



Wisconsin Department of Health Services

# SOUTHERN WISCONSIN CENTER RESTRUCTURING

---



*Last Updated - July 27, 2009*



## SWC Restructuring Overview

---

- Services at Southern Wisconsin Center (SWC) will be restructured to reflect current policies and trends regarding opportunities for individuals with developmental disabilities to live in community settings.
- Key elements of the restructuring are:
  - Community relocations of SWC residents will be accelerated with the goal of relocating 70 people on a voluntary basis in the 2009-11 biennium.
  - Over the same period, the SWC short term Intensive Treatment Program (ITP) will be expanded from 10 to 30 beds.



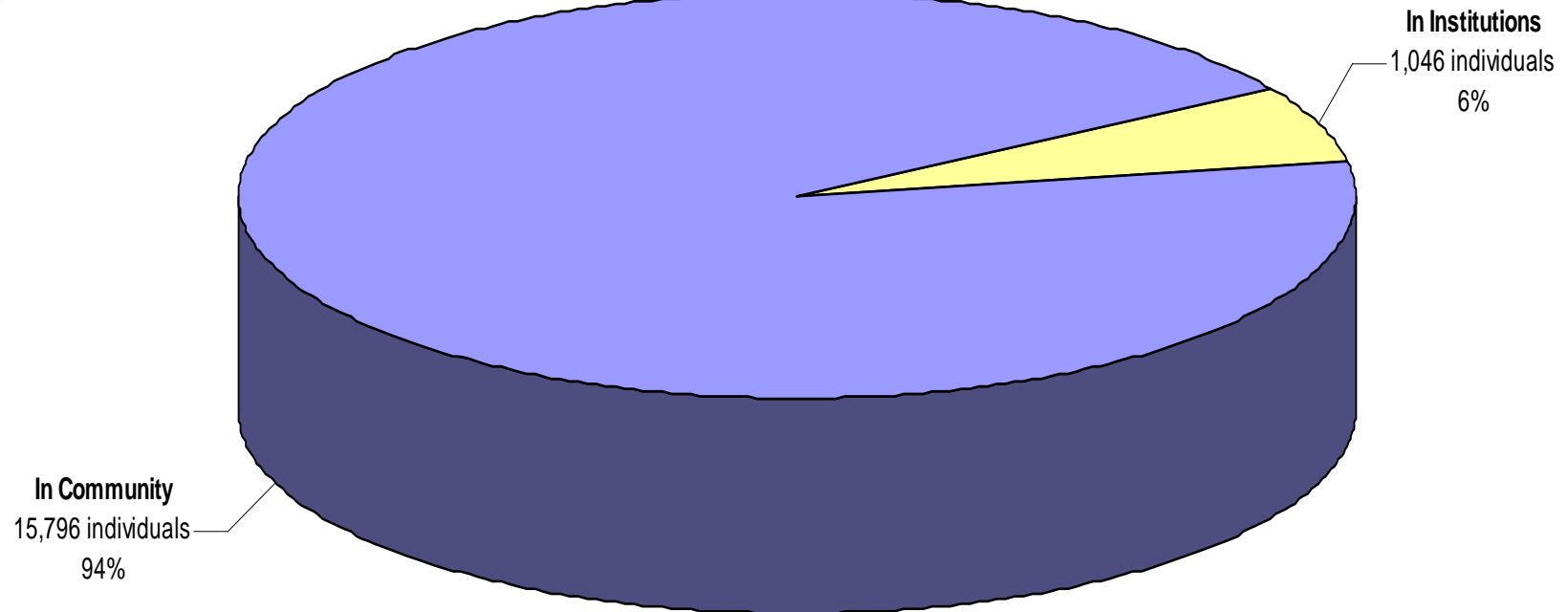
## Background

---

- People with developmental disabilities live full lives in the community in Wisconsin and across the nation.
  - Federal policy, including a U.S. Supreme Court decision, requires that people with disabilities be served in the most integrated, least restrictive setting.
- Wisconsin has a strong commitment since the 1980's to support individuals with developmental disabilities in the community through Medicaid home and community-based programs, known as the Community Integration program. Over the years, the knowledge, capacity, and technology to support individuals in the community has grown significantly.
- In Wisconsin, the vast majority of individuals with developmental disabilities already live in the community, enabling them to be near families and friends and engaged in community activities.

# Wisconsin Living Settings

**Living Settings for People with Developmental Disabilities  
Using Publically Funded Long-Term Care  
December 2007**





## Population Needs

---

- The long-term population at SWC has declined steadily since 1960, as people with developmental disabilities increasingly choose to live in community settings.
  - In the past twenty years, the long-term population has declined by two-thirds, falling from 600 to less than 200.
  - No new long term residents have been admitted in more than a decade.
- SWC's role will change to respond to emerging trends and needs.
  - The number of individuals with developmental disabilities living in community settings has increased significantly.
  - These individuals may periodically need short-term, intensive and specialized services.
- To meet the expected increased need, SWC will expand its short-term Intensive Treatment Program (ITP) from 10 to 30 beds.

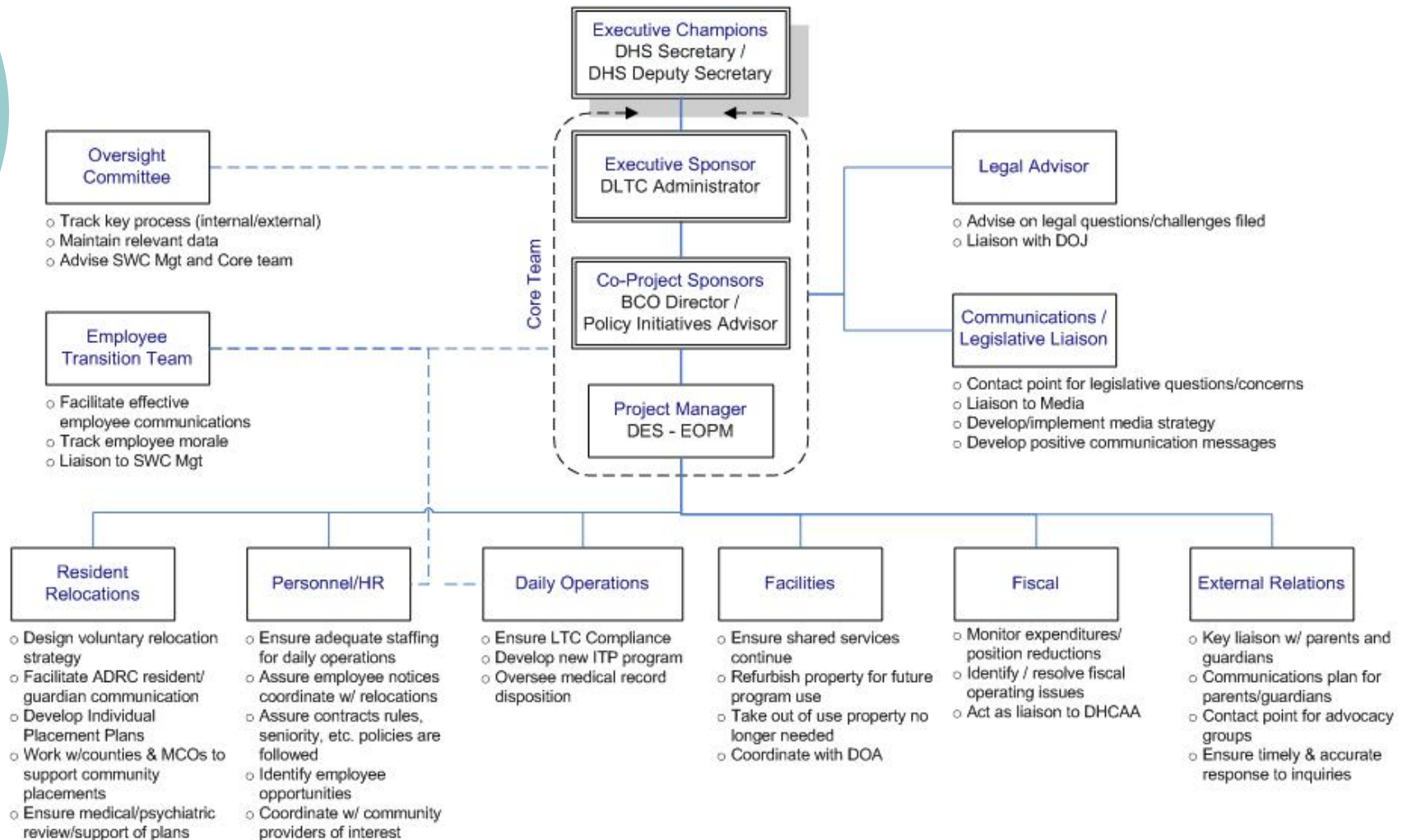


## Implementation Structure

---

- An Oversight Committee will be established composed of SWC staff, management, and parents/guardians to advise on the initiative, particularly the quality of community placements and the support provided to staff as positions are reduced.
- The Department is establishing a strong project management structure to support the initiative.
  - Teams will be established in each major substantive area, including resident relocation, personnel/human resources, daily operations, facilities, and fiscal.
  - Each team will include members from DHS, as well as other state agencies and stakeholder groups, with the specialized knowledge and experience related to the issue area.

# Organizational Structure





## Resident Relocations: Overview

---

- An individualized relocation plan will be developed for every SWC resident that reflects the individual's unique needs and interests.
  - The plan will be developed in collaboration with the resident and his/her family or guardian.
  - SWC staff most knowledgeable about each resident will be involved in the development of the care plan.
  - No individual will be relocated until an individualized plan that ensures the health and safety and meets the individual's needs has been developed and approved by the guardian.
- A relocation team, with a broad range of stakeholders and expertise, will oversee all aspects of the relocations, including each individual community placement.

## Resident Relocations: Quality Assurance

---

- Safeguards and protections are in place to ensure the health and safety of individuals in their new community settings.
  - Each individual has a caseworker from the county or Family Care staff, who is actively engaged with the individual and guardian.
  - Department regulatory staff inspect and monitor community-based providers for compliance with health and safety standards.
  - Department staff, including Center staff, monitor each relocated individual on a regular basis; specifically, at 30 days, between 60 & 90 days, and at one year. Department reviews include interviews with guardians.
  - The Department, county and Family Care staff have the capacity and systems to respond quickly to any emergency that arises.



## Resident Relocations: Communication

---

- The Secretary is designating a Guardian Liaison expressly for this initiative. This individual will be a contact point for guardians and ensure that guardian questions and concerns are addressed promptly.
- Since 2003, more than 800 individuals with developmental disabilities have successfully relocated from institutional to community settings.



## Staff Issues: Overview

---

- Assuming the target of 70 relocations is achieved, the number of staff at SWC will decrease from 538 as of July 2009 to 417.9 in June 2011, at the end of the 09-11 biennium, for a reduction of 120.1 positions.
- Staff reductions will take place gradually as resident relocations occur. Every possible effort will be made to achieve the reductions through attrition.
- The Department will provide support and assistance to SWC employees in identifying and pursuing employment or other options as positions are reduced at SWC.
- An employee transition monitoring team will be established to review the transition from the staff perspective, bring employee concerns to managers, and facilitate effective communication between managers and staff.



## Summary: Goals of Initiative

---

- Work with SWC residents and their families and guardians to develop an individualized relocation plan that meets each person's unique needs.
- Provide support and assistance to SWC employees to identify and pursue alternative employment or other options.
- Maintain a high level of care for SWC residents throughout the transition.
- Implement an expanded, high quality, state-of-the-art short-term intensive treatment program.