



RRTC on Advancing Employment

Bringing Employment First to scale

NCE Summer Leadership Institute
July, 2017

ThinkWork!





Research & Training Center on Community Living



EMPLOYMENT FIRST - EMPLOYMENT NOW

UNIVERSITY OF MINNESOTA

Driven to DiscoverSM

NASDDDS



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“Employment is a way for people with disabilities to give to the community and see what they have to offer.

We’re givers, not just takers.”

(Max Barrows, SABE)

1970s



Try another way

1980s



Supported Employment

1990 + ...



Customized employment

Self employment



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Policy Influences

Olmstead Decision

CMS Employment Guidance

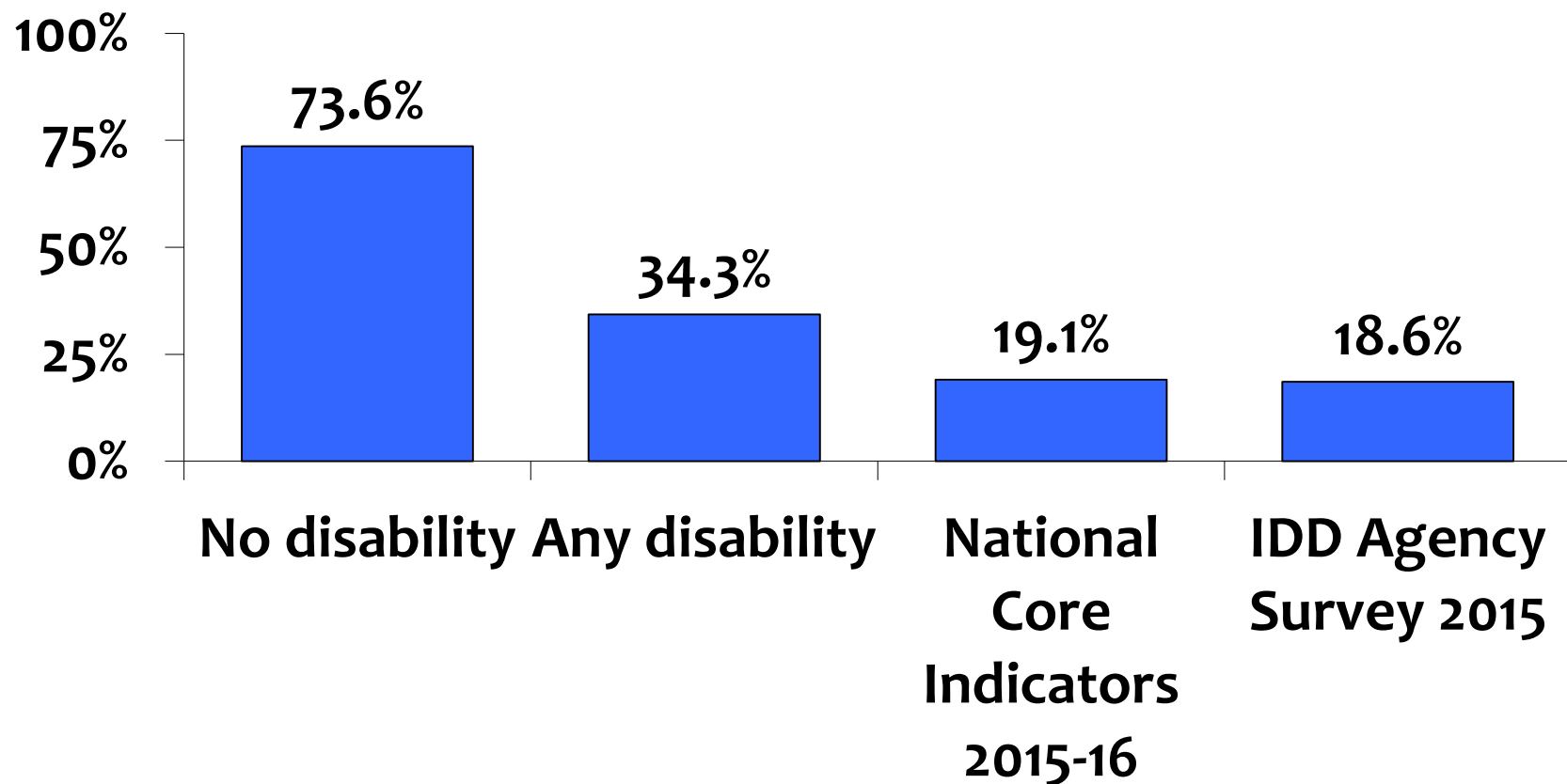
CMS Settings Rule

Department of Justice

WIOA



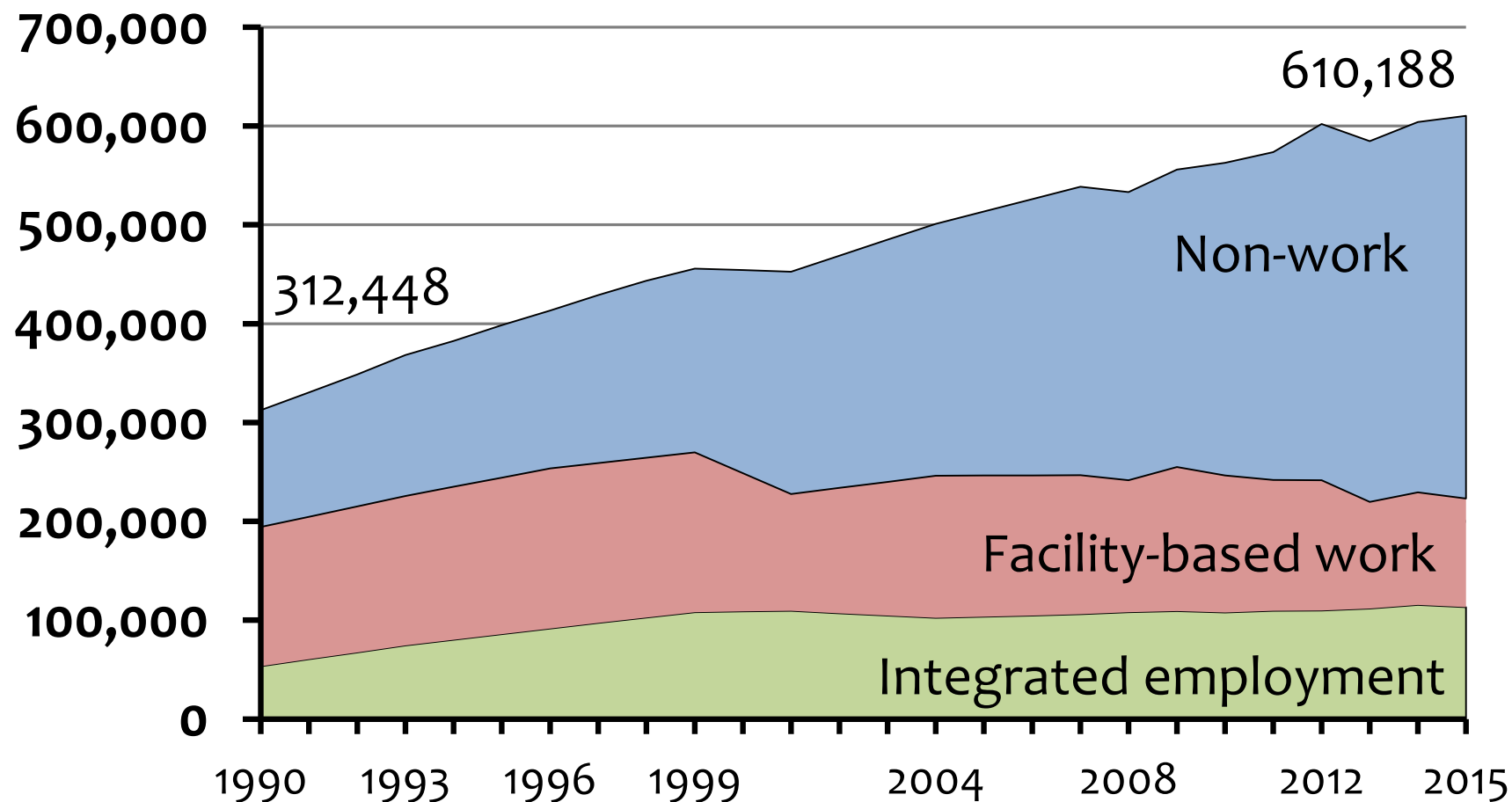
How many people are employed?



But what's a job ...



Number in Employment and Day Services

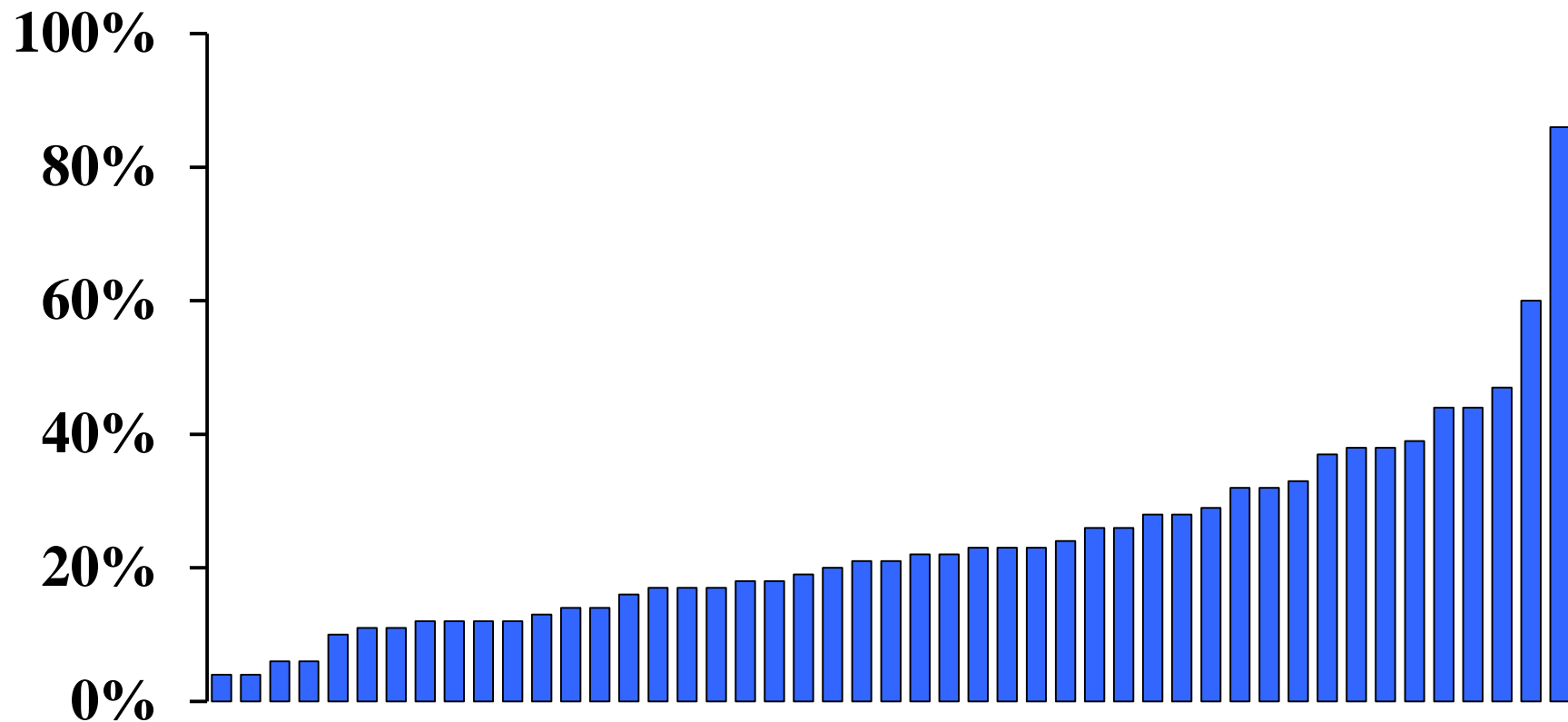


Source: ICI National Survey of State IDD Agency Day and Employment Services





Participation in integrated employment services varies widely



Source: ICI National Survey of State IDD Agencies 2015

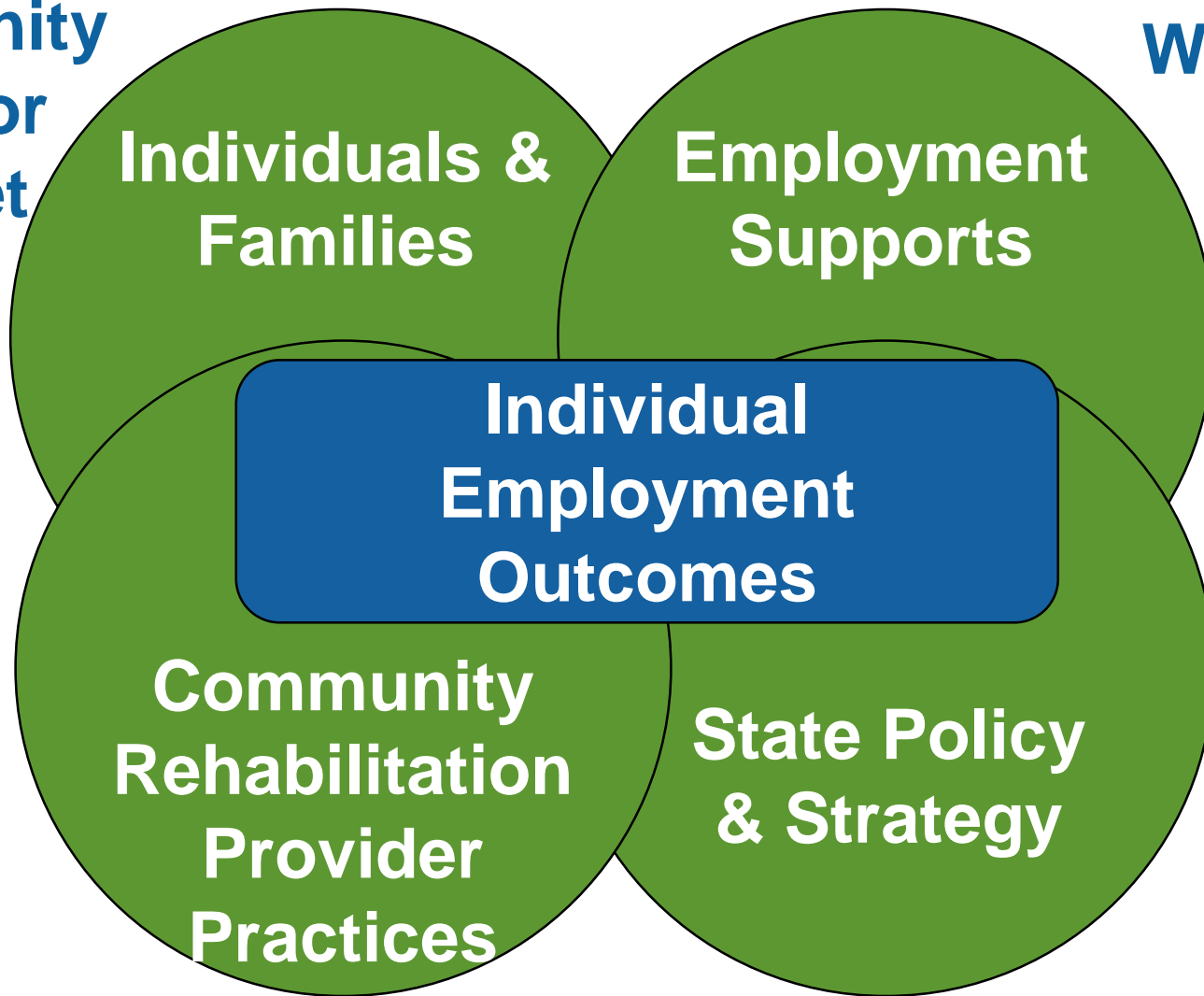




Holistic Perspective

**Community
& Labor
Market**

Workplace



Federal Policy

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RRTC State of the Science

Overall purpose:

- ❖ Share findings
 - Key stakeholders and thought leaders
- ❖ Inform ongoing work
- ❖ Confirm implications and set agenda for future research

www.thinkwork.org/sos2017



3 Organizing Themes

- ❖ Meaningful engagement and involvement of individuals and families
- ❖ Provider agency capacity to carry out effective employment supports
- ❖ Policy at the state and national levels underscore and prioritize employment



Process

- ❖ Draft papers with expert review
- ❖ In person listening sessions
- ❖ Online events
- ❖ Synthesis meeting in Washington, DC.



Meaningful engagement of individuals and families

Employment as a lifelong conversation.

Information and support available “just in time” in small bites

Types and pathways for information and support are effective, accessible, simple





Background

Families can be the most influential part of successful employment and life planning, yet often lack the knowledge to move employment from an abstract thought to a real job.

Research questions

- ❖ What does the literature say about successful strategies in engaging families in employment?
- ❖ How can we share information in a way that is most useful for families?



The studies

- ❖ Scoping literature review
- ❖ In-person and online forums and focus groups
- ❖ Family engagement intervention (in process)



Key findings

Literature

- ❖ Family modeling shapes employment experiences
- ❖ Engaging families supports employment focus
- ❖ Family/individual demographics are related to employment

Forums

- ❖ Confusing guidance and low systems expectations
- ❖ Navigation is hard: Misalignments & discontinuities
- ❖ System lacks capacity
- ❖ More success when rely on self and family

Engagement strategies

Training

- Explore, Prepare, Act
- FEAT

Online resources

- Let's Get to Work (WI)

Planning tools

- The Arc's Build Your Plan
- LifeCourse tools

Peer to peer outreach

Social media

Intervention with The Arc – ongoing

- ❖ Center for Future Planning Tool
- ❖ Goal is enrollment for 100 families (PwD age 14-24)
- ❖ 3 part strategy
 - Facebook reminders to log in/use the tool
 - Encouraging/inspiring messages about employment
 - Information and referral

Where are we going?



In the next 5-10 years, what should research focus on that would optimize family expectations and family engagement around work?



Organizational capacity to carry out effective employment supports

- Clear yet flexible practice model.

- Efficient approach to providing implementation support.

- Effective cost-efficient approach to supporting transformation.





What we know

- ❖ Extensive literature on effective supports practices
- ❖ 35,000 employment consultants, nationally (estimated)
- ❖ Majority of employment consultants assisting up to 5 job seekers with IDD getting jobs per year
- ❖ Limited implementation of best practice



What we know

- ❖ Organizational transformation = alignment between values, vision and goals but:
 - 89% of CRPs said facility-based programs necessary
 - staff experience confusion about roles, feel unprepared to support employers, lack training
- ❖ Change driven internally and not by state goals and policy



Research questions: Implementation

- ❖ How do effective employment specialists implement supports?
- ❖ What type of infrastructure is necessary to support good employment consultants?
- ❖ What is the effectiveness of data-based feedback, online training, and a community of practice?



Research questions: Transformation

- ❖ What are the most important features necessary for successful organizational transformation?
- ❖ Can we efficiently support transformation using organizational assessment, distance support, and a community of practice?



The studies

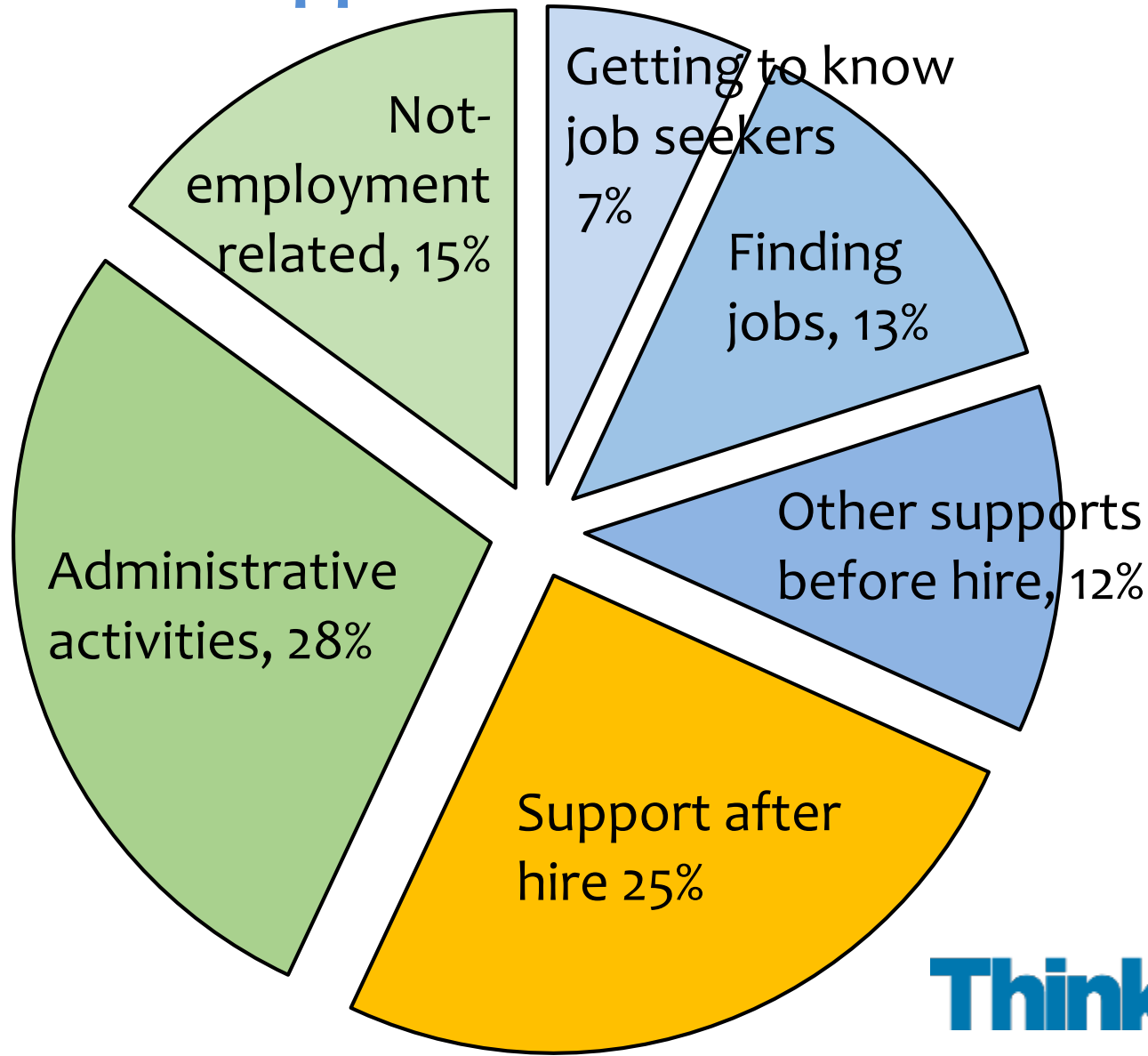
- ❖ In-depth interviews with employment consultants, supervisors, families and individuals
- ❖ Employment consultant intervention (in process)
- ❖ Delphi panel and case studies around organizational transformation
- ❖ Intervention with providers (in process)

Comprehensive model of employment support

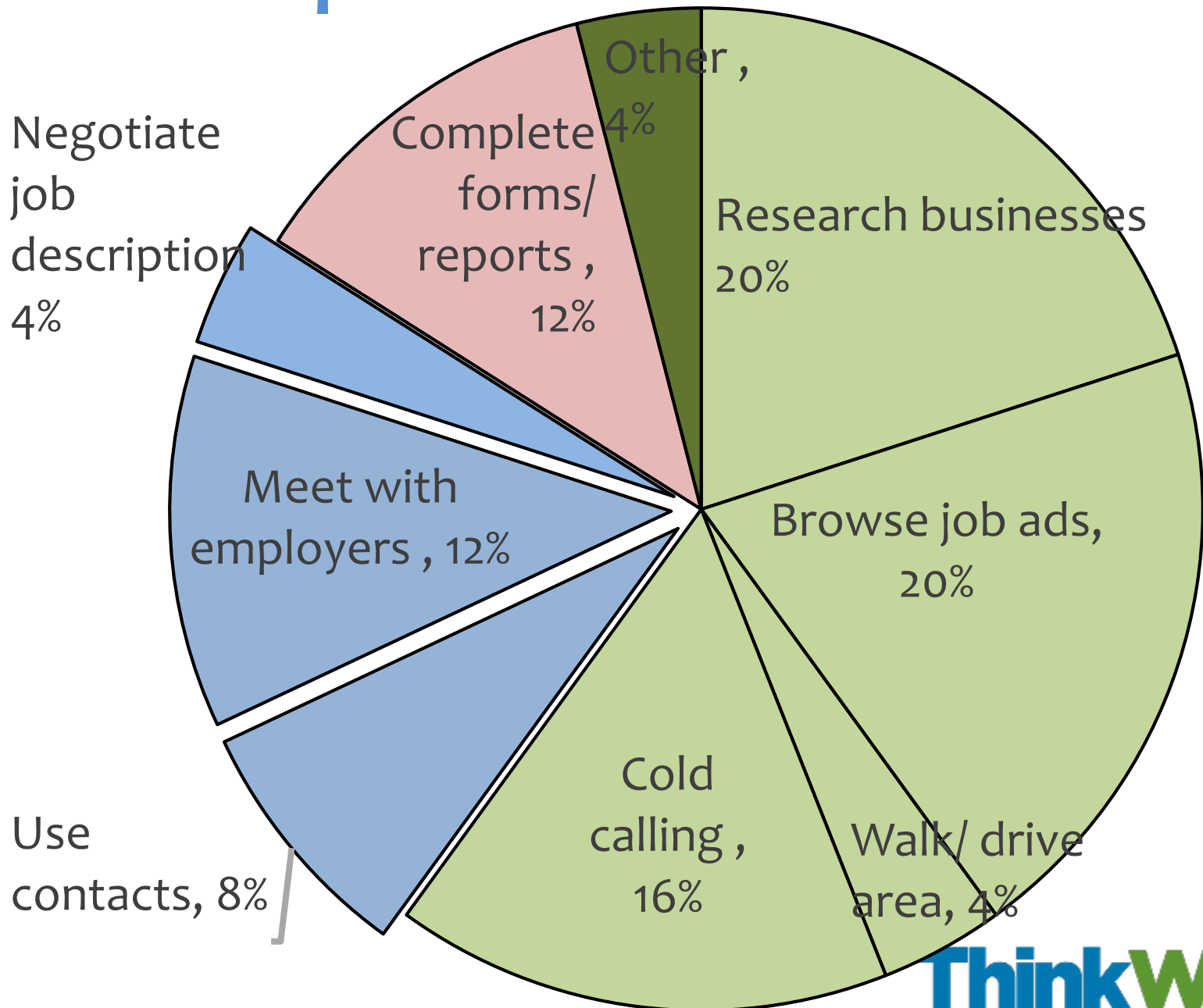




How do employment consultants invest their time across support activities?



Job Development



Describing practice


T-Mobile LTE 11:16 AM




surveygizmo.com

ThinkWork

Who was your primary interaction with between and today, 05/19/2016?

- Not at work today
- A person I support
- Family member of a person I support
- Acquaintance of a person I support

0% 


< >   




T-Mobile LTE 11:16 AM

surveygizmo.com

What was your primary activity between and today?

- Getting to know a job seeker
- Finding job openings
- Providing other supports before hire
- Coaching/ongoing support
- Administrative paperwork
- Other employment-related

9% 


< >   




T-Mobile LTE 11:16 AM

surveygizmo.com

Where were you primarily between and today?

- In your office or home office
- At the residence of the person I support
- At an employer's site
- In other community settings
- In a vehicle
- At a facility-based program

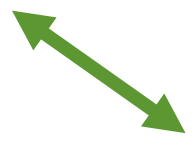
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Organizational Transformation

Focus & Values
Goals
Culture of inclusion



Employment Consultant Practices
Customer engagement
Holistic approach
Active job placement



Infrastructure
Resource allocation
Communication plan
Staff development
Performance measurement
Community partnerships



Where are we going?



In the next 5-10 years, what should research focus on to optimize capacity of employment consultants and employment programs?



Aligning policy and practice across agencies – what is the vision?

Systems intentionally align practices (**what we do**)

with a priority for employment (**what we want**)

and bring components to scale (**availability for all**)



APSE EMPLOYMENT FIRST STATEMENT

Adapted by Green Mountain Self Advocates and Self Advocates Becoming Empowered

All people with disabilities should have opportunities to work. Public dollars should be used to pay for supports for people to work in the community.

People with disabilities, their families, and their allies believe that:



Too many people with disabilities do not have a job. This is unacceptable.



All people should have opportunities for real jobs with real wages. It will get us out of poverty. We will be more independent. We will feel more included.

All people, with and without disabilities, can work in jobs together earning minimum wage or higher.



Like everyone else, people with disabilities should have access to supports that they need to work successfully.



All people, no matter what disability they have, have the right to work a job they choose that matches their skills and interests.



Public policies must support people with disabilities having real jobs. Money for services should be spent on people having jobs in the community.



Just calling your state an Employment First state is not enough. "Employment First" is when everyone who wants a job, has a job.

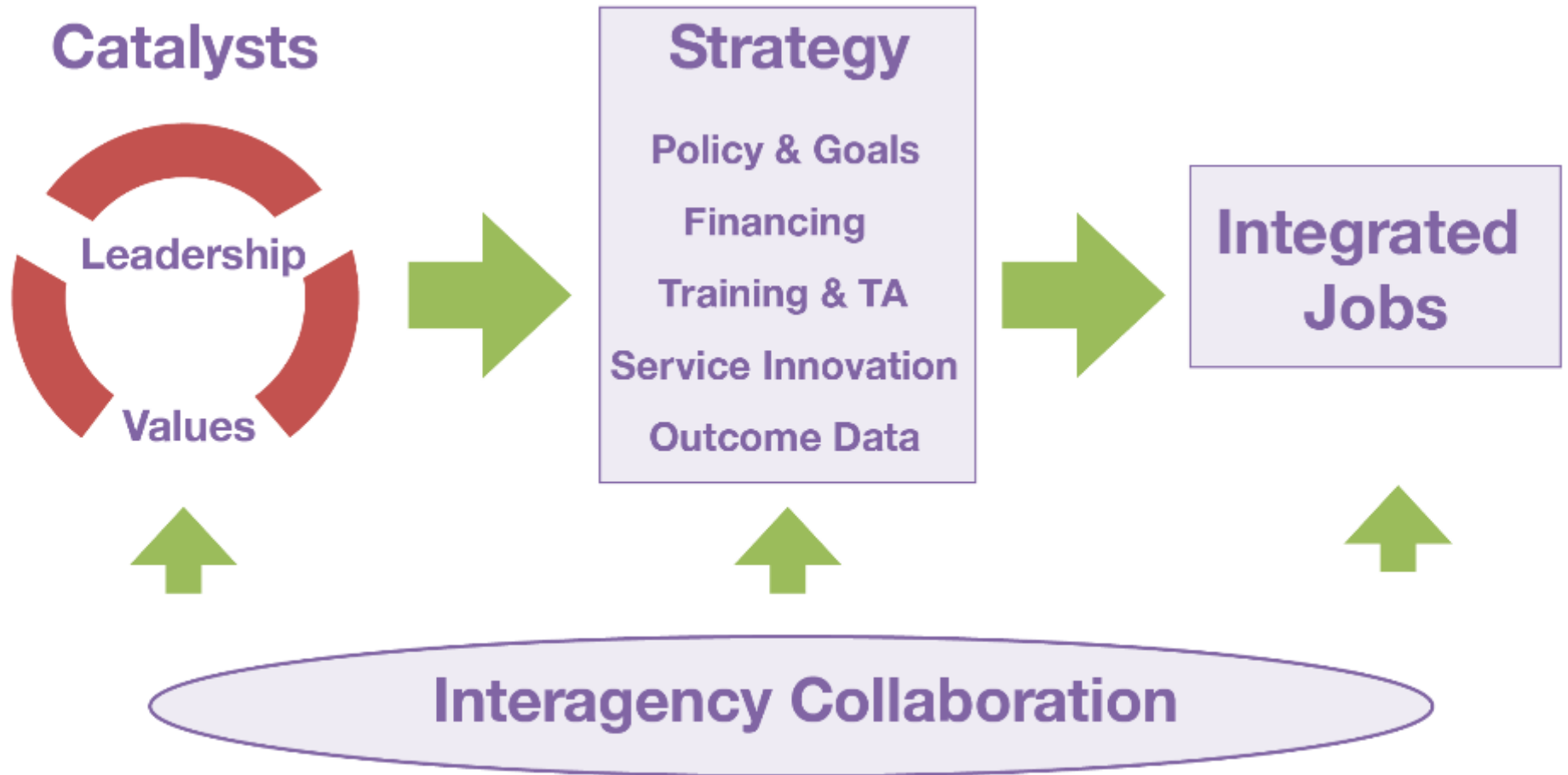


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“just calling your state an ‘Employment First’ state is not enough; it’s when everyone who wants a job, actually has a job.”
(SABE, 2017).

State Policy & Strategy High-Performing Framework





Research questions

- ❖ What are the characteristics of “higher performing” employment systems?
- ❖ What is the relationship between systems’ characteristics and employment outcomes?



The studies

- ❖ Development of state rankings across 3 systems (education, VR, IDD)
- ❖ Case study research of the “highest performers”
- ❖ Digging deeper: State policy analysis

Key findings: composite indicator

	Rank	Overall CI Score	IDD Score	VR Score	Education Score
MD	1	47.38	21.60	15.22	10.56
NH	2	47.26	22.76	9.63	14.86
VT	3	46.88	22.76	13.75	10.37
OR	4	44.77	21.60	12.81	10.35
WA	5	44.26	22.84	10.87	10.56
IA	6	42.48	15.42	13.78	13.28
OK	7	41.98	21.67	12.79	7.52
SD	8	40.51	14.33	14.72	11.46
CO	9	39.78	14.47	13.92	11.39
DE	10	39.60	19.20	14.32	6.08



Top Performers Across Systems and States

Top 10 states based on CI Scores (ranked descending order)

- **Maryland**
- **New Hampshire**
- Vermont
- Oregon
- Washington
- Iowa
- Oklahoma
- **South Dakota**
- **Colorado**
- Delaware

Top IDD System Performers

- **Maryland**
- **New Hampshire**
- Vermont
- Oregon
- Washington
- Oklahoma

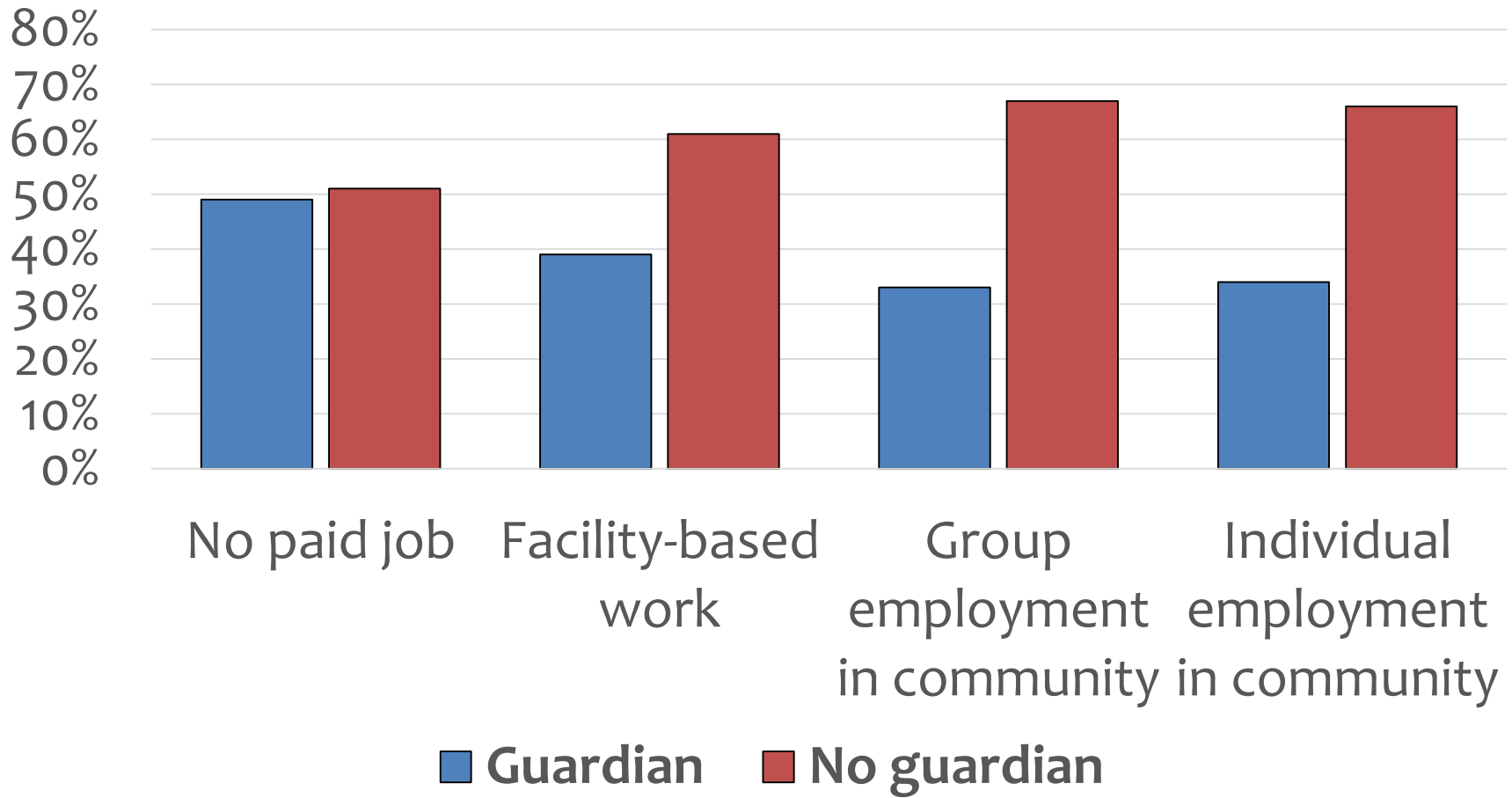
Top VR System Performers

- **Maryland**
- **South Dakota**
- **Colorado**
- Delaware

Top Education System Performers

- **New Hampshire**
- Iowa
- **South Dakota**
- **Colorado**

Employment Setting & Guardianship



Data source: National Core Indicators



Key findings: case study research

- ❖ Success over the long-term depends on a cadre of stakeholders
- ❖ Leadership is most effective when distributed across multiple levels of responsibility
- ❖ Consistent allocation of funds for long-term services for youth exiting schools is critical. Cements expectation for collaboration between school and adult service systems.



Key findings: state level policy analyses

- ❖ leadership through setting values, direction and creating the infrastructure for change
- ❖ Support coordination/case management to increase prioritization of employment
- ❖ Managing the employment process including sequencing funding with VR (in process)

Policy Analyses

- ❖ Changing role of prevocational services
- ❖ Support coordination/case management
- ❖ Managing the employment process including sequencing funding with VR

Where are we going?



In the next 5-10 years, what should research focus on to more effectively align policy (**what we say we want**) with practice (**what we actually do**)?



Synthesis and Next Steps



Rehabilitation Research and Training Center on Advancing Employment
for Individuals with Intellectual and Developmental Disabilities

A project of

ThinkWork!

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