Services for Inclusive Cities

Beyond Safety Nets to Productive Engagement

Linda Gibbs
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NYC Human Resources Administration: U$9.7 Billion, 2.5 million New Yorkers

- Funding is:
  - 77% City
  - 15% Federal
  - 8% State
Welfare reform in the US in the 1990’s moved millions from dependency to productive employment

- Time limited cash benefits
- Mandatory employment search
- Assistance with training and job placement
- Child care
- Employment tax credit – wage supplements
However, many recipients with complex, clinical barriers to work could not negotiate the system, and languished in care

- Reported they were unable to work
- Waited weeks and months for multiple medical assessments at various locations
- Cycled between medical assessments and vocational rehabilitation – new issues identified
- Light-touch case management inadequate to the task
- Provider payments were not linked to outcomes – little incentive to solve
- Many systems simply exempted them from work
WeCARE model developed to address complex needs in a simplified and holistic manner

Wellness, Comprehensive Assessment, Rehabilitation and Employment Program:

• Comprehensive biopsychosocial (BPS) assessment
  • Medical evaluation
  • Integrated psychological and social evaluation
  • Medical specialty evaluation
  • Care laboratory tests
  • Personal physician medical records

• Intensive, expert case management and integrated services based on outcome of the assessment

• Automated client monitoring and outcome tracking

• Performance based contract payment to vendors
The WeCARE Process

HRA Job Center

- Fully employable
  - Referred to BTW, BEGIN, etc.

Medical/mental health barriers
- Referred to WeCARE

BPS Assessment

- Psychosocial Assessment
- Medical Exam
- Lab Tests
- Specialty Medical Appointments

Employable with Limitations
- Vocational Rehabilitation

Temporarily Unemployable
- Wellness Treatment

Unemployable: Complete or Supplement Federal Disability Benefits Application

If necessary, HRA will assist with appeal

Employable with Limitations

Unemployable
- Referred to BTW, BEGIN, etc.

Fully employable
- Referred to BTW, BEGIN, etc.

Job Training/Readiness Services

Job Placement/Retention Services
Aligning Productivity, Performance and Incentives for Non-Profit Providers is key

Payment milestones for 2/3 of contract payment:

- Completed BPS assessments
- Wellness plans
- Vocational evaluations
- Federal disability awards secured
- Jobs retention at 30, 90, 180 days

“The milestone payments are designed to allow for-profit contractors a reasonable profit and non-for-profit contractors to reinvest a reasonable amount of program income in their programs.”

HRA Contract Fiscal Manual, September 2011
WeCARE has produced results

- 82% complete BPS assessment
- 40% complete wellness plan
- 30% placed in jobs
- 50% making application for disability benefit receive an award

WeCARE clients by BPS outcomes

Source: NYC Human Resources Administration
Lessons for Inclusive Services

A well functioning system has:

1. Clear articulation of program goals
2. A range of cash and in-kind assistance
3. Services and supports along a continuum
4. Care management
5. Integrated data system
6. A well balanced alignment between government and non-profits and NGOs
Components should be calibrated to fit the needs of the population being served.
Systems should provide integrated and holistic approaches

- Integrated data systems
- Coordinated client case record
- Client access
  - repository of client information
  - screening and eligibility for services
- Worker Access
  - Comprehensive multi-service knowledge
- Building block to coordinated care management
There should be a balanced relationship between government and non-profits/NGOs

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<th>Government</th>
<th>NP/NGO</th>
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<td><strong>Overall Director and Regulator</strong></td>
<td><strong>Providers</strong></td>
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<tr>
<td>• Vision Setting</td>
<td>• Individual and family services</td>
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<td>• Standards</td>
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<td>• Compliance</td>
<td>• Organize and engage</td>
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<td><strong>Purchaser/Contractor</strong></td>
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<td>• Benefits to people</td>
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<td>• Intergovernmental transfers</td>
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<td><strong>Performance Management</strong></td>
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<tr>
<td>• Standards</td>
<td>• Reflect client voice</td>
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<td>• Compliance</td>
<td>• Real issues as they emerge</td>
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<td>• Innovations in practice</td>
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Bloomberg Associates is an international consulting service founded by Michael R. Bloomberg as a philanthropic venture. Our mission is to help city governments improve the quality of life of their citizens. Directed by a team of globally recognized experts and industry leaders, the consultancy works to improve urban environments by collaborating with cities to develop best practices, build consensus and foster key relationships. Through its guidance and mentorship, Bloomberg Associates delivers actionable insights and plans across multiple disciplines. Additionally, the team fosters public-private partnerships to help each city build resources and implement programs that turn dynamic vision into reality.
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Thank you.

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