



Healthy Families Succeed

Award Winning Self-Sufficiency
Program Developed in Wyoming
for Wyoming

Introduction

In Wyoming, as in other states, social welfare programs, including Medicaid, are often fragmented and poorly coordinated because different programs affecting the same families are financed and managed through individual agencies. This fragmentation can lead to duplicative costs, frustration from residents who use services, and provides a window into accelerating social assistance costs.

Wyoming tackled this problem through a program called Healthy Families Succeed (HFS). Wyoming state human service agencies began pooling data in 2003 to establish a cross-agency-population, risk information-driven, data warehouse tool to support integrated management interventions. As a result, the Departments of Health, Corrections, Family Services, Workforce Services, State Insurance Pool, and Administration and Information contribute data into a single data warehouse called the Wyoming Health Information Network (WHIN). Directors of each of those contributing agencies comprise the Executive Leadership Team (ELT), which uses that data for informed decision-making about program service delivery for their overlapping client populations. The ELT developed and continues to guide the Healthy Families Succeed (HFS) program, which was launched in 2005 as HealthAssist and expanded to include JobAssist in 2008.

Applying integrated risk analytics from WHIN, HFS identifies those individuals and families using two or more state services who are higher cost consumers of those services. Those are the same individuals and families most in need of improved health care and job skill development, but are least likely to otherwise receive that support.

Healthy Families Succeed recognizes that moving families off state services requires improving health and increasing job skills for the heads of household. Therefore, HFS provides education and support to families in a wrap-around manner, and provides extra

time to help them learn how to better manage their complex family situations. These intensive encounters allow trusted relationships to be developed between Wyoming families and those delivering the services, creating a safe environment to make decisions about health, education and career. Traditional case management focuses only on one aspect of a person's situation (health or job), but Healthy Families Succeed focuses on the broad aspects of family circumstance and tailors the intervention based on the family's goals, instead of reporting requirements for "just another governmental program."

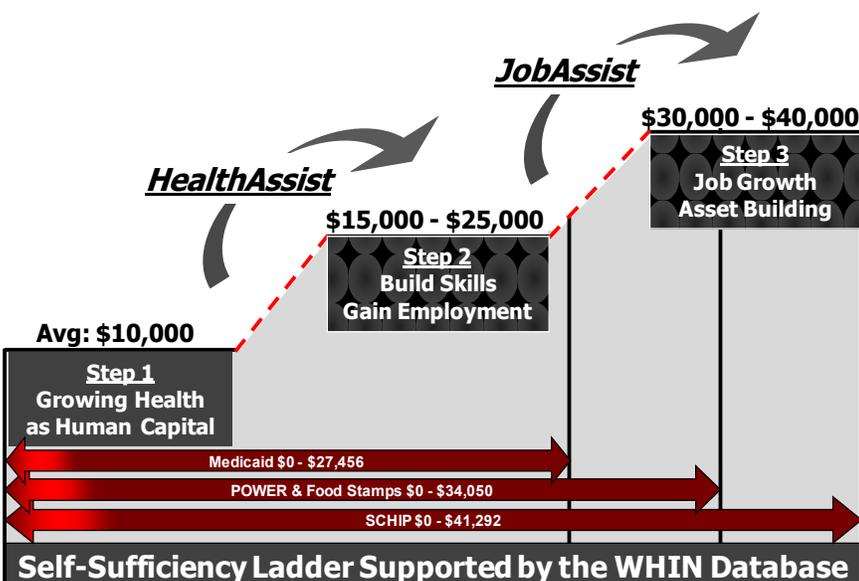
This unique approach applied in Wyoming contains several innovative ideas:

1. The executive and legislative branches work together funding the cross-agency data warehouse through bi-partisan support;
2. Improved efficiencies are garnered through information obtained from cross-agency data analytics;
3. High-end data analytics producing information applied to cross-agency policy making as supported by the data warehouse;
4. A new intervention model was created focusing on the clinical needs of being over-treated with few positive outcomes and the need for new job skills. The clinical prevention intervention serves whole families, not just a person receiving state services;
5. Outcomes for participants include improved service delivery across state agencies, reduced reliance on state services, improved quality of life and self-sufficiency for their Wyoming families.

Implementation HealthAssist/JobAssist Evolves Over Time

After the database was built in 2003, analytics identifying opportunities for targeted intervention began. The initial HealthAssist controlled study in 2005 focused on 100 families in two counties receiving Medicaid and meeting the eligibility criteria of taking 10 or more prescription medications. HealthAssist began as a partnership with University of Wyoming faculty and the Wyoming Department of Health, funded by the agencies represented on the ELT. This clinical prevention information service model teams advanced practice nurses and pharmacists providing families individualized education regarding health, medication use, treatment options, and effective communication with their doctors. The clinical teams often help bridge the "primary care gap" when families cannot easily access their providers. The controlled study evaluation showed solid results of improved health and health cost reduction, but also illuminated the fact that once Wyoming families gained control over their health, they remained dependent upon state services because they lacked job skills suitable for the current employment market.

Partnering with the Wyoming Department of Workforce Services, JobAssist was added in 2008 to the pilot in Laramie County. Eligibility requirements included work-able individuals aged 18-64 receiving two or more state services. Job coordinators provide intensive services to these "job mobile adults" addressing the full range of needed skills, from obtaining advanced certification and education to acquiring life skills needed to be successful in education, employment, and their community. Results also showed families initially needed intensive crisis management (obtaining transportation, managing finances, finding housing, obtaining child care, and basic health care), but once stabilized were quite able to sustain focus on acquiring skills and education needed to gain and sustain independence from state support. This individualized approach creates unique plans specific to each family and therefore requires more time of job coordinators than is traditionally applied by state agency case managers, for an extended time period (2-3 years or longer). This intense coordination of service allows families to receive sustained guidance that evolves with their changing skills, circumstances and needs as they move from state dependency to sustained self-sufficiency.



The figure below is the "Job Ladder" depicting income progression obtained from improved health and advanced job skills. It also shows the changes in state program eligibility as income increases.

Results in Laramie County were positive, but expansion to other pilot sites was not feasible using existing funds. However, an opportunity to expand the pilot to other counties was discovered in 2010 using funds made available by the American Recovery and Reinvestment Act (ARRA). With the Executive Leadership Team overseeing HFS, Department of Family Services partnered with Workforce Services to provide federal TANF funding expanding HFS to six of Wyoming's twenty-three counties. Counties served include Laramie, Natrona, Sheridan, Park, Sweetwater and Teton.

*Eligibility and Self-Sufficiency for a Family of 4

Program Impact

In order to determine the impact of the HFS model in the six counties, an evaluation was conducted in July, 2011. As the program has evolved, the following observations have been made:

Through advanced data analytics, HFS finds the right people to serve;

HFS engages Wyoming families and improves life circumstance through the long term support provided by the service; and

Wyoming families are increasing their health as human capital status through improved health and enhanced job skills.

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Data Analytics evaluating the program's current service offering of HealthAssist and JobAssist describe the participants since 2008:

- Average age is 33.5 years old
- 75% are female
- 47% have completed 12th grade or have a GED while 39% of participants have some college education. A demographic breakdown can be found in Figure 1 of Appendix A.
- 64% of JobAssist participants are referred to HealthAssist for support of complex health conditions
- Average enrollment is 14.2 months
- Based on a random sample, 31% of participants were employed at enrollment. Currently, 47% of enrolled participants are employed, increasing annual income from \$17,000 to \$19,190.

Program financial performance since 2008:

- 964 participants have cumulatively enrolled, with 708 currently enrolled
- 2,095 household participants are associated with current HFS/JA participants
- Total savings for the first year was \$3,805,872
- Total program cost was \$2,000,000
- The Return on Investment is \$1,805,872 (\$.90 per \$1.00 invested)
- Average savings per member in reduced state service utilization is \$3,948
- Average cost per member is \$2,075
- Monthly use/cost of state services six months prior to HFS/JA enrollment was \$1,008 compared to \$587 in the 7-12 months following enrollment. Monthly use/cost for Workers' Comp was reduced by 93%, Unemployment costs fell by 55%, and Medicaid costs were decreased by 40%. Additional information can be found in Figures 2 and 3 in Appendix A.

Costs of the program include personnel and operational costs since 2008. The return on investment is calculated by a comparison of costs incurred by participants in the program compared to the savings of obtained through reduced service utilization. It is likely that recurring use of, and dependence on, state social welfare services would be ongoing unless individuals and families achieve self-sufficiency and improved employment. As such, it is estimated that lifetime return on investment in this program by the state will be many times what is shown for this limited time analysis.

In addition to the financial impact of HFS, improved quality of life for participants has been determined through surveys, agency utilization information and claims analysis. At HFS enrollment, participants are asked to take quality of life surveys. Results from those surveys are compared to those of surveys taken a year after participating in HFS.

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1. At HFS Enrollment vs. Current State
 - a. Employment – 33% vs. 55%
 - b. Education – 24% vs. 44%
 - c. Employment or Education – 43% vs. 73%
2. HealthAssist Monthly Medicaid Cost – \$456 vs. \$422
3. Self Report Self-Sufficiency Increased by 38.5%
4. Self Report Household Earnings over Past Four Months Increased by 26.6%
5. Self Report Average Take Home Earnings Over Past Four Months Increased by 52.5%

Additional evaluations provided the following results:

- Families measurably improved their stability, health and self-sufficiency
- Over 80% re-enrolled in the program
- Participants self-reported a 16% improvement in health-related quality of life scores
- Overall, medical and drug costs are down 18% for participants
- Healthier families cost less: Average \$2,000-\$4,000 in savings per adult per year
- Improved use of prescribed drugs
- Among children, Medicaid costs stabilized while those of children not in the program increased 38%.

Applying program costs and state savings from reduced utilization and the total return on investment (ROI), budgetary considerations for projected enrollment include:

Enrolled Members	Program Cost \$2,075/pp	State Savings (Reduced Utilization) \$3,948/pp	ROI \$1,873/pp
1,000	\$2,075,000	\$3,948,000	\$1,875,000
1,500	\$3,112,500	\$5,922,000	\$2,812,500
2,000	\$4,150,000	\$7,896,000	\$3,750,000

Healthy Families Succeed Recognized for Innovation

Wyoming was looking for innovative answers to the fragmented service delivery and increasing costs of social assistance programs. Healthy Families Succeed is a Wyoming specific solution which received national recognition as a model which could be implemented in other states.

In 2009, the Council of State Governments (CSG) Western Region named Healthy Families Succeed an "Innovation in Government" Award winner. "Wyoming's Healthy Families Succeed is about moving families to self-sufficiency through health and job support. That's just better for Wyoming's economy," said Robert Lampert, director of the Wyo-

ming Department of Corrections. In fact, the program found that healthier families—both health-wise and job-wise—rely less on state services. State costs decreased by an average of more than \$1,900 per person enrolled in the program."

http://www.csg.org/pubs/statenews/enews/issue35_2.aspx (accessed May 31, 2011)

In 2011, Harvard's Kennedy School of Government's Ash Institute named Healthy Families Succeed one of thirty-six "Bright Ideas in Government". *"Through family-centered care, Wyoming's Healthy Families Succeed program*

offers information about health and jobs, and provides education and decision support.

These services help move individuals and their families from dependence on the state to better health, productive employment, and greater self-sufficiency. The program implements information-driven improvements in

state services across agencies at a reduction in costs of \$2,000 per enrolled person."

<http://www.ash.harvard.edu/Home/News-Events/Press-Releases/Innovations/Harvard-Announces-Bright-Ideas-in-Government/2011-Bright-Ideas> (accessed May 31, 2011)

Real Life Examples

The greatest testimony to Healthy Families Succeed's work comes from the participants who are served by this important program.

Improved Health...

A single mother of 2 young children was unemployed and sought services from the Healthy Families Succeed program. She was referred to JobAssist and subsequently to HealthAssist for an acute illness and depression. She had recently lost a significant amount of weight and continued to lose weight by exercising regularly and eating a healthy diet. Her HealthAssist Team provided information and education about how to recover from her illness and offered decision support for weight loss activities, as well as recommended ways to manage her stress, medications, and emotional well-being. Later, her HealthAssist Team provided consultation on proper body mechanics and resting positions to reduce low back strain to address back pain. Her Team also recommended she schedule a medical evaluation at a community clinic, inquire about physical therapy, and informed her of the availability of a Community Benefit at a local hospital to assist in paying for diagnostics if ordered.

The client stabilized, sought counseling services, and scheduled three job interviews for positions consistent with her education and training. She accepted employment and is relocating her family to another Wyoming community. She remains in contact with her HealthAssist and JobAssist team as she starts this positive new chapter in her life.

Self sufficiency...

A mother of a two young children came to JobAssist struggling to find employment that was sustainable for her family. She was receiving aid from food stamps, Medicaid, LIEAP, and daycare assistance. She had previously completed an associate's degree in business from an accredited college, but still could not find employment that provided the means for self sufficiency. When she came to JobAssist she was not sustainably employed and very frustrated with her situation. After working with a JobAssist Coordinator she enrolled in an online bachelors program for a business degree from an accredited college and gained employment doing customer service and data entry making \$10 an hour. She worked while attending school and graduated from her program. Due to her love of learning and her desire to further her education, she is now working towards a master's degree online. At this time she is working a sustainable job providing contract work for a government agency and is no longer receiving any state resources.

Sustainable employment...

A father with one child was expecting another child with his long-time girlfriend when he came to JobAssist. Due to his lack of training and education he was unable to gain sustainable employment for his family. When he enrolled in the JobAssist program he was using food stamps, Medicaid, LEIAP, and daycare assistance. After realizing that he did not want to pursue a college degree, he set a goal to join the Military. Due to a lack of basic math, English, and science skills, he could not pass the ASVAB entrance test needed to enlist in the Military. A JobAssist Coordinator worked with the client to help him gain the resources and education he needed to succeed. After a year of studying, he passed the ASVAB test and was accepted into the Military. He is currently enrolled in a boot camp program, is no longer receiving state assistance, and is doing well pursuing his goals.

Enhancing education and skill sets...

A mother of three children had recently married a man and was helping to raise her new step son when she came to the JobAssist program. Her educational background included several years of Certified Nursing Assistant (CNA) experience, but her license had since expired. The client was having a difficult time gaining full time work and benefits. The JobAssist Coordinator provided resources for the client resulting in her gaining employment at a local assembly company. Subsequently, she experienced a series of unfortunate health events that resulted in unemployment yet again. She decided she wanted to pursue additional education to improve her situation. She started to work with HealthAssist to stabilize and gain control over her health issues. She completed her GED, is currently taking a CNA course, and registered at an accredited college to start working towards an associate's degree in health care.

These examples show the positive impact of work completed through the Healthy Families Succeed program. Enrolled families are interested in improving their situations and with the help of HealthAssist and JobAssist professionals, are moving into self-sufficiency.

Experiences such as these demonstrate the value of the program and also show the link between Healthy Families Succeed and economic development. When Wyoming provides a healthier, better prepared workforce, higher-paying jobs can be filled. And those who fill the jobs are then supporting their families, achieving better outcomes and con-

tributing to the economy.

Healthy Families Succeed is in six counties, but is able to serve a small subset of the nearly 23,000 job mobile adults in the state. In order to maintain the program beyond TANF's funding expiration in 2013 and move the program statewide to meet the needs of eligible adults, additional funding will be required. If other sources for funding are not identified, this award winning innovative program will potentially face discontinuing the service coordination needed by Wyoming families struggling to obtain self-sufficiency and a program needed by the state to fuel economic development.

Appendix A Figure 1—Demographics

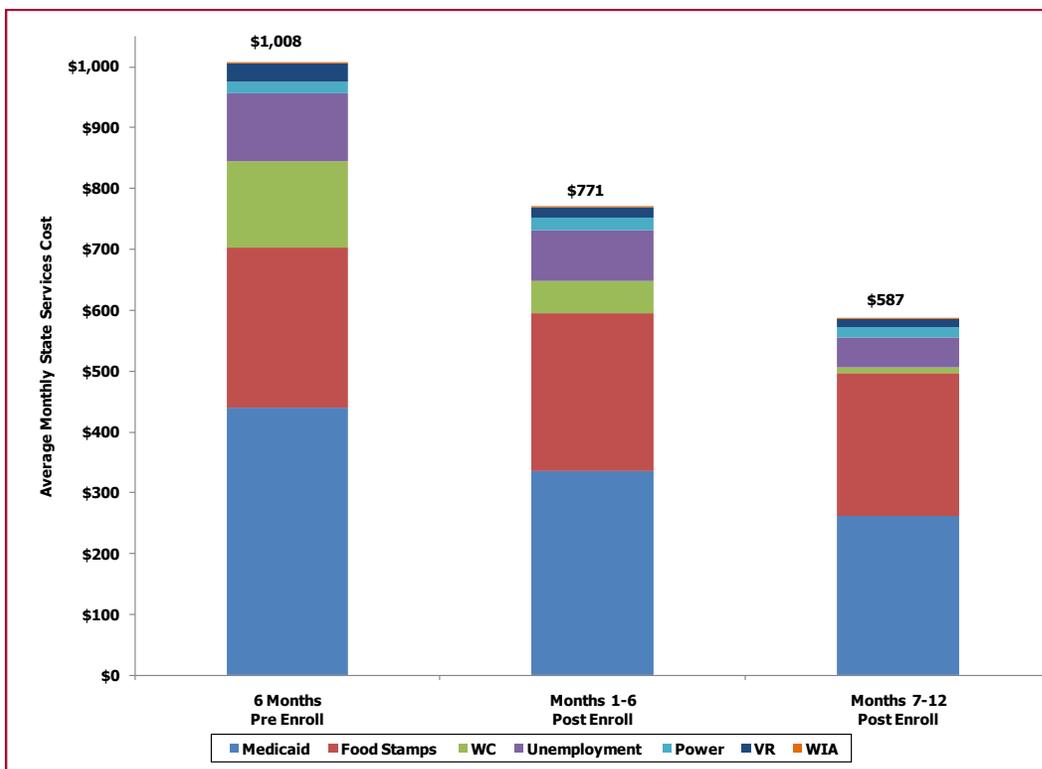
Demographic		Count	Percent
Average Age			33.5
Percent Female			74.70%
Marital Status	Never Married	283	38.7%
	Married	247	33.7%
	Divorced	224	30.6%
	Unknown	128	17.5%
	Separated	73	10.0%
	Widowed	9	1.2%
Highest Education at Time of Enrollment	12 Grade/GED	344	47.0%
	Some College	287	39.2%
	10th - 11th Grade	100	13.7%
	Unknown	61	8.3%
	Associates Degree	55	7.5%
	Vocational School	49	6.7%
	7th - 9th Grade	45	6.1%
	Bachelors Degree	16	2.2%
	Graduate/Professional Degree	5	0.7%
	K - 6th Grade	1	0.1%
	No Schooling Completed	1	0.1%
Race	White Other	707	96.6%
	White Hispanic	142	19.4%
	Black	53	7.2%
	Missing/Other	42	5.7%
	American Indian/Alaska Native	17	2.3%
	Other Pacific Islander	1	0.1%
	Other Asian	1	0.1%
	Korean	1	0.1%

Appendix A Figure 2—Monthly Cost Savings

State Service	6 Months Pre Enroll	Months 1-6 Post Enroll	Months 7-12 Post Enroll
Medicaid	\$440	\$335	\$262
Food Stamps	\$263	\$260	\$234
WC	\$142	\$53	\$10
Unemployment	\$112	\$83	\$50
Power	\$18	\$20	\$16
WIA	\$3	\$1	\$2
VR	\$30	\$18	\$13
Total	\$1,008	\$771	\$587

*The pre/post cost analysis includes only those with valid identifiers in the data who enrolled in JobAssist prior to March 31, 2011 (N=591).

Figure 3—Monthly Cost Savings



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