style="list-style-type: none"> ▪ Total 2009 Budget: \$415,984


Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 3-2: Training and Outreach for Expansion of Integrated Employment and Self-Directed Supports		Agency: DHFS-Pathways		Contact: Ann Sievert	
Priority 3: A system of unprecedented collaboration among all service providers, with a person-centered focus and a specific plan for a unified system which serves both employers and people with disabilities, resulting in a more productive work environment.					
Outcome: Increase the number of working age adults with disabilities who choose integrated services over sheltered work as a result of specially trained case managers.					
Rationale: This project aims to increase the use of the principles and practices of Integrated Employment and Self-Determination in Wisconsin and will offer employment training and develop a statewide training and technical assistance entity for all service providers to promote integrated competitive employment.					
Detailed activities		Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Replicate best practice, innovative strategies, tools and resources to promote Self-Directed Supports and Integrated Employment in MCO and ADRC expansion sites. ▪ Develop a system of effective quality improvement in the areas of IE and SDS with MCOs and Managed Care. ▪ Pilot a SDS and IE peer to peer/family to family mentoring, support and information system. ▪ Begin development of a statewide, self-sustaining training and TA entity focused on IE and SDS. 		<ul style="list-style-type: none"> ▪ Replication work plan; ADRC work plan, resources and materials; SDS and IE website; consumer stories; lessons learned ▪ Quality improvement tools and report ▪ Peer mentoring model, lessons learned, consumer/family stories ▪ Work plan and blueprint outlining the development of a self-sustaining training/TA entity for implementation in 2010; focus groups/surveys reports from key stakeholders on the key components of a training 	<ul style="list-style-type: none"> ▪ Nov 09 ▪ Nov 09 ▪ Nov 09 ▪ Dec 09 	<ul style="list-style-type: none"> ▪ MCO's and ADRC's will have tools and training to implement SDS and IE. ▪ Increased number of MCO's with designated staff to serve as mentors in the areas of SDS and IE. ▪ MCO's will provide higher quality SDS and IE services. ▪ Increased number of consumers and families knowledgeable about SDS and IE. ▪ A centralized SDS/IE training and TA system ready for implementation in 2010 that decreases fragmentation and increases communication. 	DVR, WI MCO's, ADRC's, DHFS, people with disabilities, families, BPDD, DRW, SDS Coalition, National APSE, Center for Self-Determination, Institute for Community Inclusion, UW Madison 1FTE Total 2009 Budget: \$1,623,000

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 3-3: Managed Care and Employment Task Force		Agency: Pathways to Independence		Contact: Lisa Mills, John Reiser, Jackie Wenkman	
Priority 3: A system of unprecedented collaboration among all service providers, with a person-centered focus and a specific plan for a unified system which serves both employers and people with disabilities, resulting in a more productive work environment.					
Outcome: Creation of new policies, capacity building and business restructuring with providers, and increased training for ADRC and MCO staff. Adoption of innovative purchasing strategies between MCOs and providers designed to increase integrated employment opportunities.					
Rationale: This project implements the recommendations of the Managed Care and Employment Task Force, which convened in May, 2007 and completed its work in July, 2008. As WI transitions its long-term care system to managed care, the Task Force recommendations are designed to ensure that all managed long-term care participants are enabled and supported to participate in integrated employment. The Task Force included broad stakeholder input and its report and recommendations to the Department represent a blueprint for systems change.					
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources	
<ul style="list-style-type: none"> ▪ Employment policy adoption and implementation by Department and managed care organizations. ▪ Design and implementation of employment data tracking mechanisms for managed long-term care system. ▪ Technical assistance initiative to facilitate Managed Care Organizations devising & implementing new contracting & purchasing strategies that reward individualized, integrated employment outcomes. ▪ Inter-agency collaborative agreement for adults with disabilities served by LTC and VR systems. ▪ Technical assistance and grants to providers pursuing organizational change to focus resources on integrated employment. 	<ul style="list-style-type: none"> ▪ Policies, guidelines, contract language and staffing changes by Dept and managed care organizations; design Pay for Performance initiative. ▪ MAPP policy changes. ▪ Employment integrated into existing data tracking systems. ▪ Functional screen and screener training changes. ▪ New contracting and reimbursement strategies. ▪ Evaluation of impact of in-house employment expertise. ▪ Lessons learned documents. ▪ Inter-agency agreement for adults utilizing long-term care, VR and One-Stop systems. ▪ Organizational change plans. ▪ Reports on progress in implementation of these plans. 	<ul style="list-style-type: none"> ▪ 12/09 ▪ 6/09 ▪ 12/09 ▪ 3/09 ▪ 12/09 ▪ 12/09 ▪ 12/09 ▪ 12/09 ▪ 6/09 ▪ 12/09 	<ul style="list-style-type: none"> ▪ State long-term care agency adoption of employment policy and contract expectations that reflect preference for integrated employment. ▪ Increased interest in MAPP. ▪ Data system to establish baseline and track progress on integrated employment in WI. ▪ Employment service providers increasing investment in provision of integrated employment services. ▪ Demonstration of value of in-house employment expertise. ▪ Inter-agency commitment to provide integrated employment. ▪ Pool of facility-based providers committed to shifting resources and organizational focus to integrated employment. 	Division of Long Term Care, DVR DPI; Division of Ed. and Training; One-Stop System; UCEDD; Managed Care Orgs; Community Rehab Providers; Supported/integrated employment providers; WI Councils on Physical Disabilities and Developmental Disabilities; DRW; People First WI .5 FTE Budget: \$1,169,000	

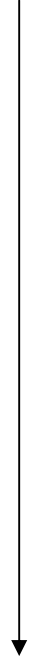
Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 3-4: 3-4.a Title V Employment, 3-4.b Model Communities, 3-4.c Back on Track Toolkit, 3-4.d Career Ladders, 3-4.e Grassroots Empowerment Project, 3-4.f Regional Initiative	Agencies: Pathways to Independence, Lt. Governor’s Task Force on Women and Depression, UW Milwaukee-Dept of Psychology, Grassroots Empowerment Project, DHFS-BMHSAS, NAMI	Contacts: Jenny Neugart, Molly Michels		
Priority 3: A system of unprecedented collaboration among all service providers, with a person-centered focus, and a specific plan for a unified system which serves both employers and people with disabilities resulting in more productive work environment.				
Outcome: Increase the number of individuals with mental health disabilities who are provided EBP employment opportunities and Peer Mentoring. Increase the ability of the system in Wisconsin to deal with regional differences in barriers and capacities within local communities.				
Rationale: This project continues to address local solutions, community based projects, and the involvement of community stakeholders in the role of community connectors. Connections will occur among the various service providers, community members, people with disabilities and their families. Continue the development and implementation of forums for collaboration along with the provision of tools and facilitation needed to foster these new relationships and the development of new programs.				
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Develop community building strategies within rural, urban and inner city environments. ▪ Maintain regional coalitions using regional action plans, needs assessments, and collaborations. ▪ Conduct research and develop strategies to address employment challenges for women living with depression. ▪ Identify, train and technically support mental health Peer Specialists to encourage increased employment. ▪ Provide training and TA. ▪ Develop and implement evaluation activities. 	<ul style="list-style-type: none"> ▪ Meeting materials, other project materials and documentation ▪ Action plans ▪ Outreach and dissemination materials including community presentation and TA materials ▪ Evaluation design and resulting reports ▪ Refined Training Materials ▪ Database for tracking Peer Specialist training, certification, etc ▪ Plans for replication and sustainability ▪ Quarterly and Year-end reports 	12/09 	<ul style="list-style-type: none"> ▪ Increased inclusion and employment of people with disabilities. ▪ Increased stakeholder knowledge of community and regional projects, efficacy, and progress to inclusive employment. ▪ Increased opportunities for communication and collaboration. ▪ Communities/coalitions have the knowledge, information, TA, and skills needed to implement action plans. ▪ Improved means of replicating projects. 	Wisconsin Communities Lt. Governor DHFS Regional/local staff Consumers Researchers Recovery Implementation Task Force DVR Technical Assistance Providers (various) County Mental Health Staff 8.95 FTE Budget: \$1,114,322

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 4: 4.a MAPP Evaluation, 4.b Benefit Counseling, 4.c Benefit Counseling Course, 4.d Asset Development and Economic Self Sufficiency	Agency: Pathways to Independence, UW-Madison, UW-Stout, Wisconsin Disability Benefits Network (WDBN), APS Healthcare, Burton Blatt Institute, 26 community agencies	Contact: Cayte Anderson, Terri Lannan, Mike Meulemans, Amy Thomson		
Priority 4: The extent to which employers, policymakers, insurers, and people with disabilities are actively and effectively engaged in increasing access to long-term care and other benefits for employees.				
Outcome: Increase the number of people with disabilities who are employed and eligible for Medicaid services, and increase current MAPP enrollments while serving an increased number of people through the benefit counseling program.				
Rationale: This project provides access to work incentives benefits counseling to students and adults with and without disabilities that will lead to consumers making informed employment decisions. The project infuses AD into WDBN curriculum, which will lead to an integrated strategy for people with disabilities to gain economic self sufficiency. The project will further enhance benefits counseling training efforts by providing training to <i>future</i> practitioners to increase understanding of public benefits as individuals enter the field. The project will provide a thorough understanding and detailed analysis of MAPP eligibles healthcare/income to improve the work incentives outcomes.				
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Award funds to community-based benefits experts. ▪ Revise WDBN curriculum to add AD pieces, train Benefits Specialists on AD, develop model, develop evaluation plan, and enroll participants. ▪ Benefits Counseling Curriculum development for UW-Madison/UW-Stout, course implementation, and evaluation. ▪ Complete annual MAPP evaluation report. ▪ Provide CMS and Mathematica Policy Research the '08 finder file containing all relevant MAPP data. ▪ Complete ad hoc analysis. 	<ul style="list-style-type: none"> ▪ Quarterly and year end reports of usage and trends of benefits services. ▪ Revised Curriculum, materials from training, written protocol for service delivery, evaluation tools. ▪ Quarterly reports on enrollment. ▪ Curriculum, Course 1 will be available to students, clear information will be gathered. ▪ Annual Report, quarterly program profiles. ▪ Premium and Finder data files. ▪ Ad hoc analysis. 	<ul style="list-style-type: none"> Ongoing 2/09-ongoing 12/09 12/09 4/09 As needed 	<ul style="list-style-type: none"> ▪ Consumers will be supported in making employment decisions. ▪ An integrated strategy to help people with disabilities gain economic self sufficiency and build assets. ▪ Course content and course modifications. ▪ Increased stakeholder understanding of work incentive effects on MAPP participants. ▪ Enhanced MAPP data driven policy to enhance work and income outcomes. ▪ Improved work incentives for MAPP participants. 	<ul style="list-style-type: none"> ▪ 26 Community based non-profit agencies ▪ Pathways to Independence ▪ WDBN ▪ UW-Stout ▪ UW-Madison ▪ APS Healthcare ▪ Burton Blatt Institute <p>1.75 FTE Budget: \$542,000.00</p>

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

<p>Project Name: Strategic Priority 5: 5.a WorkSource WI, 5.b MH Stigma Reduction, 5.c RISE, 5.d Deaf and HOH Employment Project</p>	<p>Agency: Pathways to Independence, UW-Stout Vocational Rehabilitation Institute</p>	<p>Contacts: Mike Meulemans, Cayte Anderson, Jackie Wenkman</p>		
<p>Priority 5: The creation and provision of effective and practical technical assistance and accessible, ongoing supports for employers who intentionally and successfully employ and accommodate people with disabilities.</p>				
<p>Outcome: Increase the unique employers hiring people with disabilities who were sampled for the Wisconsin MIG outcome tracking system.</p>				
<p>Rationale: This project continues the development and implementation of a comprehensive statewide resource to provide timely and effective information on employing people with disabilities. To better coordinate information and trainings developed for employers, WorkSource Wisconsin will collaborate with the Office of Deaf and Hard of Hearing (ODHH) within DHFS to address specific population needs. Additionally, DHFS will collaborate with DWD to ensure RISE offers full accessibility to employees with disabilities.</p>				
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Continue to implement WorkSource Wisconsin, <i>The Employers Guide on Disability and Employment</i>. ▪ Collaborate with key stakeholders including employers, the Department of Workforce Development (DWD), the DHFS Office for the Deaf and Hard of Hearing (ODHH), WWHF and WUMH to inform, educate and share information specific to disability and employment. ▪ Design and implement effective evaluation strategies. ▪ Complete the development of the sustainability plan. 	<ul style="list-style-type: none"> ▪ Information/resource updates to the website and ongoing outreach activities will continue ▪ Documented collaboration between key stakeholders ▪ Training will be provided at the state, regional, and individual levels ▪ Technical support services ▪ Advisory Board involvement and oversight ▪ Evaluation activities will be developed in adherence to acceptable standards ▪ Sustainability plans ▪ Quarterly and Year-end reports 	<p align="center">12/09</p> 	<ul style="list-style-type: none"> ▪ Increased consistency in information and resources addressing recruitment, hiring, and retention of workers with disabilities ▪ Increased collaboration between the public and private sectors on training, TA, and resource materials ▪ Increased access to WorkSource WI through statewide dissemination strategies ▪ Enhanced information available to employers regarding sensory impairments and/or MH issues in the workplace 	<p>WorkSource Advisory Committees, SVRI, DWD, DOC (Commerce), Employers representing various industry sectors/sizes, Disability Groups, WI Manufacturers & Commerce, ODHH, WI Women’s Health Foundation, WI United for Mental Health (WUMH) 1.75 FTE Budget: \$485,000</p>

Wisconsin Medicaid Infrastructure Grant: 2009 Project Workplan

Project Name: Strategic Priority 6: 6.a Professional Networks, 6.b Information Dissemination, National Marketing Partnership	Agency: Pathways to Independence, NCHSD	Contact: Ellen Felix		
Priority 6: Increase the level to which employers and the public are informed and educated in the economic potential and positive impact on the labor force of the contributions of people with disabilities.				
Outcome: Increase the number of people with disabilities who are employed and eligible for Medicaid services.				
Rationale: These projects continue the information dissemination that ensures the availability of sufficient and accurate information, knowledge and communication systems for all stakeholders including people with disabilities. The continued, coordinated dissemination collaborations between MIG projects, state MIGS, stakeholders, employers and people with disabilities build on the foundation necessary to ultimately engage the public in large scale awareness.				
Detailed activities	Outputs/ deliverables	Deadline	Expected outcomes	Resources
<ul style="list-style-type: none"> ▪ Develop facilitation & leadership skills of network member. ▪ Assist in planning and producing materials of pilot counties. ▪ Continue evaluation of pilots. ▪ Develop plan for replication. ▪ Develop plan for sustainability. ▪ Assess accuracy, appropriateness and quality of information produced through funding of MIG products. ▪ Produce and publish work products and deliverables following Pathways, DHFS, and CMS rules. ▪ Expand dissemination plan. ▪ Collaborate with other MIG States and NCHSD in the planning of a national marketing plan. 	<ul style="list-style-type: none"> ▪ 6 county networks running with local leadership ▪ Evaluation report ▪ Replication and sustainability plan ▪ Deliverables from MIG projects (see individual workplans for deliverables) ▪ Logos and branding ▪ Procedures and appropriate documentation for approval of final products through quality control of design, content, and publication or production ▪ Searchable database library of available deliverables and products ▪ Dissemination tracking 	12/09 	<ul style="list-style-type: none"> ▪ Professionals who work with people with disabilities have increased awareness of other resources and professionals in their area. ▪ Professionals have the information to provide appropriate referrals. ▪ Pathways and MIG funded products are coordinated for dissemination and including contracted products. ▪ Quality MIG funded projects deliverables and information are available to a wide range of audiences. 	MIG Pathways DHFS Contractors Agencies and organization partners UW-Extension Other designers, and publishers as needed 1.1 FTE Budget: \$115,000

OUTCOME TRACKING SYSTEM

In 2007, the Wisconsin MIG piloted an outcome tracking system utilizing Medicaid and unemployment insurance data. The Wisconsin MIG has data agreements with both the Wisconsin DWD and DHFS that permit access to these data.

The outcome tracking system uses random samples of Medicaid buy-in enrollees and other Medicaid clients by reason of disability, ages twenty one through sixty-four (inclusive), to serve as the proxy for the population most likely to utilize a comprehensive employment system. The system is structured much like the U.S. Census Bureau's Survey of Income and Program Participation, allowing opportunity to track individuals across a substantial period and to observe changes in system status over time. Each January a new sample of participants is selected and then followed for nine calendar quarters. This supports five quarters of overlap with the samples drawn the January one year prior and subsequent to any draw. It also supports comparisons with a single quarter of data for samples drawn two years before and after any particular sample. At present, only employment and earnings are tracked on a quarterly basis and the number of unique employers on an annual basis. This will be explored in coming grant cycles.

Additionally, the Wisconsin MIG may explore technical changes to compensate for attrition from each sample over the nine quarters that sample is followed. Nonetheless, the outcomes tracking system is not well suited to tracking outcomes associated with specific projects unless they serve very large segments of the Buy-in or the overall Medicaid categories serving working age adults with disabilities.

Additionally, DHFS plans to make enhancements to its managed care long-term data systems to track the employment goals and outcomes of its consumers. The Wisconsin MIG is providing technical assistance for this effort. Currently the data system allows DHFS to track the

percentage of persons with disabilities in the statewide long-term care programs who are receiving supported employment services and who are competitively employed. It is anticipated that the system will be enhanced to include the ability to track changes in income. It is also expected that when Wisconsin's managed care system, Family Care, is implemented across the state and the Personal Experience Outcomes Integrated Interview and Evaluation System (PEONIES) is administered to all members, changes in the percent of members achieving their "best possible health" could also be tracked across time.

In addition to tracking the employment outcomes of individuals in long term care, Wisconsin MIG plans to continue to track the employment outcomes of students with disabilities through the Wisconsin Post High School Outcome Survey (WPHSOS).

Finally, Wisconsin MIG plans to continue to track changes in the number of people with disabilities who participate in two Wisconsin MIG work incentive programs, Wisconsin's Medicaid Purchase Plan (MAPP) and Wisconsin's work incentive benefits counseling.

Systematic Learning in the Wisconsin MIG

Every Wisconsin MIG project is expected to include a systematic effort to learn how well that project worked and to inform efforts to improve, and, when justified, sustain the projects. Each project is expected to create tangible products (e.g., reports, video, training, website, etc.) to make that learning available to stakeholders in both Wisconsin and elsewhere. Depending on MIG priorities and resources, these efforts can either emphasize the identification of "best practices" or involve rigorous techniques for outcome and process analysis.

When studies are especially complex and/or require methodological rigor, the Wisconsin MIG funds external, independent researchers. In particular, the Wisconsin MIG has engaged the services of research staff from the University of Wisconsin-Stout. This research team is housed

at Wisconsin MIG offices, allowing its members extraordinary opportunity to both observe MIG operations and to provide input as requested. Current, or soon to be initiated, activities include evaluation of the Wisconsin MIG's regional infrastructure development activities and efforts to incorporate evidence-based practices into the everyday practices of long term care service providers.

In addition to designing and conducting its own research efforts, this team provides technical assistance to MIG staff studying their own projects or arranging for external contractors to do so. The research team is also available to provide input on reports and other products produced by the individual MIG projects. Finally, the research team continues to guide the development of the MIG Outcomes Tracking System and efforts to enhance the DHFS long term care data systems.

OUTREACH AND PARTNERSHIP

Wisconsin's MIG is truly a statewide, comprehensive network of systems change projects. The Pathways to Independence MIG Strategic Plan, our guiding set of priorities, mandates partnership with all disability employment stakeholder groups, private community provider organizations, and public agencies. These partnerships take the form of collaborative projects funded under the grant; planning partnerships with MIG staff serving on a wide range of workgroups, committees and statewide advisory councils; and MIG funded projects wholly carried out by outside partnerships with MIG staff oversight only. All key partners listed below have active roles either as project participants or in providing oversight and guidance to grant activities.

Consumers, Policy/Advocacy Groups, and Service Provider Organizations

- Wisconsin Survival Coalition
- Wisconsin Council on Mental Health
- Wisconsin Council Physical Disabilities

- Family Care Managed Long-Term Care Organizations (MCOs)
- Aging and Disability Resource Centers (ADRCs)
- Board for People with Developmental Disabilities (BPDD)
- Disability Rights Wisconsin (DRW), statewide Protection and Advocacy entity
- Grassroots Empowerment Project
- ARC
- People First of Wisconsin
- Association of People in Supported Employment (APSE)
- Wisconsin Rehabilitation Association (WRA)

Employers and Economic Development Entities

- Council on Workforce Investment (CWI)
- Wisconsin Manufacturers and Commerce (WMC)
- Society of Human Resource Management (SHRM)
- Wisconsin Housing and Economic Development Authority (WHEDA)

State Agencies and Appointed Committees or Councils

- State Independent Living Council (SILC)
- Wisconsin Long Term Care Council
- Wisconsin Department of Health and Family Services (DHFS)
 - Division of Long Term Care (DLTC)*
 - Office of Independence and Employment (OIE), Pathways to Independence*
 - Office of Community Mental Health Services*
 - Office for the Deaf and Hard of Hearing*
 - Office for the Blind and Visually Impaired*
- Governor's Committee for People with Disabilities
- Wisconsin Department of Workforce Development (DWD)
 - Division of Vocational Rehabilitation (DVR)*
 - Division of Employment and Training (DET), provides oversight of Workforce*
 - Workforce Investment Act (WIA) programs within the One-Stop Job Center system*
- Wisconsin Rehabilitation Council

Educational Systems

- Wisconsin Technical College System
- Transition Advisory Councils (TACs)
- Wisconsin Department of Public Instruction (DPI)
- Wisconsin Department of Transportation (WISDOT)
- University of Wisconsin Campuses and Research Centers
 - University of Wisconsin-Stout Vocational Rehabilitation Institute (SVRI)*
 - University of Wisconsin-Waisman Center (University Center for Excellence in Developmental Disabilities-UCEDD)*
 - University of Wisconsin-LaFollette School of Public Policy*
 - University of Wisconsin-Communicative Disorders Depart*
 - University of Wisconsin-Madison-Department of Vocational Rehabilitation and*

Special Education
University of Wisconsin-Oshkosh-Center for Career Development
University of Wisconsin-Madison-Center on Work
University of Wisconsin-Eau Claire-Department of Communicative Disorders and
Department of Disability Services
University of Wisconsin-Milwaukee College of Education-Educational Psychology and
Counseling Department

Other

- WisTech and WisLoan, Wisconsin’s assistive technology and alternative financing programs
- Wisconsin Disability Benefits Network (WDBN), the state’s benefits specialist training and technical assistance program
- Community level stakeholders in Wisconsin’s seven MIG regions that inform and support “on-the-ground” grant initiatives statewide
- Innovative Resource Group (IRG)
- Social Security Administration’s Area V field offices and the 20 community agencies associated with Wisconsin’s SSDI Cash Benefit Offset (“\$2 for \$1”) pilot
- Wisconsin’s eight Independent Living Centers (ILC)

Outreach and Communication Plans

Pathways to Independence is proactive in disseminating information to audiences throughout the state. A specific project within the MIG allows staff to develop policies and procedures for production and develop of dissemination plans, to ensure that quality products are disseminated widely. The Pathways “brand” and the CFDA number are used on all materials for dissemination within Wisconsin and nationally. This brand has improved the recognition of Pathways’ quality work promoting the inclusion of people with disabilities in the workforce and community. Products, reports and findings are available in a variety of accessible formats and locations and the promotion of those materials are provided in the development of dissemination plans.

Products developed are cataloged into a searchable database located on the Department of Health and Family Services (DHFS) website and available in electronic versions. Storage and mailing of materials are accomplished through the DHFS internal storage systems so that requests by the public, consumers, employers, service providers and legislators are filled. Advisory councils that

give input to the Pathways projects are given updated project information and materials during presentations for the particular project. The Pathways' office also maintains a library where staff gathers appropriate grant generated and other resource materials for use in workshops, trainings, council meetings, presentations and conferences.

ORGANIZATION AND STAFFING

Staffing

Pathways to Independence will be staffed by the Wisconsin Department of Health and Family Services and under agreements with the University of Wisconsin-Madison Waisman Center and the University of Wisconsin-Stout, Stout Vocational Rehabilitation Institute (SVRI.) The staff will work within the Division of Long Term Care in DHFS. In addition to a well-qualified staff, Pathways will contract with organizations and individuals with proven expertise in their fields. Contractors and contract amounts are described in the individual project workplans. For more detailed information on Pathways staff, please see their full bios in Appendix 8(c).

Key Pathways staff members are:

- **John Reiser** is the Director of the Office of Independence and Employment. He is responsible for the overall administration of several state and grant funded programs, including the Wisconsin MIG. Prior to joining the Pathways projects in 1999, Mr. Reiser was a program manager for the Wisconsin Disability Determination Bureau. He has a master's degree in Vocational Rehabilitation Psychology and over 30 years experience in the field of rehabilitation.
- **Jacquelyn Wenkman, Ph.D.**, is the Director of the Wisconsin Medicaid Infrastructure Grant. Dr. Wenkman is responsible for implementation, monitoring and reporting of all MIG activities. She also supervises the Waisman Center staff who work on Pathways projects. Jackie has a Ph.D. in Rehabilitation Psychology from UW-Madison and has worked in the employment and disability field for 33 years.
- **Cayte Anderson**, SVRI Assistant Director of Operations, is responsible for program development and oversight, contract management, and supervision of SVRI staff. Cayte holds a master's degree in Vocational Rehabilitation Psychology and is currently a doctoral candidate of UW-Madison. She has over ten years experience in work and disability issues.
- **Molly Michels** is the manager of the Pathways Regional Initiative. Ms. Michels is also responsible for Pathways strategic planning and updates. She holds a master's degree in

International Policy Studies and has eight years experience in group facilitation processes and project development, management and evaluation.

- **Dan Johnson**, Coordinator of Resources for Persons with Physical Disabilities. Mr. Johnson provides extensive technical assistance to the Pathways projects to ensure that the services, needs and interests of persons with physical disabilities are reflected in decisions, programs and policies.
- **Sarah Lincoln**, Human Services Program Coordinator-Senior, is responsible for project budget analysis and management, contract management and is the primary staff for several Governor's Councils. Ms. Lincoln also works on the Model Communities, WisTech, Assistive Technology Resource Center and Asperger's projects and administers funding to Wisconsin's Independent Living Centers.
- **Barry Delin, Ph.D.**, Senior Scientist at the University of Wisconsin-Stout, Dr. Delin designs and conducts applied and basic research, principally in the area of disability and employment programs and/or infrastructure development.
- **Ellie Hartman, Ph.D.**, Associate Scientist at the University of Wisconsin-Stout, designs and conducts applied and programmatic research in the areas of employment and disabilities.
- **Ellen Felix**, Senior Policy Analyst, is responsible for information dissemination and statewide collaborations and all quarterly reporting and collection of deliverables each quarter.
- **Ann Sievert**, Outreach Specialist, is responsible for the Pathways projects related to self-determination and person-centered planning in integrated employment. Ms. Sievert also provides technical assistance to Wisconsin's managed care programs in the areas of self-directed supports and integrated employment.
- **Lisa Mills, Ph.D.**, Lisa is a consultant to the Pathways to Independence project for change and the implementation of the MCETF recommendations. She has over 15 years of experience in advocacy and research around disability issues.
- **Eight Policy Analysts, Nine Outreach Specialist, Two Data Specialists, Two Program Assistants, and Seven Regional Coordinators complete the Pathways Staff.**

TECHNICAL ASSISTANCE PLAN

Wisconsin's 2009 Technical Assistance Plan includes a combination of national, state-to-state, and in-state technical assistance. The 2009 Technical Assistance Plan continues Wisconsin's valued ongoing relationships with the National Consortium for Health Systems Development for communications and collaborations between Wisconsin's MIG and other states, federal agencies and national experts. The 2009 Technical Assistance Plan will also utilize technical assistance providers from within Wisconsin for specific activities of primarily in-state interest. Additional technical assistance plans are included in many of the 2009 MIG initiative work plans and budgets.

National Consortium for Health Systems Development.

Wisconsin will contract with (NCHSD) for technical assistance in the following areas:

- *State-to-state information sharing and collaboration.*
- *Effective implementation of changes to Ticket to Work Program.*
- *Creating or improving the Medicaid Buy-in Program.*
- *Building collaboration across the workforce systems.*
- *Increasing asset development and self-sufficiency strategies.*
- *Employment strategies for people needing long-term employment supports.*
- *Integrating universal design concepts.*
- *Outreach and education activities.*

Budget: \$25,000 to NCHSD

Wisconsin Technical Assistance Providers.

Wisconsin will contract with in-state providers for technical assistance, which will include:

- *Group facilitation practices, facilitation of communication, and collaboration with Governor's Councils and other statewide disability related committees. The focus and intent will be acceptance and possible incorporation of the MIG strategic priorities into developing state plans.*
- *Update and monitoring of progress of the MIG Strategic Plan.*
- *Facilitation of local and regional collaboration building.*
- *Ongoing training and technical assistance for Pathways Regional Coordinators.*
- *External research consultation on MIG initiatives and evaluations.*

Budget: \$25,000 to Wisconsin contractors

